

Talent Management Practices as Drivers of Organizational Entrepreneurship and Nurses' Creativity at Oncology Center Mansoura University

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Abstract

Particularly in the current healthcare market, talent management is a comprehensive strategy and a source of competitive advantage. In order to increase organizational entrepreneurship and creativity and thereby create a high-performance, sustainable organization that achieves its strategic and operational objectives and goals, talent management is a crucial component of human resource management. It includes integrated practices for attracting, developing, motivating, and retaining productive, engaged nurses. **Aim:** To explore the influence of talent management on organizational entrepreneurship and nurses' creativity at Oncology Center Mansoura University (OCMU). **Design:** A descriptive correlational design was utilized. **Subjects:** All nurses working in Oncology Center Mansoura University (n=102). **Tools:** Three tools were used for data collection, namely; Talent Management Scale (TMS), Corporate Entrepreneurship Assessment Instrument (CEAI), and Employee Creativity Scale (ECS). **Results:** There was a statistically significant positive correlation between talent management practices (TMP) and organizational entrepreneurship. All dimensions of talent management had significant relationship with all dimensions of organizational entrepreneurship. Also, a statistically significant positive correlation was found between talent management practices and nurses' creativity. In addition to that, about half of the studied nurses had high creativity level. **Conclusion:** TMP have a significant influence on increasing organizational entrepreneurship and nurses' creativity. **Recommendation:** Hospital administrators should implement talent management practices including attracting, selecting, developing and retaining high-potential nurses. Creating a nurturing environment that fosters nurses' independence and willingness to take risks, which fosters entrepreneurship and nurses' creativity.

Keywords: *Creativity, Organizational entrepreneurship, Talent Management (TM) & Talent Management Practices.*

Introduction:

Talent management (TM) is considered as a crucial aspect of human resource management as it impact hiring, deployment, and retention of nurses within an organization (Hamad, 2019). In today's highly competitive environment, the talent an organization possesses in the form of its nurses' skills and competencies, has become essential to success. The success of any organization is dependent on having the right nurses with the right skills in the right places at the right times. Talented nurses are regarded as the primary resources that result in long-lasting competitive advantages and prominent inventiveness (Khan, Yasir, Abdul Majid & Afridi, 2019).

Talent is the backbone of any organizations. Talent refers to a high-potential person who demonstrates aptitude, engagement, and a desire to succeed in more important and senior positions. Talent has been defined as the ability to continuously improve nurse's abilities and not only being able to successfully complete a task; it is the permanence and development of competencies. The ability to learn and grow as a nurse can be seen as the sum of a

nurse's intrinsic gifts, competences, knowledge, intelligence, experience, personality, and conduct, which supports the idea that talent, refers to these qualities (Muskat, Lockstone-Binney, Ong & Andresen, 2019).

The term talent management (TM) refers to the procedures and activities used to find and cultivate a talent pool to fill critical roles that significantly influence long-term organizational success. Organizations can fulfil their present and future strategic goals by securing quality and quantity of talent in the appropriate positions and across the entire business through talent management (Latukha, Michailova, Ott & Kostyuk & 2022). The additional management procedures and opportunities provided to nurses in the organization who are deemed to have potential are known as talent management. It entails putting in place integrated strategies or systems meant to boost workplace efficiency through the creation of better procedures for recruiting, training, retaining, and employing nurses with the necessary abilities and skills to fulfil present and future company needs (Claus, 2019).

Talent management composed of six dimensions namely: talent planning, talent recruitment and retention, workplace culture, talent development, rewarding, and professional advancement (Yener, Gurbuz, & Pinar, 2017). A long-term strategy that ensures the workforce and business are prepared for the future is provided by talent planning. Workplace culture should be nurtured to facilitate retaining, sustaining, and growing talent. Talent recruitment is known as the activities of sourcing, interviewing, assessing, screening, selecting and hiring talent staff and retaining them within the organization. It is important for any organization, In the healthcare system to evaluate its strategy to ensure that it attracts staff who meet its strategic needs (Farzah & Husin, 2022). Talent development includes activities that help those top performers gain valuable information, skills, and talents that support the success and expansion of the business (Garavan, Matthews-Smith, Gill & O'Brien, 2021). Professional advancement entails the activities of empowering, training, mentoring and coaching high potentials nurses. While, rewarding involves recognizing high-performing personnel and rewarding them effectively is crucial to retain them (Naim & Lenka, 2017).

