

Talent Management and Work Engagement Among Head Nurses

Samar Hamdi Barakat¹, Wafaa Fathi Sleem², Hanan Elsayed Elsabahy³

¹Nursing Specialist, Aga Central, Ministry of Health

²Professor of Nursing Administration, Faculty of Nursing, Mansoura University

³Assistant Professor of Nursing Administration, Faculty of Nursing, Mansoura University



1. ABSTRACT

Background: Nowadays, talent management is becoming one of the most important aspects of human resource management. It increases the efficacy and efficiency of the hiring process by making the most of head nurses' abilities and filling open positions with highly qualified, talented candidates to achieve a high level of work engagement, which is reflected in patient satisfaction. **Aim:** Investigate the relationship between talent management and work engagement among head nurses. **Method:** A descriptive research design was utilized to conduct this study on 60 head nurses working at Aga Central Hospital using two tools: Talent management questionnaire and Utrecht work engagement scale. **Results:** The results indicated that the highest mean score regarding talent management dimensions was talent development and talent retention (20.5 ± 6.5), followed by talent attraction dimension (18.8 ± 6.7). While the highest mean score regarding work engagement dimensions was the vigor dimension (17.9 ± 2.8), followed by the dedication dimension (14.8 ± 2.7). **Conclusion:** It included that more than half of the studied head nurses had a low level of talent management, a quarter of them in moderate level, and the lowest percentage of the studied head nurses in high level of talent management. While less than half of the studied head nurses a low level of Work engagement, almost half of them had a moderate level and the lowest percentage of the studied head nurses in high level of work engagement. There was a statistically significant positive correlation between total talent management and total work engagement ($p < 0.05$). **Recommendations:** Hospital administrators should consider developing and implementing talent management practices and policies that will engage and retain professional head nurses. They need to provide an effective compensation program such as improving financial rewards/salaries, flexible work hours, and a safe work environment to increase the work engagement of head nurses.

Keywords: Head Nurses, Talent Management, Work Engagement.

2. Introduction

Work engagement and talent management concerns are turning into important workforce management obstacles in the workplace. This results from the reality that when talent management problems, such as bureaucratic interference, unequal pay distribution, and performance evaluation of employees, affect work engagement, it can disrupt other employees' work schedules, increase the attrition of talented workers, and negatively impact the growth and performance of the organization. (Li Qi, Voon, & Jia Qi, 2021).

So, health care settings have to grasp, evolve and possess talented and innovative head nurses, essentially those who are more extraordinary (Abd El Rahman, & Mohammed, 2019). Therefore, hospitals are rivaling for the right to recruit and keep skilled head nurses in an attempt to sustain operations and expand (El Dahshan, Keshk, & Dorgham, 2018).

Head nurses at hospitals are in charge of organizing and managing the nursing team as a

whole. All nurses are registered; however, head nurses are more competent than other registered nurses since they occupy higher positional levels, meaning they have more authority and skill at work, and more education—the majority of them having bachelor's degrees or more (Wang, Yang, Wang, & Zhang, 2019).

Also, they are crucial in supporting nurses' performance enhancement, innovation, and talent management. Regarding the issues of talent management and innovation, there should

be constant leadership and accountability, they play a crucial part in the performance improvement initiatives of nurses. Hospitals are looking to create a people management plan that suits the national context in an innovative way as they confront globalization. (Kular, 2018).

The modern definition of talent management is an organized strategy to draw in, evaluate, and choose the best candidates, as well as to engage, train, deploy, lead, and keep high-potential and

high-performing nurses inside the organization in order to increase work force productivity (Thunissen, 2016). In other words, it denotes an organization's resolve to draw in, choose, nurture, and hold onto highly skilled personnel. (Islam et al., 2018).

