- *Basic Research*

Talent Management: The Pathway to Staff Nurses' Self-Efficacy and Organizational Effectiveness

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ABSTRACT

Background: Talent management and its effective practices ensures an organization fills vital positions for future leaders and positions that support its core competencies, show commitment to nurses, gave a raise to their self-efficacy which lead to increase nurses' engagement and decrease their turnover, and had positive impact on organizational effectiveness. **The study aimed to** assess talent management and its relation to staff nurses' self-efficacy and organizational effectiveness. **Design:** Descriptive correlational design was applied. **Setting:** the study was conducted at the eleven critical care units in Benha University Hospital. **Sample:** Convenience sample of (227) staff nurses were taken from the previously mentioned setting. **Data collection tools:** Three tools were used for data collection; talent management questionnaire, general self-efficacy scale - Turkish form and organizational effectiveness questionnaire. **Results:** More than two fifth of staff nurses (44.5%) had moderate perception level of talent management. While, more than half of studied staff nurses (52%) perceived their self-efficacy as moderate. Moreover, more than two thirds of studied staff nurses (68.7%) perceived moderate level of organizational effectiveness. **Conclusion:** There was a highly statistical significant positive correlation between overall score of talent management, self-efficacy, and organizational effectiveness among staff nurses. **The study recommended:** Developing strategies which help in development and retention of talented nurses. Providing a supportive wok environment that promotes trust, cohesion and commitment among staff nurses which reflect positively on the effectiveness inside the organization.

Key words: Organizational effectiveness, Self-efficacy, Staff nurses, Talent management.

Introduction

Talent management is the fundamental engine behind an organization's success in today's competitive market **(Mensah, 2019)**. The key to successful retention and a requirement for a sustainable organization is providing the optimal employee experience, and here is where talent management is crucial. As a result, businesses are vying with one another to attract and keep talent in order to keep running and expanding **(Elhanafy & El Hessewi, 2021)**.

Talent is used to describe people with great potential who have the aptitude and drive to gradually acquire the knowledge and skills required to hold important positions within an organization. Talent managers are in charge of fostering the talent needed to meet their organizations' present and future needs **(Singh, 2021)**. Talent management is the fusion of many processes and cultural norms in order to attract, develop, deploy, and retain talent so that an organization can satisfy strategic objectives and future employment demands. Additionally, talent management refers to a set of methods used in organizations that describe how they recruit, choose, develop, and manage their personnel in a purposeful and an integrated manner **(Saleh & Eldeep, 2022)**.

The key components of talent management are; attraction/recruiting, development and retention. *Talent attraction* is a management strategy used by employers to attract desirable capabilities to the organization. This method is used to match candidates with appropriate jobs. Talent attraction is comprised of recruitment and selection, employee value proposition, marketing, and employer of choice **(Songa and Oloko, 2016; Altindağ, Çirak & Acar, 2018)**. *Talent development* is the process of transforming an organization stakeholders, employees, and internal groups of people through both planned and unintentional learning in order to establish and sustain a competitive advantage for the organization. Talent development is process of improving employees' abilities and attitudes. While, *Talent retention* tries to take steps to make it as easy as possible for workers to stay with the organization for the longest period of time possible. This can be accomplished by using performance-based pay, training, demanding work, intrinsic motivation, career development, and providing benefits before demand **(Nasiri & Bageriy, 2020)**.

The hospital and the nurses can both benefit greatly from talent management. *To the hospital*, talent management improves bench strength, provides a better match between people's roles and skills, boosts productivity and capability, maintains loyalty of valuable employees and lowers turnover. It also ensures increased commitment of valued employees. *While to the nurses*, talent management offers high motivation and dedication, professional growth chances, opportunities to learn more about the patient care and contribute to its goals, and long-term job satisfaction **(Narayanan, Rajithakumar & Menon, 2019; Tamunomiebi & Worgu, 2020)**.

Besides, talent management ensures an organization fills important jobs for future leaders and positions that support its core capabilities. Additionally, career and self-efficacy development require the support of educated staff through extensive assistance programs **(Ali, Ullah & Guha, 2020)**.

Self-efficacy is the conviction that one can act in a way to handle a situation in the future. Clinical nurses must be effective, and those who lack it will do nothing to help their patients **(Wang, 2018)**. Additionally, self-efficacy is viewed as an individual's general assurance in their capacity to succeed and is defined as the ability to visualize competence in resolving difficult situations **(Xiong & Lin, 2020)**. Enactive mastery experience (real performance), vicarious experiences (observing others), verbal and nonverbal persuasion, and physiological and emotional arousal are the four basic sources of self-efficacy that have an impact on human functioning (factors that influence readiness for learning) one's perceptions about their level of self-efficacy can be increased or weakened through these four key ways **(Abd-Elrhaman, Ebraheem & Helal, 2020)**.

People's thoughts (self-stimulating and self-devaluing), optimism or pessimism, the actions they take to accomplish goals, their dedication to these goals, and the effort they put forth to achieve them are all influenced by their perception of efficacy. As a result, it can be seen as the foundation for human drive, happiness, and goal achievement **(Hahn et al., 2019)**. Additionally, self-efficacy enables staff nurses to demonstrate their fit for the job so that, in the end, they act pro-actively since it motivates them to do numerous efficient measures to modify the environment **(Damanik, Lumbanraja & Sinulingga, 2020)**.

