

The Effect of A Talent Management Training Program for Nursing Managers on their Retention

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Abstract: Background: Effective talent management is one of the most powerful tools for enhancing the retention of nursing managers and creating environments that encourage nursing managers to remain in their positions. **Purpose:** To examine the effect of talent management training program for nursing managers on their retention. **Design:** A quasi-experimental research design was used. **Setting:** The study was conducted at Damanhor Medical National Institute. **Sample:** All available nursing managers (100) were included in the study sample. **Instruments:** Two instruments were used, which were Talent Management Questionnaire and Nursing Managers' Retention Questionnaire. **Results:** More than two thirds (68%) of the studied nursing managers had low knowledge level of total talent management at pre- program that improved to more than four-fifths (86%) gained a high knowledge level of total talent management post program. About two thirds (62%) of the studied nursing managers had low level of total retention rate at pre-program that improved to more than four-fifths (88%) had high level post program. **Conclusion:** Talent management training program provided a statistical significant positive large effect on nursing managers' retention rate throughout the program phases. **Recommendations:** Improving the financial reward/salary and benefits for talented nursing managers needs to be considered to improve their retention rates.

Keywords: *Nursing managers, Retention, Talent management.*

Introduction:

In today's competitive work environment, it is crucial to retain highly skilled and talented nursing managers as they play a vital role in

enhancing the productivity of healthcare organizations. Effective talent management ensures that nursing managers at all levels are

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dedicated to increasing revenue, which in turn leads to improved job performance, higher levels of customer satisfaction, and reduced turnover and absenteeism. All of these factors ultimately impact the bottom line of the healthcare organizations (Lau, 2024).

The capacity to create and execute integrated talent management is seen as the blueprint for success in healthcare organizations in the future workplace. Fairness in outcomes, procedures, and interactions in the talent management process, along with perceptual consistency regarding talent status, plays a significant role in determining the effectiveness of talent management as a retention strategy (Arpiani and Mulyana, 2023).

Improving healthcare organizations' retention rates presents a significant opportunity for healthcare organizations to enhance their bottom line and serves as a primary focus of a well-designed talent management program. It is widely believed that the key factor influencing retention rates is how healthcare organizations administer their talent management program, awareness of the importance of these programs to healthcare organizations, and an understanding of how the different aspects of talent management programs impact retention (Ramadan et al., 2021). To retain talented nursing managers, the healthcare organization can provide effective training and development programs for both managerial and non-managerial nursing staff, as well as encourage them with financial benefits, work-life balance, and

succession planning. This will help talented nursing managers to stay in the healthcare organization and provide effective leadership policies.

Talent management practices, such as the recruitment process for nursing managers, have a significant impact on their retention. This is achieved through effective job advertising, conducting thorough job interviews, and testing their abilities to perform various tasks. It is crucial for the recruitment process to ensure that positions are well advertised and that nursing managers are properly tested for their capabilities to ensure a good fit for their job description (William, 2019).

Indeed, when healthcare organizations adopt additional talent management practices, it demonstrates their dedication to investing in their nursing staff. This strengthens the psychological connection between the organization and its nursing staff, ultimately reducing turnover intentions. Studies have identified factors such as the psychological contract and organizational justice as intervening variables in the relationship between talent management and behavioral outcomes, including turnover intentions (Ali et al., 2022).

Finally, every time nursing managers leave healthcare organizations, it has an impact on the managers themselves, the healthcare organization, and the client population. Not all nursing managers leave due to negative experiences, and the impact of their departure is not always negative. Some turnovers are involuntary, as managers

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may leave due to unforeseen circumstances. Additionally, not all turnovers result in managers leaving the profession; many may simply move between jobs or other healthcare organizations (Soliman, 2020).