Moreover, it entails procedures and actions that include the methodical identification of important workers who provide a differentiated contribution to the company (Crowley-Henry & Al Ariss, 2018). The broad definition of talent management is the practice of participating in attempts to attract, select, develop, and retain key talented people, even if the concept of talent management varies from organization to organization (Reilly & Williams, 2016). On the other hand, talent management is defined as the methodical use of HRM activities and complementary strategies to draw in, nurture, and keep workers who possess demonstrable human capital at levels that align with the fundamental organizational goals. (Tarique & Schuler, 2018).

There are various advantages of talent management in hospitals including head nurses' engagement, retention, enhanced productivity, efficiency and culture of excellence which in turn increased competitive advantage and creativity (Meneghella, Walsh, & Sawagvudcharee, 2019). Conversely, the inability to plan and execute management policies, procedures, and programs that positively affect the process of acquiring, developing, and retaining talented head nurses to maintain hospitals' competitive advantage can lead to the failure of talent management systems in hospitals (Taie, 2015).

Three key components comprise talent management, namely: attraction, development, and retention. Head nurses employ the management strategy of talent attraction to pull desired skills to the hospital. The goal of using this strategy is to find the best fit for each job. The components of talent attraction are head nurse value proposition, employer branding, recruiting and selection, and employer of choice (Mohammed, 2015).

In this context learning and development have become essential to the success of competitive and dynamic organizations, the organizational success may not be achievable without ongoing learning, performance improvement, and maintenance (Howington, 2020). The process of changing a hospital, its nurses, and its stakeholders via scheduled and unscheduled learning to preserve the hospitals competitive advantages is known as talent development. It also, the process of improving head nurses' abilities and attitudes is

known as talent development (Elia, Ghazzawi, & Arnaout, 2017).

Nurse retention, on the other hand, is thought to be one of the main issues facing many organizations today in terms of talent retention. Many organizations see retention as a strategic opportunity to keep a competitive workforce. (Howington, 2020). Encouraging head nurses to stay with the organization for as long as possible is the major goal of talent retention. Talent retention can be managed by offering benefits before demand, career development, training, difficult work, intrinsic motivation, and performance-based compensation (Devi, 2017).

Talent management strategies like managerial assistance, career development, and rewards and recognition can improve work engagement. Therefore, organizations must reconsider how they handle talent and the impact it has on work engagement (Alias, Ezaili, Mat Nor, & Hassan, 2016). Thus, work engagement is influenced by talent management.

There are three types of work engagement: cognitive, emotional, and physical. The cognitive component is demonstrated by being attentive at work and by feeling absorbed and involved; the emotional component is felt when one feels connected to their job or others while working; and the physical component happens when head nurses physically participate in a task and exhibit a favorable emotional condition (Abed & Elewa, 2016).

work Engagement is the process through which an organization's human resources are motivated to participate in and be dedicated to the objectives and principles of the organization on an economic and strategic level (Ogbonnaya, Daniels, & Nielsen, 2017). It is also described as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Loerbroks, Glaser, Vu-Eickmann, & Angerer, 2017).

Vigor is defined by high levels of energy and mental toughness when working, as well as a readiness to work hard and persistence in the face of difficulties. Dedication refers to be truly committed to one's profession and experience a sense of challenge, inspiration, pride, and significance. Finally, absorption is characterized by being completely focused on and happily engrossed in one's work (Schaufeli, 2018).

A head nurse who is engaged is enthusiastic, dedicated to the company, and puts in a lot of work without complaining about stress at work. (Chapman, 2017). In other word, they approach

their work each day with a strong sense of enthusiasm and energy, viewing it as play or enjoyable, and functioning as collaborators in the advancement of the organization (Joo, Lim, & Kim, 2016, Kanik, Ishaq, & Mridula, 2018).

Positive outcomes for organizations are linked to high levels of work engagement. In addition to being productive, enthusiastic head nurses foster a positive work environment in the workplace. However, they report being happy with their work, are less inclined to quit, and have good physical and mental health (Lee, et al, 2018).

Despite the fact that work engagement is crucial for every organization since it increases job satisfaction, most engaged head nurses have no intention of quitting (Ali & Anwar, 2021).