Furthermore, staff nurses who have high levels of self-efficacy persevere in their efforts to find solutions and are less likely to give up on their intended objectives. In a similar manner, they view challenges as chances rather than threats. Besides, self-efficacy has been shown to explain intrinsic motivational processes and moderate the relationship between work engagement and leader conduct. Moreover, self-efficacy affects a person's capacity for learning, enabling them to focus solely on tasks that they feel to be important in order to improve organizational learning and effectiveness **(Attiq, Rasool & Iqbal, 2017)**.

Organizational effectiveness (OE) is defined as the capacity of an organization to persist and advance in its business environment through the accomplishment of predetermined goals and objectives. Also, OE refers to the degree to which the organization as a social system achieves its goals given specific resources and methods without debilitating those resources and means or putting undue pressure on its members **(Sharma & Singh, 2019; Tamunomiebi & Worgu, 2020)**.

There is not a single model of OE to fit all organizations. So, the effectiveness of organizations revolves round four main models: The model of goal attainment, the model

of system resources, the model of internal processes, and the model of stakeholders. These are effective and efficient models which are based on the type of situation that may emerge, **(Nwanzu & Uhiara, 2018)**. *Goal attainment model* is an extension of the organization's rational-goal philosophy. The model focuses on the output of the organization, or the extent to which the organization achieves its objectives. Every other OE model was built on the foundation of this model. When goals are specific, mutual, measurable, and time-bound, this paradigm is ideal **(Mahadeen et al., 2016; Sharma & Singh, 2019)**.

The second approach is named the *system resource approach* which pays close attention to the figure's input. From the standpoint of the capability to gather necessary resources from surroundings outside the corporation, it explains the efficacy. The three organizational behavior phases all play a role in how an organization positions itself for negotiation in its input environment. The phases are importing resources, using them (including allocating and processing them), and exporting them in a way that facilitates additional output. The system resource model is most suitable when there is a direct link between input and output **(Eydi, 2015; Kareem, 2019)**.

Internal processes model focuses more intently on organizational internal mechanisms. It emphasizes reducing strain, integrating each individual, and efficient and seamless process. This viewpoint is shared by an organization that prioritizes keeping employees happy and motivated, reducing conflict, and operating effectively. The humanistic organizational theorizing is mainly satisfied by this paradigm. When a particular method significantly affects organizational performance, it is extremely appropriate **(Shahin, Naftchali & Pool, 2014; Bratu, 2015)**.

Stakeholders model is based on the political viewpoint of the organization and emphasizes the groups with a stake in it. The fundamental tenet of the stakeholder approach is that companies are ultimately dependent on different groups for resources and survival. As a result, if organizations can't at least slightly appease these groups, they'll stop supporting them, which could lead to the organization's demise **(Nwanzu & Uhiara, 2018)**. Supply chains, clients, staff, stockholders, the host community, regulatory agencies, and other parties who have an impact on the organization are all included in a stakeholder audit. This model is effective when constituents and stakeholders have significant influence over the organization and it must respond to their requests **(Twaissi & Aldehayyat, 2021)**.

For every health care organization, having the proper talented staff is the biggest advantage. This is closely related to the competitive advantage that a hospital gains from hiring brilliant employees, particularly in the current climate of intense competition and globalization. Effective talent management strategies and policies include those that demonstrate a commitment to nurses, increased their sense of self-efficacy, which led to better engagement

and lower nurse turnover, and improved organizational effectiveness **(Song et al., 2018; Ali, Bashir & Mehreen, 2019)**.

Significance of the study

In the face of globalization, health care organizations should encourage a collaborative work environment where tasks are assigned in a way that allows the organization to identify the current and future talent that it needs. This suggests that, considering the constantly evolving and dynamic nature of today's business environment, having a solid understanding of the types of talent that an organization needs or will need in the near future to perform at its best and taking the necessary steps to attract, hire, and retain these talents will not only help organizations achieve its predetermined goals but also help it survive in a vigorously competitive workplace **(Elhanafy & El Hessewi, 2021)**.

Nurses are one of the most valuable resources that contribute to an organization's growth and success, so these organizations need to manage their talents in order to increase organizational effectiveness**.** Additionally, talent management involves talent development programs that boost talent confidence and self-efficacy levels **(Tamunomiebi & Worgu, 2020; Islam et al., 2020)**. So, this study was done to explore the relation between talent management, self-efficacy and organizational effectiveness among staff nurses.

Aim of the study

This study was carried out to assess talent management and its relation to staff nurses' self-efficacy and organizational effectiveness in Benha University Hospital.

Research questions:

1. What are the levels of staff nurses' perception toward talent management?
2. What are the levels of self-efficacy among staff nurses?
3. What are the levels of organizational effectiveness as perceived by staff nurses?
4. Is there a relation among talent management, staff nurses' self-efficacy and organizational effectiveness?

2. Subjects and Methods

2.1. Research Design

To achieve the study aim, a descriptive correlational design was applied.

2.2. Study setting

The study was conducted at the following eleven critical care units in Benha University Hospital: Intensive Care Unit (ICU), pediatric incubator, pediatric ICU, dialysis unit (adult & pediatric), Stroke ICU, medium ICU, emergency ICU, Hepatic ICU, Coronary Care Unit (CCU), chest ICU, chest and heart ICU.

2.3. Subjects

A convenient sample of 227 staff nurses who had at least three years of experience were taken from the previously mentioned setting.

2.4. Tools of data collection

For this study data collecting, three tools were used:-

2.4.1 Talent Management Questionnaire: It involved two parts; ***first part:*** Included the staff nurses' personal characteristics as: (age, sex, marital status, educational level, and years of experience). ***second Part***: **Talent management questionnaire:** The questionnaire was developed by **El Nakhala (2013)** and modified by the researchers to measure staff nurses' perception level of talent management through three dimensions with 31-items as following: Talent attraction (10 items), talent development (10 items), and talent retention (11 items).