Talent management including attraction, development, and retaining nurses with enhanced aptitudes, competencies and knowledge are essential to an organization's existence and ability to compete in the market. Through TM, organizations may manage their personnel in the best way possible to foster entrepreneurship and creativity, which will raise productivity, efficiency, and service quality. Moreover, implementing TM techniques for health care organizations benefits the organization as a whole, the staff, and the beneficiaries' patients. (Mitosis, Lamnisos, & Talias, 2021)

Organizational entrepreneurship is seen as one of the key ways to superior performance and a competitive edge and improved performance in all types, sizes, and ages of organizations. It considered as one of the tools of development since entrepreneurial nurses provide the context for success. To foster creative and professional nurses, each organization requires the right structure and entrepreneurial nurses. An entrepreneur is someone who commits to run, manage and undertake the risk of economic activity. Organizational entrepreneurship encourages entrepreneurial behavior within a hospital and entails attitudes and actions that strengthen the organization's risk-taking capacity and make it easier to find chances and invent new things (Kalamaki, Mahmoudi & Charai, 2021).

Organizational entrepreneurship refers to a culture dedicated to product and service innovation with new ideas and the courage to achieve maximum benefit. In

other words, it is a set of behaviors and strategies for improving and utilizing staff creativity and innovation for the organization's long-term development and excellence. Azma, Farahbakhsh, Safaradz, & Farahnaki, 2019). Organizational entrepreneurship involves fostering and developing an entrepreneurial culture within the organization to increase its capacity for innovation. It is influenced by the organizations' learning ability through new information search and the exploitation of the existing knowledge. Organizational entrepreneurship is a strategic tendency that entails changing the organization as a whole as well as its products, processes, services, and strategies (Mahfuz, et al., 2020).

The five main dimensions of organizational entrepreneurship are as follows: Work discretion/autonomy; with respect to tolerance of failure, responsibility, decision-making flexibility, level of authority and delegation (Agapie, Paiusan, Vizitiu, Nastase, & Hadad, 2018). Top management support; the degree to which a nurse believes top managers encourage, facilitate, and support entrepreneurial behavior, including supporting original ideas and giving nurses access to the tools they need and resources. Time availability, a belief that the workload schedules ensure additional time for staff and groups to pursue innovations, with jobs arranged in ways to support such efforts and achieve short and long-term organizational goals. Rewards/reinforcement; the extent to which the nurse believes that the organization employs systems that reward entrepreneurial activity and success; and finally organizational boundaries, with respect to improving the flow of information across departments and even organizations (Kuratko, Hornsby & Covin, 2014).

Creativity is essential for the development of nursing practice and has become a requirement for promoting organizational systems and nursing' outcomes. Creativity is a process which results in a novel outcome that a group accepts as tenable, useful, or fulfilling at some point in time. It is also defined as the creation of novel or original ideas that are beneficial or relevant, and as well as the behavioral manifestation of creativity potential (Chaubey, Sahoo, & Das, 2022). Creativity entails developing novel and worthwhile ideas for products, services, procedures, and processes. Furthermore, creativity search for original methods of doing things and novel ideas for creating new opportunities (Ximenes, Supartha, Manuati Dewi, & Sintaasih, 2019). In other words, when providing nursing care, creativity implies applying fresh thinking to develop a fresh idea that must be more beneficial, efficient, and safe and may lead to successful clinical decision-making. The benefits of creativity include flourishing organization, satisfied nurses, financial security, and

social advancement. The creative performance goal is not only to produce a huge number of concepts, but also but also to develop new products and services to adapt market-place opportunities into business for organizations and to make it more operational by producing ideas that can solve problems that are encountered (Mubarak & Noor, 2018).

Furthermore, Health care organizations must come up with innovative solutions to address all the new needs and diverse situations. In this situation, the presence of creative and knowledgeable nurses is quite beneficial in the organization. Also, nurses frequently encounter unanticipated situations for which they have not been trained before. Nurses must possess a greater level of competence and attitude in addition to the ability to react quickly, effectively, creatively, and adaptably to deal with these novel and complicated situations (Cheraghi, Pashaeypoo, Mardanian Dehkordi & Khoshkesht, 2021). In addition to that, nursing creativity not only improves health care quality and lowers health care costs, but it also fosters an organizational culture that decrease stress and reduce burnout among health care professionals. Therefore, nursing professionals around the world have been encouraging nurses' creativity in order to improve patient and health care outcomes (Liu, Chang, Wang & Chao, 2019).

