



بسم الله الرحمن الرحيم

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تم رفع هذه الرسالة بواسطة / سامية زكى يوسف

بقسم التوثيق الإلكتروني بمركز الشبكات وتكنولوجيا المعلومات دون أدنى

مسئولية عن محتوى هذه الرسالة.

ملاحظات: لا يوجد



**Effect of Talent Management Educational
Program on Nurse Managers
Organizational Commitment**

Thesis

*Submitted for Partial Fulfillment of the Requirements of
the Doctorate Degree in Nursing Sciences
(Nursing Administration)*

By

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M.Sc. Nursing

**Faculty of Nursing
Ain Shams University
2021**

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ACKNOWLEDGMENT

First and foremost, I feel always indebted to **Alaah** Whose help is behind success in achieving any work in my life.

I address my sincere thanks and appreciation to **Dr. Mona Mostafa Shazly**, Professor and Head of Nursing Administration, Faculty of Nursing, Ain Shams University for her continuing help and support, constructive advice, and kind attitude. Her valuable suggestions provided me with the confidence to fulfil this work.

I feel most grateful to **Dr. Hemat Abd El-azeem Mostafa**, Assistant Professor of Nursing Administration, Faculty of Nursing, Ain Shams University, for her great guidance, perpetual support, valuable advice, and generous help, and relentless mentoring throughout this work.

My special thanks are extended to all the participant nurse managers for their time and cooperation during the fieldwork.

Dedication

This Thesis is dedicated to
my wife Raymonda,
my soul mate, my friend,
my love, and my life
her love and support is my backbone,
and
to my son Chris
our GOD gift

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List of Abbreviations

Abb.	Full Term
HR	Human Resources
TM	Talent Management

Abstract

Background: Talent management is increasingly discussed within the health service; institutions need to be more conscious of how and why talents should be identified and managed. **Aim of study:** measuring the effect of a talent management educational program on nurse managers' organizational commitment. **Subjects and methods:** The study was conducted at Ain Shams University Hospitals using a quasi-experimental one group pre-posttest research design on a sample of 100 nurse managers. Data collection tools involved a self-administered questionnaire with the Talent Management and the Organizational Commitment questionnaires. A training program aimed at improving talent management among nurse managers was developed and implemented. **Results:** Nurse managers' age ranged between 22 and 59 years, 53% with diploma degree. Only 51% had high total talent management at the pretest, which increased to 86% at the posttest ($p < 0.001$); overall commitment improved from 78% in the pretest to 88% in the posttest. In multivariate analysis, the study intervention was a main significant positive predictor of nurse managers' talent management score, and the total talent management score was a significant positive predictor of the emotional, continuance, normative, and total commitment scores. **Conclusion and recommendations:** The training program is effective in improving their talent management and consequently increasing their organizational commitment. The study recommends that talent management as a topic should be included in postgraduate nursing curricula, with training courses for nurse managers. The hospital administration should support such programs. Further research is proposed to investigate the effects of improving nurse managers' talent management on staff nurses' commitment, job satisfaction, and burnout.

Keywords: Talent management, Organizational commitment, nurse manager

Introduction

The world is moving fast and there is rapid change in the dynamics of work. Creating a culture that embraces and prioritizes organizational effectiveness and employee development has become an essential practice for managing a productive and profitable organization. Organizations that recognize the importance of having a talent active workforce will ensure their long-term sustainability and success (*Lawler, 2015*).

The relatively recent emphasis on talent management represents a paradigm shift from more traditional human resource related sources of competitive advantage literature such as those that focus on organizational elites, including upper echelon literature, and Strategic Human Resource Management (SHRM) towards the management of talent specifically suited to today's dynamic competitive environment (*Prieto-Ayuso et al., 2017; Järvi and Khoreva, 2020*).

The health care providers need to increase skill mix ratios to deliver safe patient care. "Talent management" is increasingly discussed within the health service; nurses and student nurses were recently asked to identify their priorities for talent development. The importance of strong

ward leadership, effective personal appraisal, clearer career pathways, increased staff engagement and involvement in decision making, as well as a need for greater emphasis on the recognition and reward of nursing achievements were highlighted. These factors are crucial to attracting, retaining and developing talent in nursing. Nurse leaders can learn approaches to developing talent from business and wider healthcare settings (*Haines, 2013*).

Talent Management (TM) is defined as “integrated organizational Human Resources (HR) processes designed to attract, develop, motivate, and retain productive, engaged employees.” By integrating effective talent strategies into their workforce plans, an organization can use proven methods and systems to appropriately optimize human capital resources to increase their competitive advantage, maintain their market share, and improve the quality of care where patient satisfaction ratings will also increase by simply ‘making ready’ employees as successors (*Leggat et al., 2020*).

Professional competency in nurses is defined as a combination of skills, knowledge, attitudes, values and abilities that bring about effective or high performance in occupational and professional positions (*Levett-Jones et al., 2011*). It is considered as correct judgment and habits in

terms of the use of knowledge, technical skills, clinical reasoning, communication, feelings, values and rethinking daily activities aimed at providing services to individuals and the society. Professional empowerment and competency of nurses are among the concerns of human resource management in healthcare systems worldwide (*Karami et al., 2017*).

Professional skills and competency also have effects on job attitudes including organizational commitment and professional affiliations (*Rajabipour and Dehghani, 2013*). In order to achieve the goals of the health system, manpower is required to have not only expertise, empowerment and competency, but also high levels of organizational attachment and commitment as well as willingness to become involved in the activities beyond their common and pre-determined duties (*Karami et al., 2017*).

In this respect, organizational commitment is defined as involvement in a particular organization and beliefs in values and goals of the organization, sense of loyalty to the organization, moral obligations, heartfelt inclinations and sense of need to stay in the organization (*Carman-Tobin, 2011*). It is a type of psychological attachment to an organization in which a person is involved so that

committed employees sometimes obtain their own identity from the organization and benefit from their memberships (*Ahmad and Oranye, 2010*).

Organizational commitment is also considered as one of the basic values, which affects an organization, and it is used as a criterion to evaluate employees (*Bastami, 2014*). Consequences of organizational commitment include lower levels of intent to leave, increased retention, better attendance, and higher job productivity (*Carman-Tobin, 2011*).

The unprecedented complexity of today's business context, marked by globalization, technology, and broader socio-economic, geopolitical and demographic changes, increases the necessity to focus on identifying, attracting, recruiting, developing and retaining talent to navigate the challenges of it (*WEF, 2016; Claus, 2019; Reiche et al., 2019*). In fact, sourcing and retaining the quality and quantity of talent has been a continual challenge for organizations (*Vaiman et al., 2017*).

A critique of TM research has been the suggestion that it has lagged behind in offering organizations vision and direction in this area more than a decade after it emerged as a 'hot topic' in practice (*Cappelli and Keller,*