Significance of the study:

Healthcare organizational success relies on how talent is acquired and utilized. To ensure the effectiveness of nursing managers, it is crucial to retain them long-term so they can perform at their best (Chen et al., 2019). Where, talent management commences with the human resource (HR) planning function and permeates every aspect of the healthcare organization. The outcome of successful talent management includes job satisfaction, heightened morale and motivation, enhanced compensation packages, increased productivity, and reduced turnover among nursing managers and enhanced their retention (Ambrosius, 2018). This study helps in giving insights into talent management strategies that may help enhance nursing managers' retention. Therefore, this study was conducted to investigate effect of talent management training program for nursing managers on their retention.

Purpose of the study:

The purpose of this study was to examine the effect of talent management training program for nursing managers on their retention.

Research Hypothesis:

Nursing managers who receive the talent management training program are expected to have a higher level of

retention than nursing managers who don't receive the training program.

Method:

Research design:

A quasi-experimental research design was used to attain the purpose of this study.

Research Setting:

This study was conducted at Damanhour Medical National Institute (D.M.N.I), which is affiliated to Ministry of Health and Population, Egypt. This institute provides comprehensive medical and surgical services to patients, educational services to medical and nursing students as well as research activities. This institute contains six medical buildings, namely; a main (general) hospital, emergency hospital, a specialized hospital, open heart surgery hospital, critical medical hospital and hepatitis virus unit. The Institute has a capacity of 1000 beds. The Institute occupancy rate is 800-900 patients / year. Finally, the institute has an estimated nursing workforce of 1205, It contains 1055 nurses, 40 technician nurses, and 110 nursing managers.

Sample:

The study included all available nursing managers (100) who are employed in the previously mentioned settings at Damanhour Medical National Institute (D.M.N.I). The main (general) hospital (N=26); emergency hospital (n=18); specialized hospital (n=20); open heart surgery hospital (n=12); the critical medical hospital

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(n=20) and hepatitis virus unit (N=4). Then, the study sample was divided into 50 for study group and 50 for control group using simple random sampling technique. The first 50 were assigned for control group and the other 50 were assigned for study group. In addition, the total number of departments was 45. Two nursing managers were taken from each department, except Emergency Hospital and open heart surgery departments, three nursing managers were selected from each department.

Instruments:

Data of the present study was collected using two instruments: talent management questionnaire (TMQ) and Nursing Managers' Retention Questionnaire (NMRQ). Personal data such as; age, sex, qualification, years of experiences, hospital, and marital status were collected too.

Instrument one: Talent management questionnaire (TMQ):

Talent management questionnaire (TMQ) was developed by El Nakhala, (2013) and adopted by the researcher to assess the nursing managers' knowledge levels of talent management which consists of 31 items and grouped under three theoretical dimensions of talent management components: talent attraction (10 items), talent development (10 items), and talent retention (11 items).

Scoring system:

Talent management questionnaire used 3-points-Likert scale that rating nursing managers' responses as (1)

Disagree, (2) Uncertain, (3) Agree. Additionally, if the score was < 60% (31-55), it was classified as low level. If the score \geq 60% to < 75% (56-69) nursing managers' knowledge was moderate. High level was considered if the score was \geq 75% (70-93) (Mohammed et al., 2020), (statistics).

Instrument two: Nursing Managers' Retention Questionnaire (NMRQ):

Nursing managers' retention questionnaire (NMRQ) was developed by Safaan and fawzy, (2017) and adopted by the researcher to assess contributing factors of retention rate of the nursing managers. It contains 52 items classified into four dimensions: salary and incentives (5 items), job contents (20 items), work environment (23 items), and organizational factors (4 items).

Scoring system:

Nursing Managers' Retention Questionnaire used a 3-points-Likert scale. The scoring system for each item was (1) Disagree, (2) Uncertain, (3) Agree. If the total scoring system was < 60% (52-93), it was classified as a low level of retention. If it ranged from \geq 60% to < 75% (94-116), level of retention was considered moderate. If scores were \geq 75% (117-156), level of retention was considered high (Mohammed et al., 2020), (statistics).