Significance of the study

The present study concentrates on talent management as an approach that adds a positive value for the nursing profession, which improves organizational entrepreneurship and nurses' creativity. Talent management as one of the most important issues in the field of human resources can help healthcare organizations gain a competitive advantage. In addition to that, quality in healthcare begins with confirming talent management practices including recruiting, fostering, and retaining talented nurses that maintain patient safety, timely access to care, and cost containment. Moreover, it is imperative to the survival of healthcare organizations to consider talent management practices that enable nurses to deal effectively with the frequent challenges and uncertainty and therefore enhance organizational entrepreneurship and nurses' creativity. Accordingly, TM practices are very significant and drive better outcomes, not only for nurses, but also for healthcare organizations. Therefore, investigating the influence of talent management on organizational entrepreneurship and nurses' creativity at Oncology Center Mansoura University (OCMU) represents a significant contribution to the field.

Aim of the study:

The aim of the current study is to explore the influence of talent management on organizational

entrepreneurship and nurses' creativity at Oncology Center Mansoura University (OCMU) through:

- Assessing nurses' perceptions toward talent management practices
- Assessing nurses' perceptions of organizational entrepreneurship
- Determine the levels of nurses' creativity.

Research hypothesis:

- 1- Talent Management have a positive influence on organizational entrepreneurship.
- 2- Talent Management have a positive influence on nurses' creativity.

Subjects and Methods

Design:

A descriptive correlational design was used in carrying out this study.

Setting:

The study was conducted at Oncology Center Mansoura University (OCMU). Oncology Center occupied with (500) beds and it consists of 11 floors. The study was conducted in (pediatric, two female surgical units, female and male medical oncology, surgical and hematology) units.

Subjects:

Convenient sample of nurses working in Oncology Center Mansoura University (OCMU) who were available at time of data collection (n =102) and responsible for providing patient care in the above-mentioned units and had at least one year of experience.

Tools of data collection:

Three tools were utilized for data collection, namely;

Talent Management Scale (TMS), the corporate entrepreneurship assessment instrument (CEAI) and Employee Creativity Scale (ECS).

Talent Management Scale (TMS). It was developed by Yener, Gurbuz, & Pinar (2017) and modified by the researchers based on literature review. It consists of two parts:-

The first part: It was used to identifying personal characteristics of the nurses as: age, educational qualifications, years of experience, and marital status.

The second part: It contains 26 items to assess nurses' perceptions of availability of talent management practices (dimensions) in the workplace. These items were grouped under six dimensions as follows: workplace culture (7 items), talent planning (4 items), talent recruitment and retention (4 items), professional advancement (4 items), talent development (4 items), and rewarding (3 items). Each response was assigned a score from along a 5-point Likert scale, varying from 1 (strongly disagree) to 5 (strongly agree).

The corporate entrepreneurship assessment instrument (CEAI). It was developed by **Kuratko, Hornsby & Covin (2014)** and modified by the researchers based on literature review. It consists of 38 items to assess nurses' perceptions of organizational entrepreneurship. The items grouped under five dimensions: rewards/reinforcement (4), management support (13), organizational boundaries (6), work discretion (9) and time availability (6). The assessment was done on 5-point Likert scale varying from 1 (strongly disagree) to 5 (strongly agree).

Employee Creativity Scale (ECS). It was developed by **Malik, Dhar & Chandler (2016) & Mateus et al., (2019)** and used to assess nurses' creativity levels. This variable was assessed by 33 items. Each response was assigned a score from along a 5-point Likert scale, varying from 1 (strongly disagree) to 5 (strongly agree).

Scoring system for Employee Creativity Scale: The overall score of the creativity scale was ranged from (33 – 165), that represent the sum of all nurses' replies on this scale. Scores graded from (33- 65) points indicated "low creativity level". On the other hand, scores ranged from (66- 98) indicated "moderate creativity level". While, "high creativity level" response figured out by scores ranged from (99-165), **Sorour, khairy & Elkholy (2021)**.

Validity:

It will be recognized for face as well as content validity through a panel of five expertise from faculties of nursing.

Pilot study :

Will be conducted on 10% of the study sample to test the feasibility and clarity of the tools and will be randomly selected and excluded from the study sample. Necessary modifications will be done accordingly.

Field work description:

Collecting data from nurses by explaining to each participant the aim of the study and take her acceptance. Each sheet took 10-15 minutes to be answered. Data collected in two months beginning June 2022.