2.1 Significance of study

High-performance human resource management is strongly correlated with talent management and head nurse engagement (Becker, Ulrich & Huselid, 2001). Therefore, in order to increase head nurse engagement, strategic talent management initiatives must be firmly based in efficient human resource management techniques. Additionally, it is critical for organizations to maintain the motivation and engagement of their head nurses because these attributes, together with the opportunity to grow personally, typically play a role in determining whether or not they decide to remain with the organization (Gebauer, 2006). So that this study aims to investigate the relationship between talent management and work engagement among head nurses.

2.2 Aim of the Study

This study aims to investigate the relationship between talent management and work engagement among head nurses at Aga Central Hospital.

Research Questions:

- Q1:** What is the level of talent management among head nurses at Aga Central Hospital?
- Q2:** What is the level of work engagement among head nurses at Aga Central Hospital?
- Q3:** Is there a relationship between talent management and work engagement at Aga Central hospital?

3. Methods

3.1 Research Design

Descriptive correlational research design was performed to conduct this study.

3.2 The study Setting

This study was carried out throughout all departments at Aga Central Hospital, which is associated with the Ministry of Population and Health. Aga Central Hospital had 186 beds available. It has multiple medical departments, such as orthopedic, emergency, and surgery, in addition to an intensive care unit. It offers healthcare services to the city of Aga and its surrounding areas.

3.3 Participants of the Study

It included convenience sample of (60) head nurses who were on duty at the period of data collection at previous mentioned setting.

3.4 Tools of Data Collection

Two tools were to collect data for this study.

Tool I. Talent Management Questionnaire

This questionnaire includes two parts as follows:

Part I. It includes personal characteristics of head nurses such as (age, gender, years of experience, and level of education).

Part II. Adopted from El Nakhala (2013). It aims to examine the head nurse's perception on talent management components' accessibility in the workplace. The thirty-one items on the questionnaire correspond to the three conceptual categories for components of talent management. The first section, which has ten components, is about attracting talent. The second section is related to the development of talent, it contains (10) items. The third section is related to talent retention, which included (11) items. Head nurses' responses measured using a 5-point Likert scale ranging from (1= strongly disagree to 5= strongly agree). The total scores of Talent Management Questionnaire were categorized into three levels based on cut of point (50%); low (< 50%), Moderate (50-75%), and High (> 75%).

Tool II. Utrecht Work Engagement Scale

This is a self-report questionnaire, developed by Schaufeli and Bakker (2010), and it aims to measure the level of work engagement among head nurses at the hospital. It contains (17) items, representing the three dimensions of work engagement. The first section is related to vigor, which is composed of (6) items. The second Section is related to dedication, which is composed of (5) items. The third section is related to absorption, which is composed of (6) items. According to the validity expert, the head nurses' responses became measured using a 5-point Likert scale ranging from (1 =never to 5 = always). The total scores of Work Engagement were categorized

into three levels based on cut of point (50%); low (< 50%) , Moderate (50-75%), and High (>75%).

3.5 Validity and Reliability

Data collection tools were translated into Arabic by the researcher and evaluated for face validity, content validity, and relevance by five nursing administration experts from the Mansoura University faculty of nursing. The experts assessed the tools for clarity, relevance, applicability, comprehensiveness, and understanding, and any necessary modifications were made based on their recommendations. The Cronbach alpha test will be used to measure reliability by evaluating how well items reflecting the same construct produce comparable outcomes. The Utrecht work engagement measure has an internal consistency of 0.896 and the Talent Management Questionnaire had an internal consistency of 0.901, according to Cronbach's alpha.

3.6 Pilot Study

It carried out on 6 head nurses as (10%) of total study sample, they were randomly selected, and excluded from the total sample to test the clarity and feasibility of the items. The purpose of the pilot study was to evaluate the language's clarity, as well as the tool's applicability and the amount of time needed to complete the form. Testing the appropriateness of the study environment was also helpful. Rewording and clarification are among the changes that are required in light of the pilot study. Cranach's Alpha conducted a reliability test on the study instruments for talent management and work engagement among head nurses.