Validity of the instruments:

The instruments of data collection were translated into Arabic and reviewed for their content validity by five experts in the field of nursing administration to judge the content and face validity of the instruments. The

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panel of expertise included three professors in nursing administration from Menoufia University and two assistant professors in nursing administration department at Benha University. The researcher asked the panel to critique the instrument as a whole, including identifying areas of concern and reviewing the construction, flow and grammar. The panel examined the following criteria: relevant to the purpose of the study, clear and simple wording of research questions, instrument is easy to be understood, comprehensive questions,

appropriate length of the instrument and of each question, appropriate ordering of questions, unbiased and no redundancy in questions. Necessary modifications are made in the translation of the Arabic version.

Reliability of the instruments:

These instruments were tested for reliability to estimate the consistency of measurement. Reliability performed using Cronbach's alpha coefficient test. The following table shows the values of Alpha Cronbach for the used instruments:

Table (1): The value of Alpha Cronbach coefficient for the talent management questionnaire (TMQ).

Talent management			
Questionnaire dimensions		N. of items	Alpha Cronbach test
1	Attraction	10	0.986
2	Development	10	0.986
3	Retention	11	0.985
Total Questionnaire		31	0.996

Table (2): The value of Alpha Cronbach coefficient for the Nursing Managers' Retention Questionnaire (NMRQ) instrument.

Nursing managers' retention questionnaire			
Questionnaire dimension		N. of items	Alpha Cronbach test
1	Salary and incentives	5	0.950
2	Job contents	20	0.975
3	Work environment	23	0.990
4	Organizational factors	4	0.880
Total Questionnaire		52	0.994

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Ethical consideration:

The study was conducted with careful attention to ethical standards of research N (839) and the rights of the studied nursing managers before any attempt to collect data. The participants' rights were protected by ensuring voluntary participation; so that informed consent was obtained by explaining the purpose, nature, time of conducting the study, benefits of the study and how data was collected. The participants were assured that the data was treated as strictly confidential; furthermore, the respondents' anonymity was maintained as they weren't required to mention their names.

Pilot study:

A pilot study was conducted before starting the actual data collection for all instruments. The aim of the pilot study was to test the clarity, relevance, applicability of the study instruments and to determine obstacles that may be encountered during data collection. It also helped to estimate the time required to fill in the questionnaires. The pilot study was conducted on 10 nursing managers who represented (10%) of study sample. Based on the results of the pilot study, there were no modifications needed. Participants needed 40-50 minutes to complete the two questionnaires (talent management and retention). The sample of the pilot study was excluded from the main study sample.

Procedure:

An official letter was submitted from the Dean of faculty of nursing,

Menoufia University to the director of Damanhour Medical National Institute (D.M.N.I) to collect data from the pre-mentioned study setting. The letter contained the title and purpose of the study. Data collection lasted for twelve months from the beginning of January till of the end of December 2023. It was divided into four main phases: assessment, planning, implementation and evaluation.

Assessment phase:

Before beginning to collect data from the study subjects, the researcher introduced herself to them, explained the purpose of the study, and informed them that their information will be treated confidential and will be used only for the research purpose; additionally, each participant was notified about the right to accept or refuse to participate in the study. Data was collected to assess nursing managers' knowledge level regarding talent management and nursing managers' retention strategies before the implementation of talent management training program through using instruments of one and two in the available hospitals' classroom and during their work hours.

Data was collected in the morning shift according to the monthly schedule as selected nursing managers are available to fill the questionnaires. The subjects fill in the questionnaires in the presence of the researcher to clarify any ambiguity and ascertain all questions were answered, the time required to fill the questionnaires was estimated to be 20 to 30 minutes for each questionnaire. It took a period of

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2 months from the beginning of January 2023 to the end of February 2023, 4 days/ week, from 12 pm to 1 pm, about 25 nursing managers/ day as (Saturday, Monday and Tuesday, Thursday). The average number of sheets filled per month was ranged between 45 to 50 sheets.

Planning phase:

The training program was developed on the basis of nursing managers' needs and review of relevant literature. The researcher designed handouts for the talent media. However, methods of evaluation were selected to suit the learner's needs and achieve the objectives of the program. The schedule was set to carry out the training program, after consultation with the nursing director, and coordination with the head of training and development center. The audiovisual aids such as data show and books were developed. This phase lasted for one month (March 2023).