Ethical consideration

Ethical approval will be obtained from the Research Ethical Committee of the Faculty of Nursing, Mansoura University. An official permission to conduct the study will be obtained from the director of Oncology Center Mansoura University. Ethical approval was obtained from all study subjects. An informed consent will be obtained from nurses who accept to participate in the study after providing the explanation of nature and aim of the study and they will be informed that the participation is voluntary

and they have the right to withdraw from the study at any time. All participants will be assured about the confidentiality of the collected data and the privacy of the study sample will be assured at all phases of the study.

Statistical analysis

The collected data was tabulated; organized and statistically analyzed using SPSS software V22. The normality assumption was accepted. Therefore categorical variables were represented as frequency and percentage. Continuous variables were exemplified as mean, and standard deviation. Independent t-test was used to test the difference between two mean of continuous variables. ANOVA-test was used to test the difference between more than two means of continuous variables. Pearson correlation coefficient test was utilized to test the correlation between two continuous variables. Statistically significant was considered as (p-value ≤ 0.01 & 0.05).

Results

Table (1): Personal characteristics of the studied nurses (n=102)

Characteristics	N	%
Age years:		
▪ 20-30	53	52.0
▪ 31-40	44	43.1
▪ > 40	5	4.9
Mean±SD	31.21±7.21	
Education		
▪ Diploma degree	26	25.5
▪ Technical degree	59	57.8
▪ Bachelor degree	17	16.7
Job		
▪ Staff nurse	99	97.1
▪ Head nurse	3	2.9
Experience years:		
▪ 1-5	31	30.4
▪ 6-10	23	22.5
▪ > 10	48	47.1
Mean±SD	10.62±7.79	
Marital status		
▪ Single	15	14.7
▪ Married	85	83.3
▪ Widowed	2	2.0

Table (2): Descriptive statistics of talent management practices, organizational entrepreneurship and creativity among the studied nurses (n=102)

The study variables	Max.score	Study nurses (n=102)	
		Mean±SD	% *
A. Talent management	130	98.52±22.66	75.78
A1. Talent planning	20	16.22±3.81	81.1
A2. Workplace culture	35	25.63±7.18	73.23
A3. Talent recruitment and retention	20	15.19±4.18	75.95
A4. Talent development	20	14.72±4.10	73.6
A5. Professional advancement	20	15.23±3.92	76.15
A6. Rewarding	15	11.55±3.07	77
B. Organizational entrepreneurship	190	136.33±24.23	71.75
B1. Management support	65	48.62±11.20	74.8
B2. Work discretion	45	33.62±8.53	74.71
B3. Rewards/reinforcement	20	14.80±3.87	74
B4. Time availability	30	22.95±5.21	76.5
B5. Organizational boundaries	30	16.34±2.18	54.47
C. Nurses' creativity	165	127.01±22.95	76.97

* Percentages are calculated relative to maximum score.

Table (3): levels of nurses' creativity (n=102)

	Nurses' creativity	
	No.	%
Low	6	5.9
Moderate	46	45.1
High	50	49.0

Table (4): Correlation between talent management dimensions with organizational entrepreneurship dimensions and total nurses' creativity in the selected settings (n= 102).

Talent management Dimensions	Organizational entrepreneurship dimensions						Creativity
	Management support	Work discretion	Rewards/ Reinforce ment	Time availability	Organizational boundaries	Total Organizational entrepreneurship	
Talent planning	0.59 0.000**	0.67 0.000**	0.52 0.000**	0.67 0.000**	-0.44 0.000**	0.70 0.000**	0.66 0.000**
Workplace culture	0.67 0.000**	0.70 0.000**	0.56 0.000**	0.65 0.000**	-0.47 0.000**	0.74 0.000**	0.65 0.000**
Talent recruitment & Retention	0.67 0.000**	0.62 0.000**	0.57 0.000**	0.60 0.000**	-0.49 0.000**	0.71 0.000**	0.66 0.000**
Talent development	0.57 0.000**	0.57 0.000**	0.42 0.000**	0.54 0.000**	-0.45 0.000**	0.61 0.000**	0.57 0.000**
Professional advancement	0.61 0.000**	0.50 0.000**	0.47 0.000**	0.53 0.000**	-0.44 0.000**	0.61 0.000**	0.52 0.000**
Rewarding	0.73 0.000**	0.63 0.000**	0.67 0.000**	0.66 0.000**	-0.45 0.000**	0.76 0.000**	0.60 0.000**
Total talent management	0.74 0.000**	0.72 0.000**	0.62 0.000**	0.71 0.000**	-0.53 0.000**	0.81 0.000**	0.71 0.000**