3.7 Field work

The real work in the fields from the beginning of May 2022 to the end of August 2022. The information obtained from daily meetings with head nurses working various shifts. Head nurses were given the questionnaire sheet; they read it and completed the tool sheet on their own at that time. It will take 10 to 15 minutes to finish the sheets.

3.8 Ethical Considerations

obtained ethical approval from the Mansoura University Faculty of Nursing Research Ethical Committee. The responsible administrator of the hospital that was a part of the study granted formal approval to conduct the research. Head nurses who accept to participate in the study provided their informed consent after the explanation of nature and aim of the study. Every participant was informed that participation in the study was completely optional and that they might stop at any time. Every participant received

assurance regarding the privacy of the study sample and the confidentiality of the data obtained.

3.9 Statistical Analysis

Version 20.0 of SPSS for Windows was used for all statistical analyses. (SPSS, Chicago, IL). The continuous data were displayed as mean \pm standard deviation (SD) and had a normal distribution. Numbers and percentages were used to represent categorical data. The chi-square test was utilized to compare variables with categorical data. The correlation coefficient test was used to look for relationships between two variables with continuous data. The study computed the internal consistency test, also known as the reliability test, for the questionnaires utilized. A threshold of $p < 0.05$ was established for statistical significance. utilizing the chi-square analysis. The Pearson correlation coefficient test was used to look at the relationship between two continuous variables. It was determined that a p-value of 0.05 or above was statistically significant.

4. Results

Table 1 illustrates personal characteristics of the studied head nurses. The table demonstrated that most of the studied head nurses (43.3%) were aged more than 35 years. More than two-thirds of them (70%) were female and (68.3%) of them had experience between (10 – 15) years. Nearly half of the head nurses under study (45%) were single. Over fifty percent of them (53.3%) have master degree and (35%) of them are working at the general care department.

Table 2 illustrates the number and percentage of talent management domains as perceived by the studied head nurses. The table demonstrated that (43.3%) of the studied head nurses strongly disagree with the talent retention domain, (40.0%) of them strongly disagree with the talent attraction domain, and (36.7%) of the studied head nurses strongly disagree with the talent development domain.

Figure 1 illustrates levels of the talent management total scores. This figure showed that (60.0%) of the head nurses under study had a poor talent management level, (25. 0%) of them in moderate level and (15.0%) of them had the highest level.

Table 3 illustrates number and percentage of work engagement domains as viewed by the studied head nurses. The table demonstrated that the highest sometimes among the studied head nurses was referring to the vigor domain (53.3%). While the lowest sometimes among the studied

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head nurses was referring dedication domain (41.7%).

Figure 2 illustrates levels of the Work engagement total scores. This figure showed that (43.3%) of the studied head nurses in low level of Work engagement, (45. 0%) of them in moderate

level and (11.7%) of the studied head nurses in high level of Work engagement.

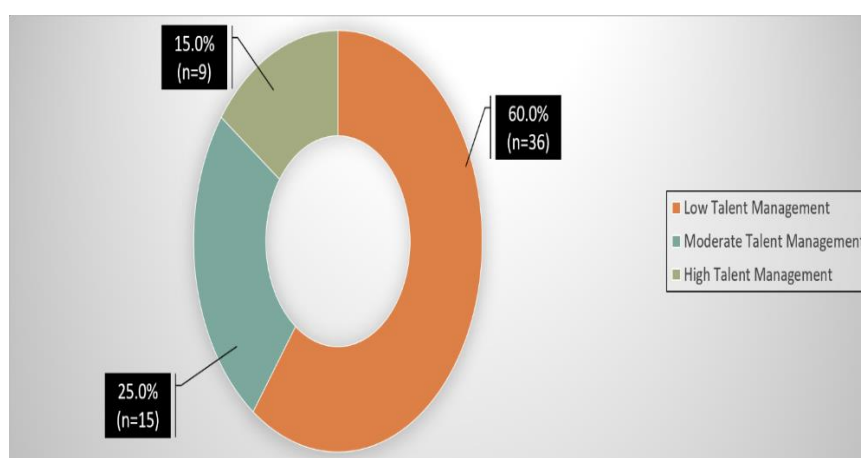
Figure 3 demonstrated that there was statistically significant positive correlation between total talent management and total work engagement among the studied head nurses at Aga Central Hospital.