Scoring system:
Subjects' answers were scored on a three-point Likert scale: (1) disagree, (2) neutral and (3) agree. Range of score was from (31-93). The level was considered high if the percent score exceeded 75% (>70 point), moderate if the percent score ranged from 60 to 75% (56-70 point), and low if the percent score was less than 60% (<56 point).

2.4.2. General Self-Efficacy Scale -Turkish form: This scale was developed by **Yildirim and Ilhan, 2010**. It evaluates level of self-efficacy as perceived by staff nurses. This scale consisted of 17 items that are organized into three dimensions: Initiative (9 items), persistence (5 items), and effort (3 items).

Scoring system:
Subjects' answers were scored on a three-point Likert scale: always (3), sometimes (2) and never (1). For negative items, the score was inverted. The total score is calculated by finding the sum of all the items. These scores were converted into a percent score. Range of scores from (17-51). Self-efficacy was rated as high if the percent score above 75% (>39 point), moderate if it fell between 60 and 75% (31-39 point), and low if it fell below 60% (<31 point).

2.4.2. Organizational Effectiveness Questionnaire: This questionnaire was developed by **Nwanzu and Uhiara, (2018)** and modified by the researchers to assess level of organizational effectiveness as perceived by staff nurses through four dimensions with 33-items as following: goal attainment (10 items), system resources (7 items), internal processes (10 items) and stakeholder (6 items).

Scoring system:

Subjects' answers were scored on a three-point Likert scale: (1) never, (2) sometimes and (3) always. Scores of each dimension summed up and converted into percent score. The total score was ranged from (33-99). The level of organizational effectiveness was considered high if the percent score above 75% (>75 point), moderate if the percent score ranged from 60 to 75% (60-75 point), and low if the percent score was less than 60% (<60 point).

2.5. Methods

It included the following steps:

Preparatory phase; In order to gather data, the researchers read books, journals, periodicals, and magazines to review prior and current literature in various areas related to the study's issue. This allowed them to become familiar with all facets of the study topic as well as to develop useful tools.

1. The tool was constructed, then translated into Arabic and back again to ensure accuracy.

2. **The tool's validity:** To ensure clarity, relevance, and completeness, three professionals in the field of nursing administration reviewed the data gathering tools. On the basis of their suggestions, the necessary adjustments were made in the manner indicated to improve the clarity and accuracy of the tools.

Also, the tool's reliability was conducted by using a Cronbach's Alpha test to determine the internal consistency and homogeneity of the tools used. The three tools' Cronbach's alpha values are as follows: talent management questionnaire, general self-efficacy scale and organizational effectiveness questionnaire was (0.873, 0.773 and 0.937) respectively.

Administrative Design: Before starting the study, permission was gained from the hospital manager and the head of the critical care units at Benha University Hospital through submitting a formal letter from the dean of the nursing faculty of Benha University. Additionally, in order to choose an appropriate time to gather data from subjects, the researchers met the head nurses of each department.

Pilot study: It was carried out over a period of one month (May, 2022) to assess tools face and content validity. Also, it helped to estimate the time needed for filling out the tools. The

pilot study was conducted on 10% of the total study subjects (23 staff nurses). Based on the results of the pilot, no modifications were needed and pilot study subjects were included in the study.

Ethical consideration: Staff nurses who participated in the study were informed of its nature and objectives prior to its conduct. Additionally, they were informed that taking part in the study was fully optional and that they could quit at any time, without having to give a reason. Each participant nurse completed a consent form after receiving full information. Participants' privacy was guaranteed and only the study's researchers had access to the data.

Fieldwork: From the beginning of June, 2022 to the end of August, 2022, the actual fieldwork was done. In the beginning, the researchers met the staff nurses in the study setting at different shifts to give them a brief idea about the study and its purpose. After that, the researchers distributed the questionnaires to the staff nurses, who were asked to fill them during their work times as pre-determined with the head nurse of each unit based on the type of work and workload. The researchers were found in order to demonstrate any difficulty that participants might face while answering the questionnaires. Data was collected three days per week in the presence of the researchers and between 16 and 20 sheets were filled on average each week. Each questionnaire took an average of 15 to 20 minutes to complete. The completed forms were gathered on time and double-checked for accuracy to ensure that no data was missing. Finally, the researchers expressed gratitude to the staff nurses for their participation.

2. 6. Statistical Design

The collected data were coded and verified prior to computerized entry. The Statistical Package for Social Sciences (SPSS version 21.0) was used. Descriptive statistics were applied (e.g., mean, standard deviation, frequency and percentages). Chi-square test was used to examine the relation between qualitative variables. Test of significance, correlation coefficient (r) was used. Whenever the expected values in one or more of the cells in 2x2 tables was less than 5, Fisher exact test was used instead. A significant level value was considered when $p \leq 0.05$ and a highly significant level value was considered when $p \leq 0.001$, while, if p-value > 0.05 indicates non-significant results.

Results

Table (1): Shows that less than two thirds of the studied staff nurses (63.0%) had age less than 30 years old with mean of 30.16 ± 6.26 years. While, the majority of staff nurses (86.3%, 83.7%) were females and married respectively. Regarding to educational levels, more than two fifth of staff nurses (46.2%) had associate degree in nursing. In addition, more than

three fifth of them (60.8%) had from 5 to15 years of experience with a mean of 9.82±6.79 years.