** Highly statistically significant ($p \leq 0.01$)

Table (5): Relationship between talent management practices, organizational entrepreneurship and creativity with personal characteristics of the studied nurses

Characteristics	Talent management	organizational entrepreneurship	Nurses' creativity
Age years:	Mean±SD	Mean±SD	Mean±SD
▪ 20-30	91.92±20.56	133.25±24.56	122.96±25.77
▪ 31-40	105.73±22.96	139.68±23.40	131.66±18.47
▪ > 40	105.00±24.63	139.60±28.85	129.00±23.19
F value / p-value	5.04/0.008**	0.89/0.41	1.77/0.17
Marital status			
▪ Single	91.67±28.28	138.60±33.22	127.47±32.06
▪ Married	99.74±21.49	136.29±22.63	127.41±21.19
▪ Widowed	98.00±32.53	121.00±16.97	106.50±14.85
F value / p-value	0.80/0.45	0.46/0.63	0.81/0.44
Education			
▪ Diploma degree	93.27±29.98	128.50±31.86	125.00±25.50
▪ Technical degree	101.34±19.88	140.10±20.32	129.05±22.56
▪ Bachelor degree	96.76±18.12	135.24±21.66	123.00±20.62
F value / p-value	1.21/0.30	2.13/0.12	0.58/0.55
Experience years:			
▪ 1-5	94.13±22.40	136.39±25.45	128.97±25.66
▪ 6-10	93.52±21.62	129.96±23.11	115.87±23.16
▪ > 10	103.75±22.62	139.35±23.85	131.08±19.50
F value / p-value	2.49/0.08	1.17/0.31	3.77/0.03*
Job			
▪ Staff nurse	123.00±6.08	156.33±12.10	140.00±8.00
▪ Head nurse	97.78±22.58	135.73±24.28	126.62±23.15
t-value / p-value	1.92/0.06	1.45/0.15	0.99/0.32

* Statistically significant ($p \leq 0.05$) / ** Highly statistically significant ($p \leq 0.01$)

Table (6): Correlation of talent management practices with organizational entrepreneurship and nurses' creativity among the studied nurses (n= 102).

The study variables	Talent management practices	
	R	p
Organizational entrepreneurship	0.81	0.000**
Nurses' creativity	0.72	0.000**

** Highly statistically significant ($p < 0.01$)



Figure (1): Correlation between Talent management and organizational entrepreneurship among studied nurses.

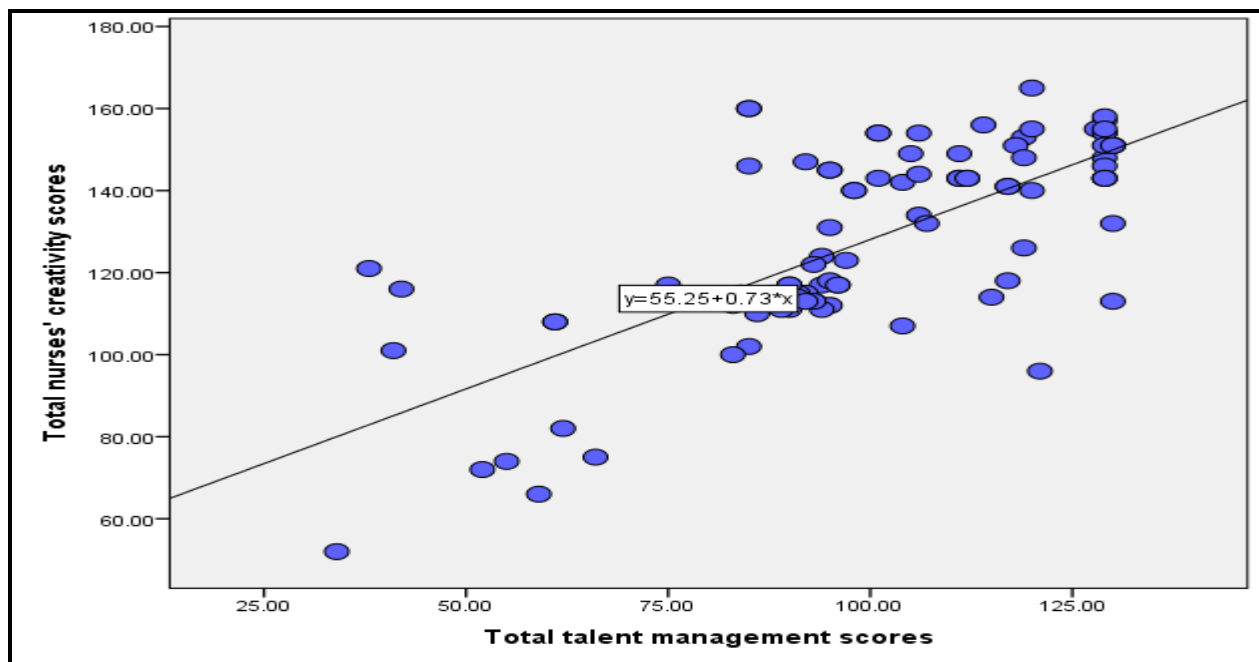


Figure (2): Correlation between Talent management and nurses' creativity.