Table 1. Personal Characteristics of the Studied Head Nurses at Aga Central Hospital (n=60)

	n	%
Age (years)		
< 31	11	18.3
31 – 35	23	38.3
More than 35	26	43.3
Mean \pm SD	34.3 \pm 3.4	
Gender		
Male	18	30.0
Female	42	70.0
Experience (Years)		
< 10	11	18.3
10 – 15	41	68.3
More than 15	8	13.3
Mean \pm SD	12.2 \pm 3.4	
Marital Status		
Single	27	45.0
Married	23	38.3
Divorced	10	16.7
Educational Level		
Bachelor of Nursing	28	46.7
Master nurse	32	53.3
Department		
Nursery	9	15.0
Operations	17	28.3
General care	21	35.0
Reception	13	21.7

Table 2. Number and Percentage of Talent Management Domains as Perceived by the Studied Head Nurses at Aga Central Hospital (n=60)

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	n	%	n	%	n	%	n	%	n	%
Talent Attraction	24	40.0	24	40.0	8	13.3	4	6.7	0	0.0
Talent Development	22	36.7	21	35.0	10	16.7	7	11.7	0	0.0
Talent Retention	26	43.3	20	33.3	10	16.7	3	5.0	1	1.7
Total Score	24	40.0	22	36.7	9	15.0	5	8.3	0	0.0

**Figure 1.** Levels of the Talent Management Total Scores Among the Studied Head Nurses at Aga Central Hospital (n=60).**Table 3.** Number and Percentage of Work Engagement Domains as Perceived by the Studied Head Nurses at Aga Central Hospital (n=60)

	Never		Rarely		Sometimes		Often		Always	
	n	%	n	%	n	%	n	%	n	%
Vigor	2	3.3	11	18.3	32	53.3	15	25.0	0	0.0
Dedication	3	5.0	14	23.3	25	41.7	16	26.7	2	3.3
Absorption	6	10.0	11	18.3	27	45.0	13	21.7	3	5.0
Total Score	4	6.7	12	20.0	28	46.7	15	25.0	1	1.6