Implementation phase:

The training program was conducted in the Training and Development Center, it consisted of 6 hours distributed such as 6 theoretical sessions. The duration of each session was about 60 minutes depending on workload and including periods of discussion according to their achievement, progress and feedback. The nursing managers who participated in the study were divided into two subgroups. Each group contained 25 nursing managers. The program was administered by the researcher. Each subgroup received two sessions /week for three weeks on

Saturday and Monday throughout the morning shift.

Teaching sessions started at 12.00pm to 1 pm. In the first session the researcher explained training program's aim, objectives, plan, content outlines and methods of evaluation. Daily feedback was done at the beginning of each session about the previous one and at the ending of each session about the current session. At the end of each session the researcher gives participants summary regarding the content of the session.

Teaching sessions included different methods of teaching such as lecture, group discussion, brain storming, role play, clinical scenarios and hand out prepared by the researcher and distributed to all the studied nursing managers. It lasted for a period of 2 months, from the beginning of April 2023 to the end of May 2023.

Evaluation phase:

Posttest was performed one week following program implementation for all nursing managers. The same data collection instruments which were used before the training program were reused. It took a period of 2 months, from the beginning of June 2023 to the end of July 2023. Follow up evaluation was performed after three months of program implementation using the same instruments.

Statistical analysis:

Data entry and analysis were performed using SPSS statistical package version 26. Categorical variables were expressed as number and percentage while continuous variables were expressed as mean

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±SD. Chi-Square (χ^2) was used to test the association between row and column variable of qualitative data. ANOVA test was used to compare mean in normally distributed quantitative variables in more than two groups. While, t-independent test was used to compare between means. Pearson correlation was done to measure the correlation between quantitative variables.

Results:

Table 1 demonstrates personal characteristics among the study and control groups. As shown from the table, more than half (58% & 60%) of the age range of the study and control nursing managers were ranged from 30- < 40 years old, with a mean age of 39.84 ± 5.30 & 38.82 ± 8.09 respectively. More than half (60% & 52%) of them were working for a period lasting ≥ 15 years with a total mean of 17.68 ± 6.15 & 18.10 ± 7.87 respectively. Moreover, there was a statistically significant difference between the study and control nursing managers.

Table 2 represents comparison between mean score of total talent management knowledge level throughout program phases among the study and control groups. As noted from the table, the total mean and standard deviation of talent management knowledge level was 47.46 ± 22.2 at pre-program and improved to 85.84 ± 15.14 at post-program and slightly decreased to 83.12 ± 18.8 at follow-up phase. In addition, there was a very highly statistically significant difference

between both the study and the control groups throughout program phases at $P = 0.00$.

Figure 1 clarifies comparison between total talent management knowledge level throughout program phases among the study and control groups. As noticed from the figure, more than two thirds 68% of the studied nursing managers gained a low knowledge level at pre- program. More than four-fifths (86%) gained a high knowledge level of total talent management post program which slightly decreased to 80% at the follow-up after three months. Moreover, there was a very highly statistically significant difference between both the study and the control groups at $P = 0.00$.

Table 3 clarifies comparison between mean score of total retention rate throughout program phases among the study and control groups. As denoted from the table, the total mean and standard deviation of total retention rate was 86.5 ± 38.2 at pre-program that improved to 138.6 ± 23.8 at post-program and slightly decreased to 135.0 ± 27.8 at follow-up phase. Furthermore, there was a very highly statistically significant difference between both the study and the control groups at $P = 0.00$.

Figure 2 shows comparison between total retention rate throughout program phases among the study and control groups. As noted from the figure, about two thirds (62%) of the studied nursing managers had low retention rate at pre-program that improved to more than four-fifths (88%) had a high level post program and slightly decreased to 82% at the

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follow-up after three months of program. Additionally, there was a very highly statistically significant difference was found between both the study and the control nursing managers regarding total retention rate throughout program phases at P = 0.00.