Table (1): Depicts personal characteristics of the study subjects. (52%) of nurses aged from 20 to 30 years. About (57.8%) of nurses held technical degree in nursing. Almost all of them (97.1%) were staff nurses and about (47.1%) of them had experience more than 10 years. Most of them (83.3%) were married.

Table (2): Display descriptive statistics of talent management practices, organizational entrepreneurship and creativity among the studied nurses. The overall mean of talent management was 98.52 representing 75.78% of maximum score. Talent planning had the highest mean score among dimensions of talent management representing 81.1% of maximum score, whereas the least was workplace culture (73.23%). The overall mean of organizational entrepreneurship, on the other hand, was 136.33, representing 71.75% of the maximum score. The highest mean score dimension of organizational entrepreneurship was time availability 76.5% of maximum score, while the least was organizational boundaries (54.47%). While, the mean score of nurses' creativity was 127.01 representing 76.97 % of maximum score.

Table (3): Depicts descriptive statistics of nurses' creativity levels. About half of the studied nurses (49%) had high level of creativity and 45.1 % of them had moderate level while the lowest of them had low level of creativity (5.9%).

Table (4): Shows correlations between talent management dimensions with organizational entrepreneurship dimensions and total nurses' creativity in the selected settings. The results in this table revealed significant positive correlation between all talent management dimensions and all dimensions of organizational entrepreneurship except organizational boundaries had significant negative relationships. The table also shows significant positive correlation between all talent management dimensions and total nurses' creativity.

Table (5): Shows relationship between talent management practices, organizational entrepreneurship and creativity with personal characteristics of the nurses studied. Highly statistically significant relations were found between nurses' age and talent management. And, there were statistically significant positive relations between experience and nurses' creativity. In contrast, no statistically significant relations were found between personal characteristics and organizational entrepreneurship.

Table (6): Clarifies correlation of talent management practices with organizational entrepreneurship and nurses' creativity among the studied nurses. A statistically significant positive correlation was found between talent management practices and

organizational entrepreneurship ($r= 0.81, p<0.01$). Also, there was a statistically significant positive correlation between talent management practices and nurses' creativity ($r= 0.72, p<0.01$).

Figure (1): Illustrates correlation between talent management and organizational entrepreneurship among the studied nurses. A statistically significant positive correlation was found between talent management and organizational entrepreneurship.

Figure (2): Shows correlation between talent management and nurses' creativity. There was a statistically significant positive correlation between talent management and nurses' creativity

Discussion

TM is a vital determinant for organizational success. Health care organizations must engage, retain, and develop talent nurses so that they can remain involved in their work and can produce entrepreneurial, innovative and creative ideas and processes. Additionally, nurses are dealing with patients of various areas and ages, different health situations, and conditions that require nursing creativity as a vital part in nursing tasks and responsibilities. Moreover, working on talent management practices, make it easy for the organization to face different challenges from both internal as well as external environment and meet its current and future needs (Jehangir, Lubna & Khan (2018).

The findings of the present study revealed that there were statistically significant positive correlation between talent management practices and organizational entrepreneurship. All dimensions of talent management had significant relationship with all dimensions of organizational entrepreneurship. It could be related to that, talent management practices focus on enhancing workplace culture, talent planning, talent recruitment and retention, rewarding, talent development and professional advancement. These practices will in turn, encourage innovative ideas from nurses, give them autonomy to decide how their job gets done, provide them chance to be creative and risk taker, use improved work methods and therefore, promote organizational entrepreneurship. Furthermore, Anlesinya, Amponsah-Tawiah & Dartey-Baah (2019) indicated that job security, adequate training, salary and manager support were recognized as crucial satisfaction issues influencing retention of healthcare employees. Additionally, Hamad (2019) stated that development programs help employees to adapt to the organization's culture and values. In this same context, Matug (2019) concluded that, it is important to pay more concern to payroll and various approaches, employee recruiting benefits, rewards

and extra payments to motivate the talents and enhance organizational entrepreneurship.