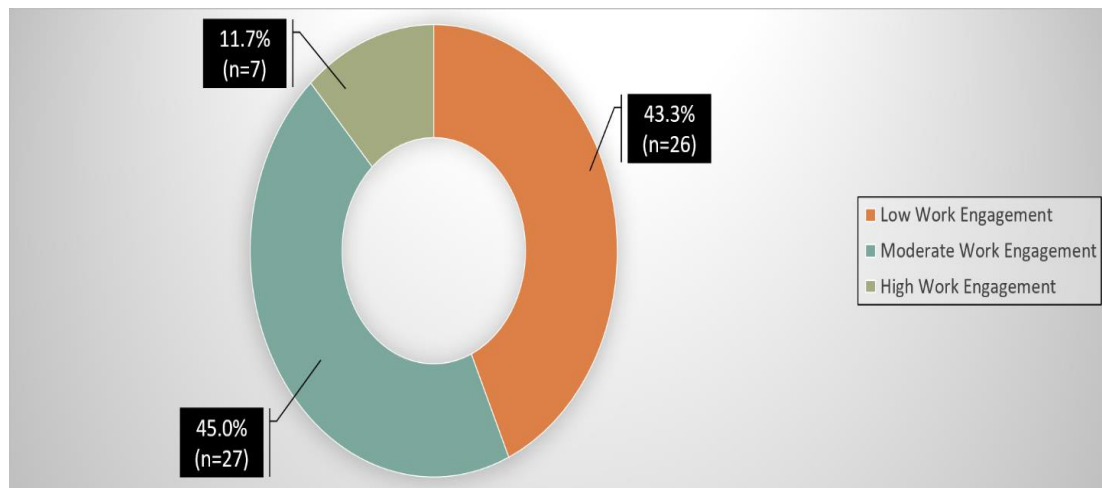


Figure 2. Levels of the Work Engagement Total Scores Among the Studied Head Nurses at Aga Central Hospital (n=60).



Figure 3. Correlation Between Total Talent Management and Total Work Engagement Among the Studied Head Nurses at Aga Central Hospital (n=60).

4. Discussion

At the current time, Talent management, which develops a sense of work engagement that guarantees head nurses remain with the organization for a long time, is now one of the best methods for preserving head nurses' commitment and engagement with their work (**Padanita & Ray, 2018**). Furthermore, it's well known that talent management raises work engagement. Actively engaged head nurses are more expected to meet the organization's objective. (**Mitosis et al., 2021**).

However, there is still a dearth of research on the relationship between talent management and work engagement, especially when it comes to the nursing profession. However, good talent

management techniques guarantee dedication to human resources, which can encourage head nurses to be more engaged at work (**Lerotholi, 2021**).

The present study aimed to investigate the relationship between talent management and work engagement among head nurses through determining the level of talent management and identifying the level of work engagement and detecting the relationship between talent management and work engagement among head nurses at Aga Central Hospital.

The study included sixty head nurses, the large portion among them are females, almost fifty percent of them were single and all of them were

working in different departments at Aga Central Hospital.

Accordingly, the current study found that while a little proportion of the investigated head nurses exhibited highest levels of Managing talent, most of head nurses under study showed low levels. One possible explanation for this could be an increasing workload that compels nursing management staff to put more of an emphasis on finishing tasks and less on staff growth and enhancement. This further connected to the requirement for contemporary policies that include work sharing, flexible work schedules, stress management, psychological counseling, head nurse counseling, training and development programs, and refresher courses.

In agreement with this result, a study conducted at Menoufia University by **Elhaddad, Safan and Elshall (2020)** to determine how nurses perceived talent management and how it related to their engagement and retention at work, it discovered that the most of head nurses under study had a negative impression of the practice, however a very tiny proportion had a high perception.

These results also were matching with a study conducted at University of Nottingham through **Haines (2016)** who carried out the research about management of nursing talent and claimed that nurses lacked talent management skills. In contrast with these findings, in the medical care units of Alexandria Main University Hospital an investigation done by **Elkady, Bassiouni, and Atalla (2019)** aimed to evaluate the connection between Organizational Commitment and Talent Management and found that, Moderate management of talent is exhibited by hospital head nurses.

Less than two thirds of the sample, according to the study's results, exhibited a moderate degree of work engagement. It could be caused by a scarcity of nurses, higher work demands, and inadequate benefits, all of which eventually result in lower levels of engagement. A moderate level of job engagement can have a number of negative effects on health systems. For example, head nurses with moderate levels of attachment and engagement may eventually try to leave the field, which might seriously disrupt hospital operations. Thus, care full consideration must be given to the significance of head nurses' work engagement as well as the implications of moderate or low levels of engagement. This aligns with research carried out by **Montgomery et al. (2015)** and **Abzari, Kabiripour, and Saeidi**

(2015). Similar to this, **Ozer et al.'s (2017)** study found that the health sector head nurses' degree of engagement at work was moderate. Conversely, findings from **(Caniëls et al. 2018)** demonstrated elevated degree of engagement at work exhibited by head nurses. Moreover, head nurses with higher work engagement levels will be more focused and proactive, which improves output and quality. Engaged head nurses work autonomously and believe they have a greater ability to meaningfully impact their jobs and hospitals. **(Boon & Biron, 2016; Gutermann et al., 2017)**.