Table (2): Shows that, the total mean score of staff nurses' perception of talent management was 59.09±10.98. Moreover, the first ranking with highest mean score (20.60±5.09) was related to talent development dimension followed by talent attraction and talent retention dimensions with mean scores (19.83±5.47&18.66±3.55) respectively.

Figure (1): Reveals that, more than two fifth of staff nurses (44.5%) had moderate perception level of talent management. Meanwhile, less than one fifth of them (18.1%) had low perception level.

Table (3): Illustrates that, the total mean score of self-efficacy dimensions as perceived by staff nurses was 32.56±5.50. Also, the first ranking with highest mean percent (85.9%) and mean score of 12.88±3.25 was related to dimension of persistence. While, the last ranking with lowest mean percent (45%) and mean score of 12.16±2.28 was related to initiative dimension.

Figure (2): Portrays that, more than half of staff nurses (52%) perceived their self-efficacy as moderate. While, less than one fifth of them (16.3%) perceived their self-efficacy as high.

Table (4): Shows that, the total mean score of all organizational effectiveness dimensions as perceived by staff nurses was (68.95±10.92). Likewise, the first ranking with highest mean percent (75.6%) and mean score of 15.88±2.58 was related to dimension of system resources. While, the last ranking with lowest mean percent (64.7%) and mean score of 19.41±3.35 was related to internal processes dimension.

Figure (3): Demonstrates that, more than two third of studied staff nurses (68.7%) perceived moderate level of organizational effectiveness. While, the minority of them (11.9%) perceived low level of organizational effectiveness.

Table (5): Shows that there was highly statistical significant relation between staff nurses' perception levels regarding talent management and their educational level (P < 0.001). While, there was statistically significant relation between staff nurses' perception levels regarding talent management and their years of experience (P < 0.05).

Table (6): Displays that there was highly statistically significant relation between staff nurses' self-efficacy and their age and educational level (P < 0.001). While, there was statistically significant relation between staff nurses' self-efficacy and their years of experience (P < 0.05).

Table (7): Displays that there was statistical significant relation between levels of organizational effectiveness as perceived by staff nurses and their age and years of experience (P < 0.05).

Table (8): Reveals that there was a highly statistical significant positive correlation between overall score of talent management, self-efficacy and organizational effectiveness among staff nurses (P < 0.001).

Table (1): Frequency distribution of studied staff nurses regarding their personnel characteristics (n=227)

| Personal characteristics	No.	%
Age in years		
< 30	143	63.0
30-40	55	24.2
> 40	29	12.8
Mean ± SD	30.16±6.26	
Sex		
Female	196	86.3
Male	31	13.7
Marital status		
Married	190	83.7
Unmarried	37	16.3
Educational levels		
Diploma in Nursing	73	32.2
Associate degree of Nursing	105	46.2
Bachelor degree of Nursing	49	21.6
Years of experience (in years)		
3 < 5	51	22.5
5-15	138	60.8
>15	38	16.7
Mean ± SD	9.82±6.79	

Table (2): Ranking with mean scores and standard deviation of talent management dimensions among the studied staff nurses (n=227)

Talent management dimensions	Max score	Mean±SD	Mean%	Ranking
Talent attraction	30	19.83±5.47	66.1	2
Talent development	30	20.60±5.09	68.7	1
Talent retention	33	18.66±3.55	56.6	3
Total	93	59.09±10.98		
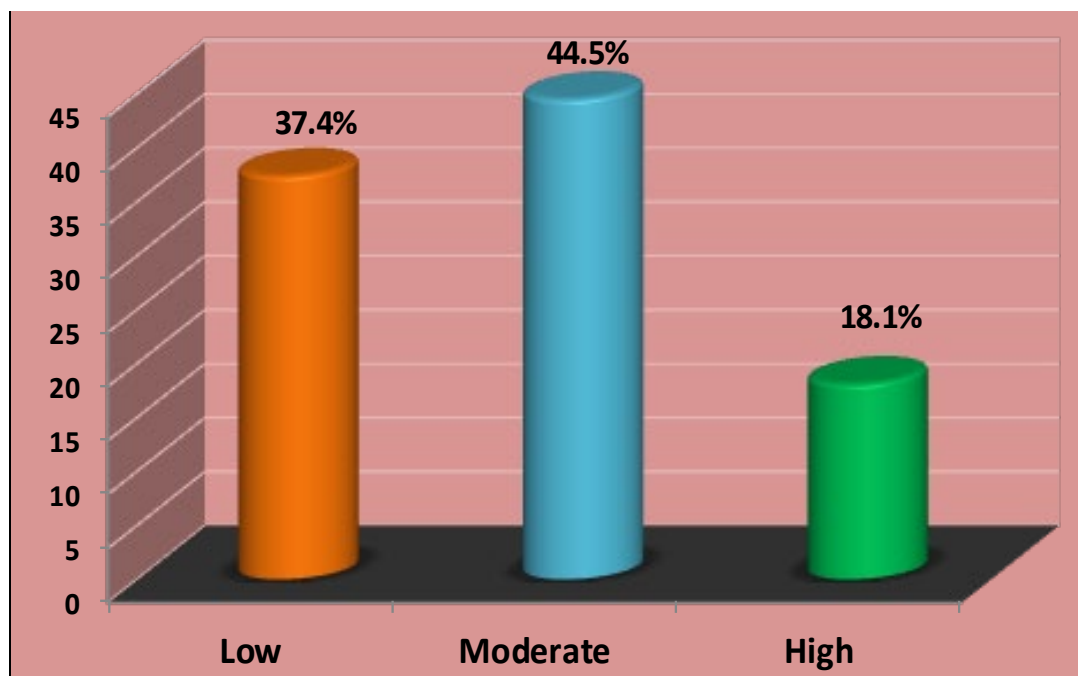
Figure (1): Total levels of staff nurses' perception toward talent management