Table 4 clarifies correlational matrix between talent management knowledge level and retention rate throughout program phases among the study and control groups. As evident from the table, there was a high statistically significant positive correlation between talent management knowledge level, job performance evaluation and retention

rate throughout program phases among the study and control nursing managers at (r) ranged from 0.986 to 0.0990 & P= 0.000.

Table 5 indicates effect size and η^2 of talent management training program on the retention rate throughout program phases among the studied nursing managers. As evident from the table, talent management training program had positive large effect size on nursing managers' retention rate throughout program phases at $\eta^2= 0.381$. As when Eta-square value = 0.01 to < 0.06, the effect is considered weak, when it = 0.06 to < 0.14, the effect is considered medium and when it ≥ 0.14 the effect is large.

Table (1): Personal characteristics among the study and control groups (n=100).

Personal characteristics		Study group (n=50)		Control group (n=50)		χ^2	P
		N.	%	N.	%		
▪ Age (in years)	30- < 40	29	58.0	30	60.0	0.057	0.972
	40- < 50	13	26.0	12	24.0		
	≥ 50	8	16.0	8	16.0		
	$\bar{x} \pm SD$	39.84 \pm 5.30		38.82 \pm 8.09			
▪ Sex	Male	14	28.0	13	26.0	0.822 ^F	0.500
	Female	36	72.0	37	74.0		
	M to F ratio	0.4:1		0.4:1			
▪ Marital status	Single	6	12.0	7	14.0	3.73	0.292
	Married	41	82.0	34	68.0		
	Divorced	1	2.0	3	6.0		
	Widow	2	4.0	6	12.0		
▪ Education	Bachelor	44	88.0	45	90.0	0.749 ^F	0.500
	Master	6	12.0	5	10.0		
▪ Years of experience	10 -< 15	20	40.0	24	48.0	0.420 ^F	0.273
	≥ 15	30	60.0	26	52.0		
	$\bar{x} \pm SD$	17.68 \pm 6.15		18.10 \pm 7.87			

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Table (2): Comparison between mean score of total talent management knowledge level throughout program phases among the study and control groups (n=100).

Items		Pre	Post	3 months follow up	F	t
		$\bar{x} \pm SD$	$\bar{x} \pm SD$	$\bar{x} \pm SD$	P	P
▪ Control group (n=50)	Low	33.84 ± 5.9	33.52 ± 5.8	34.60 ± 6.93	0.026 F ₁ 0.975	11.9 0.000**
	Moderate	63.1 ± 2.6	63.0 ± 1.87	62.88 ± 3.44		
	High	84.0 ± 8.1	87.8 ± 7.88	83.25 ± 7.72		
	Total	47.72 ± 20.5	48.42 ± 23.6	47.48 ± 20.14		
▪ Study group (n=50)	Low	33.59 ± 5.8	39.67 ± 9.01	36.80 ± 7.1	13.9 F ₂ 0.000**	
	Moderate	62.50 ± 2.1	63.20 ± 3.70	62.40 ± 3.2		
	High	85.60 ± 8.7	91.83 ± 3.66	91.50 ± 4.70		
	Total	47.46 ± 22.2	85.84 ± 15.14	83.12 ± 18.8		