These findings agreed with **Moghaddam, Khorakian & Maharati (2015)** who reported that, organizational entrepreneurship can be promoted by allowing talented and experts employees pursue their careers independently. These findings are the same view of the findings of research done by **Azma, Farahbakhsh, Safar zad, & Farahnaki, (2019)** who stated that there was a significant relationship between talent management and organizational entrepreneurship. Therefore, it is necessary to organizations to attract, develop, and retain talents to be able to respond to social, market and environmental needs (**Chukwemeka, 2020**).

These findings also are consistent with **Mudjijah , Surachman , Wijyantir , & Andarwatia (2022)** who mentioned that there was a significant positive correlation between entrepreneurial orientation and talent management. Thus, **Oga & Onouha (2020)** stated that, organizations should take care of their talent and entrepreneur as a top priority in order to promote the organizational agility.

The results of the present study indicated significant positive correlation between talent management practices and nurses' creativity. All dimensions of talent management had significant relationship with total nurses' creativity. It could be related to that, organizations which use talent management practices of creating a culture that values talent nurses' work, placing the right nurses in the right jobs, developing programs for retaining high-potential nurses, selecting candidates with high development, rewarding good performance nurses would be able to improve their learning opportunities and knowledge and thus increase their creativity level. In this same line **Isfahani, Hosseini, Khoshknab, Peyrovi, & Khanke (2015)** who conducted a study entitled "Nurses' Creativity: Advantage or Disadvantage" stated that in order to build a stimulating climate for creativity, hospital administrators should create a caring environment that encourage creative thinking, giving nurses rewards and chances to participate, and take risks.

In this same respect, **Kravariti et al., (2021)** stated that, the capability to keep workforces in the organization as well as developing, understanding and managing their talents to the full extent are essential to the organization's continued success. This also consistent with **Sareen & Mishra (2016)** who reported that, in the rapidly changing workplace, talent management enables employees to be more adaptive and creative.

Again, these findings also in congruent with, **Baroda (2018)** who revealed that talent management practices

directly affect employee creativity, satisfaction, motivation, and competency.

In the same context, **Hamad (2019)** illustrated that TM practices promote organizational learning chances and creativity and enable organizations to use this unique brainpower in solving challenging problems, which in turn would improve organizational intelligence and performance. Accordingly, the human caring theory illustrated that a creative strategy engages nurses in caring-healing practice for patients through a variety of ways of being, knowing, and doing (**Watson, 2015**). Meanwhile, **Bahari, Talosig & Pizarro (2021)** revealed that, creative nurses are able to solve patient health issues and workplace difficulties, enhance management performance, and promote patient wellness.

These findings also supported by **Keoye (2017)** who reported that talent development is needed, especially in the creative business, so organizational performance increases. Furthermore, **Kalamaki, Mahmoudi & Charati (2021)** stated that, when the organization values competent staff and provides them a high level of organizational support, they will have greater organizational trust and perform better.

The results of the present study revealed that the talent planning and rewarding had the highest mean score among dimensions of talent management practices, while the least was workplace culture. It could be due to that the organization identifies vacancies and implements different strategies for recruiting and rewarding talented nurses. In addition to the presence of policies that enhance job advancement and development opportunities of talent nurses.

As well as **Mudjijah, Surachman, Wijyantir & Andarwatia (2022)** confirmed that the ability to do creative work depends on the placement of talents human resources. These findings agreed with, **El Dahshan, Keshk, & Dorgham (2018)** who conducted a study to examine the influence of talent management on organization performance among nurses and reported that, the majority of nurses at the hospital were satisfied with the rewards and salaries.

These results were in the same line with the study undertaken by **Mahfoozi, Salajegheh, Ghorbani, & Sheikhi (2018)** who reported that talent development and good relations are vital talent management strategies for public sector organizations. Also, **Yener, Gurbuz & Pinar (2017)** concluded that, job training is one of the most common talent management practices. While, **Shingenge & Saurombe (2022)** illustrated that the weak leadership decreases the perceived efficiency of the talent management strategies.

This result is in contrast with another study done by **Barkhuizen & Masale (2022)** who conducted a study to explain how leadership talent mindset affects talent management and voluntary turnover intentions of employees and revealed a poor to average application of all practices of talent management and confirmed that the employees were not appropriately compensated for the high performance and the talent workforce planning is also does not place a high priority at the government organization.