Table (3): Ranking with mean scores and standard deviation of self-efficacy dimensions as perceived by the studied staff nurses (n=227)

Self-efficacy dimensions	Max score	Mean±SD	Mean%	Ranking
Initiative	27	12.16±2.28	45	3
Persistence	15	12.88±3.25	85.9	1
Effort	9	7.52±1.37	83.5	2
Total	51	32.56±5.50		
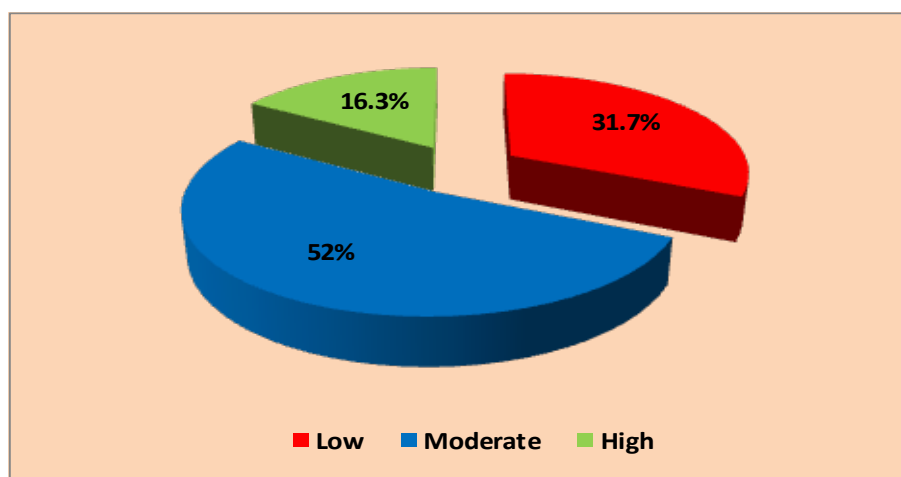
Figure (2): Total levels of self-efficacy as perceived by staff nurses

Table (4): Mean scores and standard deviation regarding dimensions of organizational effectiveness among staff nurses (n=227)

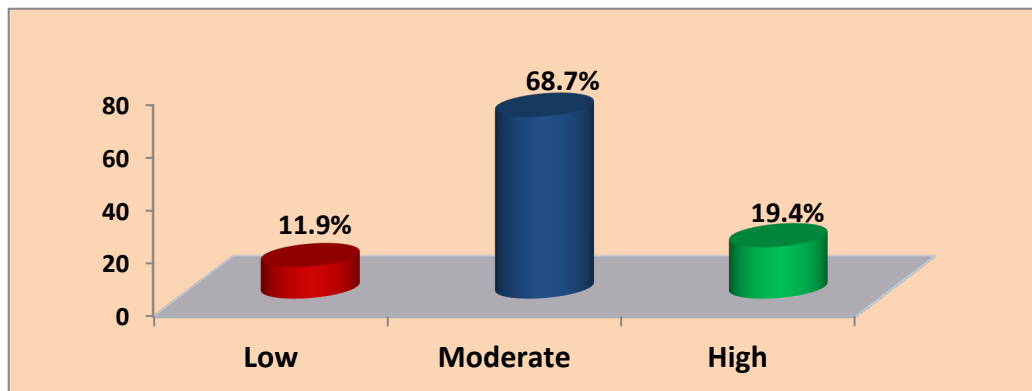| Organizational effectiveness dimensions	Max score	Mean±SD	Mean%	Ranking
Goal attainment	30	20.61±3.56	68.7	3
System resources	21	15.88±2.58	75.6	1
Internal processes	30	19.41±3.35	64.7	4
Stakeholder	18	13.05±2.66	72.5	2
Total	99	68.95±10.92		

Figure (3): Total levels of organizational effectiveness as perceived by staff nurses

Table (5) Relation between total levels of staff nurses' perception toward talent management and their personal characteristics (n= 227)

Personal characteristics	Perceived talent management						x^2	p- value
	High n=41		Moderate n=101		Low n=85			
	No	%	No	%	No	%		
Age (years)							8.979	0.062
< 30	18	43.9	66	65.4	59	69.4		
30 – 40	16	39.0	21	20.8	18	21.2		
> 40	7	17.1	14	13.8	8	9.4		
Sex							5.358	0.069
Female	31	75.6	88	87.1	77	90.6		
Male	10	24.4	13	12.9	8	9.4		
Marital status							0.863	0.649
Married	33	80.5	87	86.1	70	82.4		
Unmarried	8	19.5	14	13.9	15	17.6		
Educational level							26.966	0.000**
Diploma in Nursing	6	14.6	29	28.7	38	44.7		
Associate degree of Nursing	17	41.5	47	46.5	41	48.2		
Bachelor degree of Nursing	18	43.9	25	24.8	6	7.1		
years of experience							FET	0.006*
3 < 5	4	9.8	17	16.8	30	35.3		
5 – 15	27	65.8	67	66.4	44	51.8		
>15	10	24.4	17	16.8	11	12.9		

* Significant at (P < 0.05)   **** highly significant at (P < 0.001)**   **FET= Fisher Exact Test**

Table (6) Relation between total levels of staff nurses' self-efficacy and their personal characteristics (n= 227)