*Significant $p \leq 0.05$

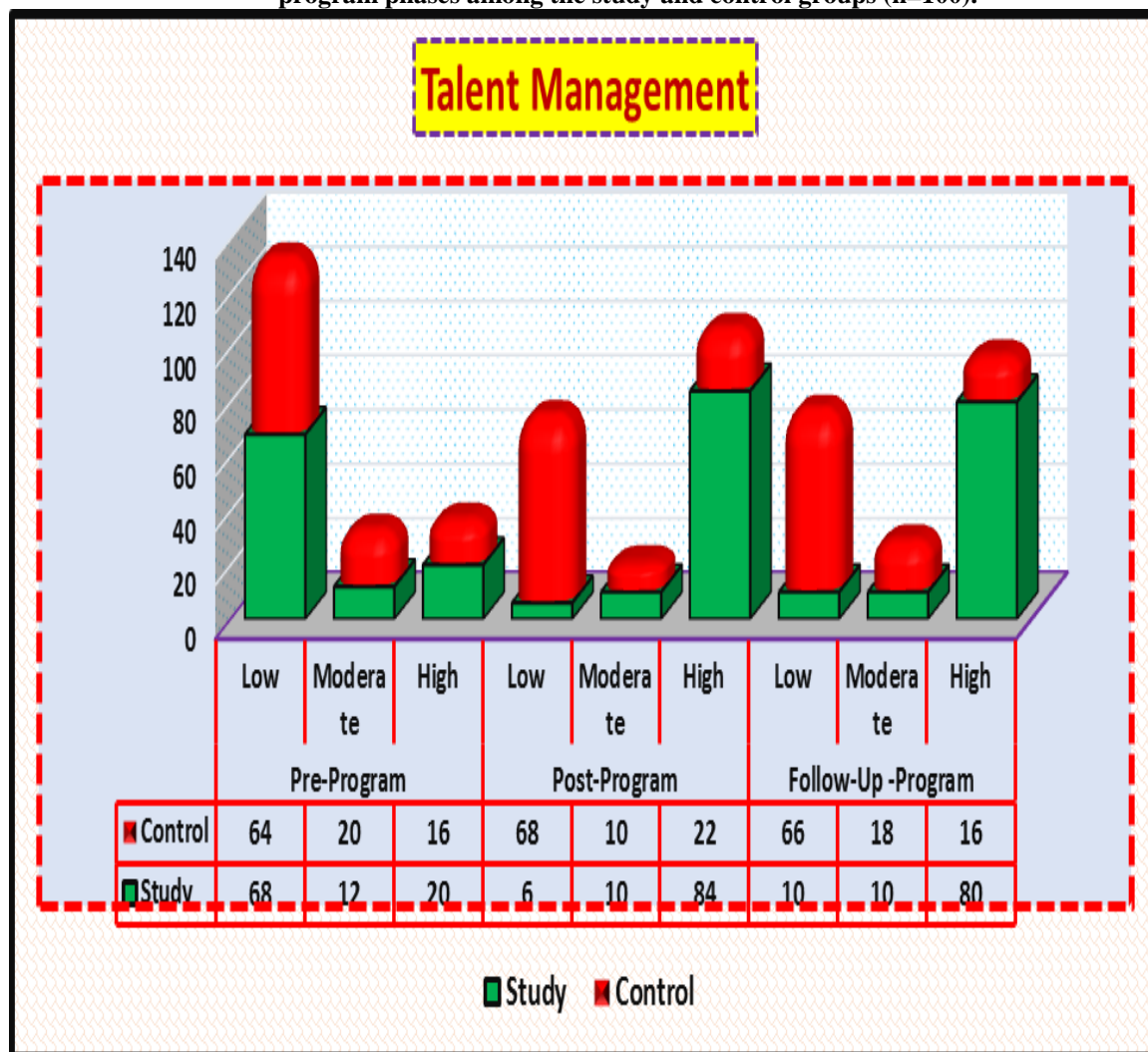
**Highly significant $p \leq 0.01$

F: ANOVA Test

F₁: difference in mean among pre, post, follow-up of the control group.

F₂: difference in mean among pre, post, follow-up of the study group.

Figure (1): Comparison between total talent management knowledge level throughout program phases among the study and control groups (n=100).



$\chi^2=60.1, P=0.000$

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Table (3): Comparison between mean score of total retention rate throughout program phases among the study and control groups (n=100).