As regard to entrepreneurship, the study finding showed that the overall mean of organizational entrepreneurship was high and the highest mean score dimension of organizational entrepreneurship was time availability. This may be due to that the nurses in the oncology center seem to have plenty of time and much autonomy to get everything done. In addition to that, managers provide nurses with support and special recognition for those with high performance. These finding were consistent with the study done by **Dehghanzadeh et al. (2016)** who confirmed that the majority of the nurses have strong entrepreneurship. In this same respect, **Fox (2005)** reported high organizational entrepreneurship levels in all four studied geographical regions

On the other hand, these results were disagreed with the study done by **Moghaddam, Khorakian & Maharati (2015)** who indicated that there was insignificant presence of entrepreneurs in organization and when staff suggests innovative ideas, the received reward in return is small, while the cost of failure is very high.

In relation to nurses' creativity, the study results showed that about half of the studied nurses had high creativity level. It could be related to that the leaders in the Oncology Centre serves as a creative model and stimulates enthusiasm about what needs to be accomplished. They reward nurses with good performance and encourage them to find new creative ideas to achieve cooperative goals and improve service quality. In this same respect, **Xing, Yang, & Zang (2017)** who assessed creativity in nursing, reported that various factors that affect nurses' creativity can be used to attain positive results such as encouraging innovative expressions, independent learning, and collaborative teamwork.

This finding was in agreement with **Abd-Elrhaman & Ghoneimy (2018)** who conducted a study about nurses' creativity and productivity and found that the nurses had high level of creativity post program application.

This finding also was congruent with the findings of **Bousinakis & Halkos (2021)** who found that more than half of subjects were extremely satisfied by the creativity level within the organization and considered creativity as a very important factor.

Additionally, **Cheraghi, Pashaeypoor, Mardanian-Dehkordi & Khoshkesht (2021)** illustrated that creativity in nursing care comprises fluidity of mind and development and adoption of new ideas for patient care in a way that are valuable simple, effective, safe, and cost effective. Furthermore, **Shahsavari et al. (2015)** reported that nurses are a crucial element of the health care systems and nurses' creativity could improve quality of care and patients' safety, improve work condition, and promote an organization. Thus, **Bartos (2020)** stated that it is crucial to health care organizations to encourage and develop nurses to think creatively in order to create future innovation and progress in nursing.

While, this finding was inconsistent with the study done by **Sorour, khairy & Elkholy (2021)** who reported that most nurses had low and moderate levels of overall nursing creativity due to more work pressure.

Regarding the relationship between personal characteristics and creativity, the present results revealed a significant relationship between creativity and nurses' experience. Nurses who had experience more than ten years had high mean score than nurses who had experience less than ten years in nursing. It could be related to that; nurses' creativity is likely to be improved and reinforced over years of learning and experience. Experienced nurses have new ways of approaching issues, new ideas for enhancing the quality of care, and are prepared to take on difficulties at work. This finding agreed with **Sorour, khairy & Elkholy (2021)** who showed that, the majority staff nurses supposed that their prior experiences helped them to be creative and interested in fulfilling work.

While, this finding disagreed with **Tabarestania, et al., (2014)** who concluded that there was no significant relationship between years of service and nurses' creativity but significant positive correlations were found between creativity and marital status.

Conclusion & Recommendation

The present study confirms that TM practices have a significant influence on increasing organizational entrepreneurship and nurses' creativity. This means that the present study highlights that both organizational entrepreneurship and nurses' creativity can be optimized when health care organizations adopt TM practices through enhancing workplace culture, talent planning, talent recruitment and retention, professional advancement, talent development and rewarding,. Based on the findings of the present study, the following can be recommended:

- Hospital administrators should implement talent management practices including attracting, selecting, developing and retaining high-potential nurses.

- Hospital administrators should create policies and strategies to support career growth and developmental opportunities of talented nurses.
- When hiring new nurses, administrators should attract and select talented nurses who are able to deal effectively with the frequent challenges and uncertainty.
- Creating a supportive environment that fosters nurses' independence and encourages them to take risks that foster their creativity and entrepreneurship.
- Managers should consider nurses' mistakes as learning opportunities and help them overcome obstacles and challenges.
- Managers should be fully informed about their talented nurses, capturing the details of their job roles, qualifications, contributions, and career progress.
- Managers should consider payroll as well as various motivating factors for talented nurses to improve their creativity levels and enhance organizational entrepreneurship.
- Future intervention studies of TM practices should be carried out in future research.

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