Personal characteristics	Staff nurses' self-efficacy						x^2	p- value
	High n=37		Moderate n=118		Low n=72			
	No	%	No	%	No	%		
Age (years)							FET	0.000**
< 30	8	21.6	77	65.3	58	80.5		
30 – 40	19	51.4	25	21.2	11	15.3		
> 40	10	27.0	16	13.5	3	4.2		
Sex							2.394	0.302
Female	29	78.4	104	88.1	63	87.5		
Male	8	21.6	14	11.9	9	12.5		
Marital status							2.111	0.348
Married	28	75.7	101	85.6	61	84.7		
Unmarried	9	24.3	17	14.4	11	15.3		
Educational level							FET	0.000**
Diploma in Nursing	3	8.1	33	27.9	37	51.4		
Associate degree of Nursing	12	32.4	61	51.7	32	44.4		
Bachelor degree of Nursing	22	59.5	24	20.4	3	4.2		
years of experience							FET	0.004*
3 < 5	3	8.1	31	26.3	17	23.6		
5 – 15	22	59.5	66	55.9	50	69.5		
>15	12	32.4	21	17.8	5	6.9		

* Significant at (P < 0.05)   ** highly significant at (P < 0.001)   FET= Fisher Exact Test

Table (7) Relation between total levels of organizational effectiveness as perceived by staff nurses' and their personal characteristics (n= 227)

Personal characteristics	Organizational effectiveness						x^2	p- value
	High n=44		Moderate n=156		Low n=27			
	No	%	No	%	No	%		
Age (years)							FET	0.002*
< 30	16	36.4	109	69.9	18	66.7		
30 – 40	18	40.9	32	20.5	5	18.5		
> 40	10	22.7	15	9.6	4	14.8		
Sex							FET	0.264
Female	38	86.4	132	84.6	26	96.3		
Male	6	13.6	24	15.4	1	3.7		
Marital status							FET	0.129
Married	33	75.0	132	84.6	25	92.6		
Unmarried	11	25.0	24	15.4	2	7.4		
Educational level							0.094	0.999
Diploma in Nursing	14	31.8	50	32.1	9	33.3		
Associate degree of Nursing	20	45.5	73	46.8	12	44.5		
Bachelor degree of Nursing	10	22.7	33	21.1	6	22.2		
years of experience							FET	0.015*
3 < 5	3	6.8	41	26.3	7	25.9		
5 – 15	36	81.8	89	57.1	13	48.2		
>15	5	11.4	26	16.6	7	25.9		

* Significant at (P < 0.05)   FET= Fisher Exact Test

Table (8): Correlation between overall score of talent management, self-efficacy and organizational effectiveness among staff nurses (n=227)

Variables	Talent management		Self-efficacy		Organizational effectiveness	
	r	P	r	P	r	P
Talent management	-	-	0.490	0.000**	0.958	0.000**
Self-efficacy	0.490	0.000**	-	-	0.522	0.000**
Organizational effectiveness	0.958	0.000**	0.522	0.000**	-	-

** Highly significant at (P < 0.001)

Discussion

Organizations which have highly talented individuals who maintain healthy and good relationships within their work environment and attain corporate goals while acquiring all resources needed for operations will be able to stay and survive in the today's business world. Talent management can create a competitive edge which directly improves the performance and self-efficacy through motivation of staff, ultimately translating into organizational effectiveness **(Dagogo & Ogechi, 2020)**.

According to the results of the current study, less than two thirds of staff nurses had age less than 30 years old with mean of 30.16±6.26 years. While, the majority of staff nurses were females and married. According to educational levels, more than two fifth of staff nurses had associate nursing degree. In addition, less than two thirds of them had from 5 to15 years of experience with a mean of 9.82±6.79 years.

Regarding talent management dimensions' ranking as perceived by staff nurses, the present study results indicated that the first ranking with highest mean score was related to talent development dimension followed by talent attraction and finally talent retention dimension. This may be due to the availability of opportunities for training and career development for staff nurses inside their workplace. But, the opportunities for attraction and retention of talented nurses were limited as they work in a governmental place.

In the same regard, a national study implemented by **Kassem & Ahmed, (2021)** demonstrated that the highest dimension was related to talent development; meanwhile, the lowest dimension was talent attraction. Also, these results were congruent with **Elhaddad, Safan & Elshall, (2020)**, who revealed in their study that the talent development was the highest mean score. And **Kheirkhah, Akbarpouran & Haqhani, (2016)** found that the

highest mean score was related to the talent development dimension while the lowest was related to talent conservation dimension. While, these results disagreed with **Yassin & Obeidat, (2020),** who found that the highest mean score was related to talent attraction.

Regarding the total levels of staff nurses' perception toward talent management, the results revealed that more than two fifth of staff nurses had moderate perception level of talent management. Meanwhile, less than one fifth of them had low perception level. This may be due to the studied staff nurses work in a governmental hospital where there is a moderate support for talent management. Also, policies within the hospital for talent development and career development to some extend are moderate.

This finding was in the same line with **Yassin & Obeidat, (2020)**, who stated that generally there was a moderate awareness level about the policies and strategies of talent management and human resource management toward the employees of the selected hospitals. On contrast, this result was incongruent with **Elhaddad, Safan & Elshall, (2020)** they found that the majority of the studied nurses had a low level of perception about talent management, while the minority of them had high perception. Likewise, this finding was inconsistent with **Elhanafy& El Hessewi, (2021),** who reported that the study participants' total knowledge about talent management was low and it improved markedly throughout the program phases.