Regarding relationship between talent management and work engagement, the present study's findings revealed that the work engagement and talent management of the head nurses under study had a highly statistically significant positive association, meaning that the head nurses' level of work engagement increases with improved talent management. This might be because work engagement raises the value application of the skills and knowledge, and talent management seeks out and promotes higher levels of skills and knowledge.

This finding was confirmed through **Ayub, (2017)** who examined the effects of engagement and retention on organizational performance and concluded that talent management a part of an organization's overall plan for motivating and retaining head nurses. This result also was matching with, a study conducted at State University of Jakarta, Indonesia by **Budiana, Supriyati, and Wibowo (2019)** to evaluate the talent management approach of employee engagement and discovered that work engagement and talent management are positively correlated, meaning that an increase in talent management will positively affect work engagement. In addition, **(Sumarto & Rumaningsih, 2021)** A study on "The Impact of Work Engagement on Talent Management and Knowledge Management on Work Performance" at the University of Tunas Pembangunan Surakarta found that talent management strategies enhance work engagement.

As well as, **Jehangir et al. (2018)** A study on talent management practices, employee engagement, and employee creativity was carried out at Abdul Wali Khan University. The results indicated that work engagement is positively impacted by talent management. This beneficial and relevant effect suggests that improving talent management will raise engagement at work. Also, **Sadeli (2015)** a study on The impact of organizational support, culture, leadership, and

talent management on engagement, done at Bina University in Jakarta and founded that talent management does have a positive and significant impact on work engagement, but it needs still to be developed moreover, since It won't boost employee engagement at work if you rely solely on it. This study's results are unexpectedly different from those of **Prameswara and Kartikasari (2018)**, who conducted research at the University of Negeri Surabaya, and **Alias (2014)**, who looked at the relationship between talent management practices and employee retention in Information and Technology (IT) organizations, and found that work engagement is not much impacted by talent management.

Ultimately, as this study has shown, a number of noteworthy researches had also revealed a strong relation between work engagement and talent management practices (**Chien & Yick, 2016; Naz & Sharma, 2017; Anlesinya, Amponsah-Tawiah, & Dartey-Baah, 2019; Ariana et al., 2018; Asiamah, Mensah, & Azinga, 2019**). But talent management, which promotes a sense of work engagement that guarantees a feeling of dedication to their work and guarantees their extended stay at the hospital, is one of the most successful methods to guarantee that the head nurses remain engaged and devoted to their work. In order to raise head nurses' levels of job engagement, general hospitals must maintain their successful talent management strategies.

5. Conclusion

Based on the study findings, it can be concluded that more than half of the studied head nurses in low level of talent management, a quarter of them in moderate level and the lowest percentage of the studied head nurses in high level of talent management. While less than half of the studied head nurses in low level of Work engagement, almost half of them of them in moderate level and the lowest percentage of the studied head nurses in high level of Work engagement. Also, there was a statistically positive significant correlation between total talent management and total work engagement ($p < 0.05$).

6. Recommendations

Based on the findings of this, the following recommendations are suggested:

- The health care sector has to prioritize talent management strategies and work engagement.
- Creating and putting into effect talent management procedures and guidelines that

will motivate and keep head nurses in their positions.

- Making sure that, in order to be competitive in the current healthcare market, personnel management strategies are based on their strategic planning.
- Offering an efficient pay plan that includes better financial benefits and wages, flexible work schedules, and a secure work environment to increase the work engagement of head nurses.
- Arranging meetings between head nurses and their managers on a timetable in order to foster open communication and reach high level of work engagement.
- Make sure that job descriptions well-written, and all hospital roles should be updated often. Head nurses should be trained on these updates.
- Conduct education and development programs that give head nurses opportunity for learning and growth.
- Allocate a specific budget for the education and training of talented head nurses, and devote enough time to talent management.

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