Regarding the self-efficacy dimensions' ranking as perceived by the studied staff nurses, the results showed that, dimension of persistence had the first rank with the highest percent. While, the last ranking with lowest mean percent was related to initiative dimension. This may be due to the nature of nursing profession that require staff nurses to be self-reliant person and have willingness to do things. While the work environment is not supportive enough to encourage an initiation for new ideas so they avoid facing difficulties. This result was incongruent with **Mujanah, (2020)** who stated that strength was the dominant indicator of self-efficacy.

Regarding staff nurses' perception about total levels of self-efficacy, the results revealed that more than the half of studied sample perceived moderate self-efficacy. While, less than one fifth of them perceived high self-efficacy. This may be due to the staff nurses didn't receive enough support from their managers through participation in decision making process, so, they are less initiative.

Similarly, **Abdal, Alavi & Adib-Hajbaghery, (2015)** reported that less than two third of the studied nursing students had moderate level of self-efficacy. While, **Kwiatosz-Muc, Kotus & Aftyka, (2021)** found that their participant nurses evaluated their self-efficacy abilities as upper medium. Unlike, **Mujanah, (2020)** found that the self-efficacy of the participants was very high.

On contrary, **Dadipoor et al., (2021)** contended that more than half of their participants of nurses had high perception about self -efficacy. In addition**, Sinaga, Lubis & Siregar, (2020)** reported that more than half of nurses had low level of self-efficacy who worked in Mitra Sejati Hospital. Also, this result was in disagreement with **Abd Elhamed, Morsy& Mohamed, (2019)** who pointed out that the majority of head nurses' self-efficacy was low.

Regarding the ranking of organizational effectiveness dimensions as perceived by staff nurses, the results revealed that the first ranking with the highest mean percent was related to system resources dimension; meanwhile, the internal processes dimension was the last ranking. This may be due to the availability of needed equipment, technical skills and managerial expertise as perceived by staff nurses, but the relationships between management and staff are not clear enough or there may be conflict between each other which affect their satisfaction and commitment.

Similarly, this result was matched with **Chmielewska et al., (2022)**, who reported that the organizational variables divided into technical and social elements and the last one had the lowest score. Also, this result was consistent with **Kassem & Ahmed, (2021)** who reported that the job satisfaction was the highest mean score; meanwhile the personal relationship was the lowest among the dimensions of organizational effectiveness. In addition **Obeidat, Yassin & Masa'deh, (2018)** found that the good deal of teamwork and cooperation between supervisors and supervisees on the job among the studied employees was the lowest mean.

Regarding the total levels of the organizational effectiveness as perceived by staff nurses, the results indicated that more than two thirds of the staff nurses perceived moderate level of the organizational effectiveness. This may be due to the moderate capabilities of nurses in achieving the organizational goals. In addition, the presence of inflexible work relationships prevents the organization to reach the highest level of effectiveness.

This study finding was in the same track of **Nasirizade et al., (2017),** they reported that more than two thirds of participant nurses reported moderate organizational effectiveness. On contrary, this result was incongruent with **Kassem & Ahmed, (2021**) who pointed out in their research results that more than the half of studied nurses conveyed a high level of organizational effectiveness.

Concerning the relation between total levels of staff nurses' perception toward talent management and their personal characteristics, the current study results revealed that there were statistical significant relation between nurses' perception about talent management and their educational level and years of experience. This may be due to the difference in the curriculums and concepts through the different educational levels and also years of work experience make nurses had high perception about the importance of talent management process especially talent development in performing nursing duties and responsibilities.

This finding was supported by **Elkady, Bassiouni & Atalla, (2019)** who found that there was a high statistical significant difference between the overall mean sores of the perception of nurses about talent management and their age, sex, educational qualification, marital status and years of experience in their workplace. Also, there was an agreement with **Ali & Khaled, (2022)** who found that there were statistically significant difference between socio-demographic characteristics (age, years of work experience and educational level) and talent management dimensions (attraction, development and retention) among the study personnel.

Regarding the relation between total levels of staff nurses' personal characteristics and their levels of self-efficacy, the results displayed that there was statistical significant relation between the staff nurses' self-efficacy and their age, educational level and years of experience. This may be due to the higher the experience and the educational level of the nurses, the higher the sense of self- esteem and self-efficacy. Also, high education improves knowledge, skills and attitude of the person that lead to high level of performance to one's job duties and responsibilities and solving any work-related problems.

Similarly, these result findings were consistent with **Abd-Elrhaman, Ebraheem, & Helal, (2020)** who revealed that there was a high statistical significant relation between staff nurses' self-efficacy levels and their personal characteristics. Also, **Hahn et al., (2019)** indicated that the self-efficacy level of the study participants of nursing professionals was had a significant relation with their age. On the other hand, **Soudagar, Rambod & Beheshtipour, (2015)** disagreed with these results; they revealed that there was no significant relation between years of work experience and self-efficacy among studied nurses.

Furthermore, the results showed that there was statistical significant relation between the level of the organizational effectiveness as perceived by the studied nurses and their age and years of experience. This may be due to the more the experience of the nurses inside their organization, the higher their production and subsequently lead to higher organizational effectiveness.

In the same respect, this finding agreed with **An, Yom & Ruggiero, (2011)** who found that the nurses who are older and more experienced had higher levels of organizational effectiveness than younger and less experienced ones. But, there was disagreement with **Nasirizade et al., (2017)** who found that the organizational effectiveness was not significantly associated with the educational level or the gender of the participant nurses.

Moreover, the current study findings revealed that there was a highly statistical significant positive correlation between talent management overall score and organizational effectiveness among the participants. This result may be due to the higher the talent development, the higher the performance and commitment of their duties and responsibilities

which subsequently will lead to increase the effectiveness of the organization in achieving its goals.

In the same track**, Obeidat, Yassin & Masa'deh, (2018)** supported these results; they reported that there was a strong positive correlation between the talent management and the organizational effectiveness. In addition, **El Dahshan, Keshk & Dorgham, (2018)** contended that there was a high significant positive correlation between the organizational performance and each dimension of talent management. Also, **Nojedeh & Ardabili, (2014)** confirmed that recruitment and maintaining high qualified and worthy nursing staff play a vital role in patient satisfaction and in the hospital performance.

In addition, the ongoing study results showed that, there was highly statistical positive correlation between overall score of talent management, and self-efficacy among staff nurses. This may be due giving attention to talented nurses through attraction, development and development leads to increase their self –worth and self-efficacy while they performing their duties and responsibilities. This result was confirmed by **Ali et al., (2020)** who revealed that there was highly significant positive impact of talent development on self-efficacy of their studied employees.

Finally, the results indicated that there was highly significant positive correlation between self-efficacy and organizational effectiveness. This may be due to the higher the self-efficacy of the staff nurses, the higher the performance and commitment at work which increase the organizational effectiveness in achieving its goals.

This finding was in an agreement with **Lim, Bae & Kim, (2013)** who showed that self-efficacy influences the organizational effectiveness as it has significant effects on the concentration of the organization. Also, **Orgambídez, Borrego &Vazquez-Aguado, (2019)** revealed that both self-efficacy and work engagement were significant predictors to the organizational commitment, although they acted through different mechanisms: work engagement had a direct effect, while self-efficacy had an indirect effect and was totally mediated by work engagement.

Conclusion

In the light of the foregoing present study results, it can be concluded that more than two fifth of studied staff nurses had moderate perception level of talent management. Also, more than half of staff nurses perceived their self-efficacy as moderate. While, more than two thirds of studied staff nurses perceived moderate level of organizational effectiveness. Moreover, there was a highly statistical significant positive correlation between overall score of talent management, self-efficacy and organizational effectiveness among staff nurses.

Recommendations

The following recommendations are suggested in light of the study's findings:

Nurse Managers should:

1. Developing strategies which help in development and retention of talented nurses.
2. Providing staff nurses with opportunities to participate in continuous training and development that promote their self-esteem and self-efficacy.
3. Involving staff nurses in decision making process to improve their abilities in handling any problem and helping them overcome difficulties they face in their workplace.
4. Providing a supportive wok environment that promotes trust, cohesion and commitment among staff nurses which reflect positively on the effectiveness inside the organization.
5. Setting a reward system for motivating staff nurses to improve their talents.

Future researches are suggested

1. Exploring the influence of leadership style on talent attraction and retention.
2. Determining factors influencing self-efficacy among nursing staff.
3. Evaluating the effect of talent management on staff nurses' productivity.
4. Identifying factors affecting organizational effectiveness.

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الملخص العربى

إدارة المواهب: الطريق إلى الكفاءة الذاتية للممرضين والفعالية التنظيمية

المقدمه: تضمن إدارة المواهب وممارساتها الفعالة اعتلال المناصب الحيويه فى المنظمة، والمناصب التي تدعم كفاءاتها الأساسية بقادة المستقبل، وتُظهر الالتزام بالممرضين، وتعطي اهتماما لكفاءتهم الذاتية مما يؤدي إلى زيادة مشاركة الممرضين وانخفاض معدل دورانهم ، مما ينعكس بشكل إيجابي على الفعالية التنظيمية.

الهدف من الدراسه: هدفت الدراسة إلى تقييم إدارة المواهب وعلاقتها بالكفاءة الذاتية للممرضين والفعالية التنظيمية.

تصميم البحث: تم استخدام التصميم الوصفي الارتباطى.

مكان الدراسة: أجريت الدراسة في وحدات الرعاية الحرجة الإحدى عشر بمستشفى بنها الجامعى.

عينة الدراسة: إشتملت هذه الدراسة على عينة ملائمة قوامها (227) ممرضاً من المكان المذكور أعلاه.

أدوات جمع البيانات: تم تجميع بيانات الدراسة بإستخدام ثلاثة أدوات وهى: *أولا* : استبيان إدارة المواهب،*ثانيا* : مقياس الكفاءة الذاتية العام ـ النموذج التركي،*ثالثا* : استبيان الفعالية التنظيمية.

النتائج: أوضحت النتائج أن أكثر من خُمسى الممرضين (44.5٪) كان لديهم مستوى إدراك متوسط لإدارة المواهب. بينما رأى أكثر من نصف الممرضين (52٪) أن كفاءتهم الذاتية متوسطه. علاوة على ذلك ، فإن أكثر من ثلثي الممرضين (68.7٪) لديهم مستوى إدراك متوسط عن الفعالية التنظيمية.

الخلاصة: كان هناك علاقة إيجابية ذات دلالة إحصائية عالية بين إدارة المواهب والكفاءة الذاتية والفعالية التنظيمية بين الممرضين.

التوصيات: أوصت الدراسة بتطوير استراتيجيات تساعد في تنمية الممرضين الموهوبين والاحتفاظ بهم، وتوفير بيئة عمل داعمة تعزز الثقة والتماسك والالتزام بين الممرضين مما ينعكس بشكل إيجابي على الفعالية داخل المؤسسه.

الكلمات المفتاحية: الفعالية التنظيمية ، الكفاءة الذاتية ، الممرضين ، إدارة المواهب.