Items		Pre	Post	3 months follow up	F P	t P
		$\bar{x} \pm SD$	$\bar{x} \pm SD$	$\bar{x} \pm SD$		
▪ Control group (n=50)	Low	58.43±11.21	59.45±12.6	59.91±12.8	0.101 F ₁ 0.904	11.4 0.000**
	Moderate	103.3±7.8	104.7±7.2	108.5±7.1		
	High	142.3±10.5	141.5±8.9	141.0±9.8		
	Total	87.32 ±38.9	84.0±35.4	85.20±37.1		
▪ Study group (n=50)	Low	59.45±12.6	65.75±11.5	61.6±10.6	45.2 F ₂ 0.000**	
	Moderate	103.0 ±7.1	108.5±7.7	106.0±7.8		
	High	140±12.3	146.6±5.9	146.0 ±5.6		
	Total	86.5 ±38.2	138.6±23.8	135.0±27.8		

*Significant $p \leq 0.05$

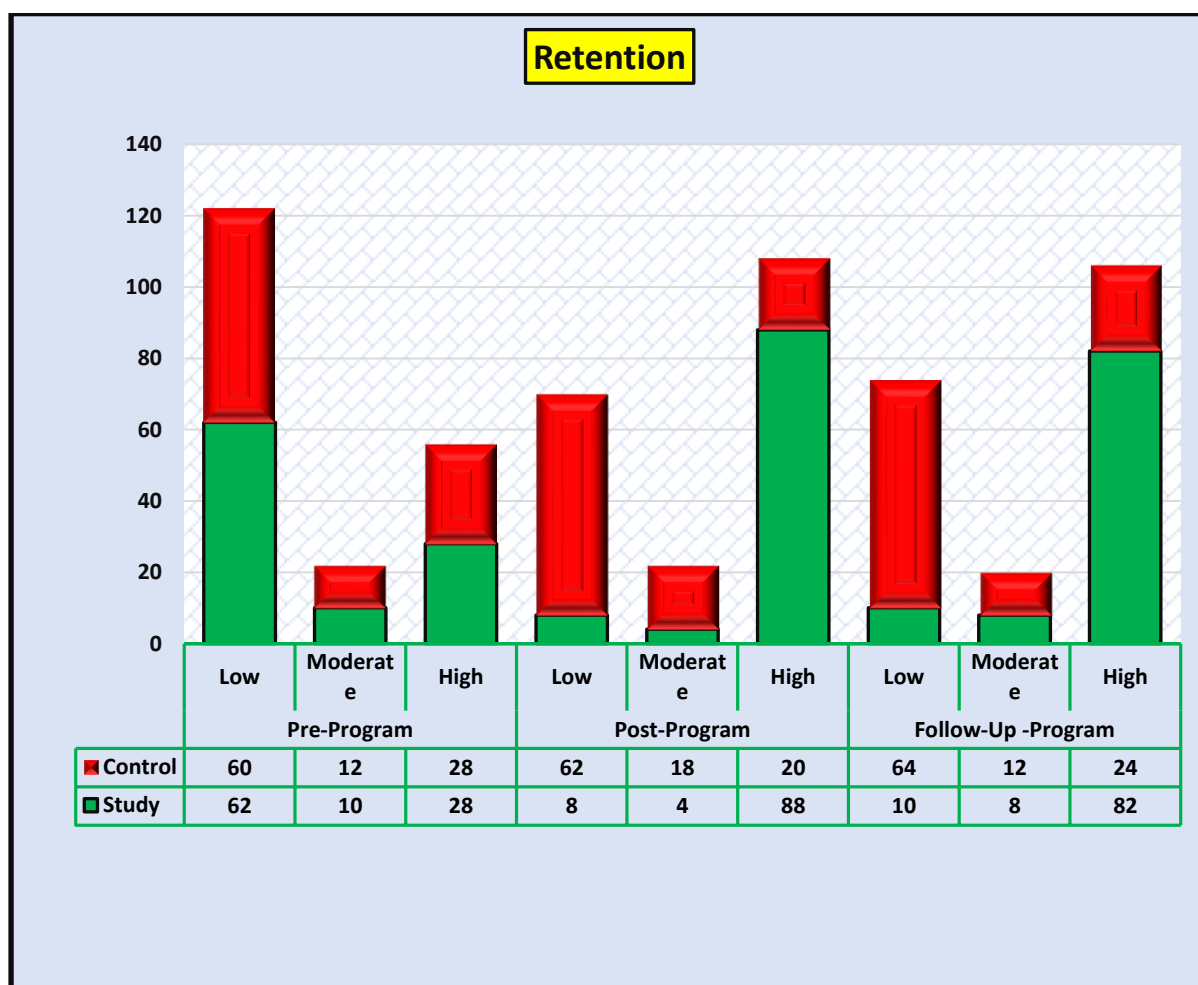
**Highly significant $p \leq 0.01$

F: ANOVA Test

F₁: difference in mean among pre, post, follow-up of the control group.

F₂: difference in mean among pre, post, follow-up of the study group.

Figure (2): Comparison between total retention rate throughout program phases among the study and control groups (n=100).



$\chi^2=53.6, P=0.000$

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Table (4): Correlational matrix between talent management knowledge level and retention rate throughout program phases among the study and control groups (n=100).

Variable		Study nursing managers (n=50)		Control nursing managers (n=50)	
		Talent management ^G	Retention ^G	Talent management ^G	Retention ^G
▪ Talent management ^G	R	1	0.990	1	0.986
	P		0.000**		0.000**
▪ Retention ^G	R	0.990	1	0.986	1
	P	0.000**			

*Significant $p \leq 0.05$

**Highly significant $p \leq 0.01$

F: ANOVA Test

G: Grand is a sum of score of pre-test and post-test scores n addition to follow up test scores.

Table (5): Effect size and η^2 of talent management training program on the retention rate throughout program phases among the studied nursing managers (n=100).

Variables	Interval	Mean	SD	F Test	P value	η	η^2	Effect size
Retention	Pre-test	86.50	38.28	45.2	0.000***	0.617	0.381 ###	Large effect
	Post-test	138.62	23.84					
	Follow up	135.02	27.81					
	Total	120.05	38.62					

*Significant $p \leq 0.05$

**Highly significant $p \leq 0.01$

F: ANOVA Test

Small effect size = 0.01 to < 0.06

Medium effect size = 0.06 to < 0.14

Large effect size ≥ 0.14

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Discussion:

The effective talent management is one of the most powerful tools for enhancing the retention of nursing managers. Effective talent management serves as the catalyst for creating environments that encourage nursing managers to remain in their positions. It can also reshape the way nursing managers interact with other nursing staff, fostering team building and cohesion, facilitating positive changes within the healthcare organization and work environments, such as promoting professional development, ensuring effective staffing ratios, and providing a safe work environment. Furthermore, effective management can offer support to nursing managers when they are faced with external events, such as having to act as caregivers for their own families (Khatun et al., 2023).

The current study results illustrated that during the post-implementation of the talent management training program; more than four-fifths of nursing managers gained a high knowledge level of talent management, which slightly decreased at the follow-up test as compared with the pre-implementation of the talent management training program. While, in the control group, only the minority of nursing managers gained a high knowledge level of talent management at the pre, post and follow-up implementation of talent management training program.

More than two thirds of the studied nursing managers gained a low knowledge level of total talent management at pre- program that improved to more than four-fifths gained a high knowledge level of total talent

management post program and slightly decreased at the follow-up after three months of program but still higher than pre-program. Moreover, there is a highly statistically significant difference was found between both the study and the control nursing managers regarding total talent management knowledge level throughout program phases at $P = 0.00$.

From the researcher's point of view, this could be attributed to the changes of nursing managers' knowledge level about talent management which affected their knowledge level after implementation of the training program. Where, nursing managers acquired knowledge and managerial skills from all aspects of talent management practices, including essential skills and their implementation. These findings reflected that positive effect of the talent management training program.

This might be also due to nursing managers are being able to listen effectively and acquire certain practices in debate and dialogue, to think quickly and to enjoy acquiring new knowledge about talent management, to persuade during discussions and have a private production of new ideas offered in the field of work. However, there was a slight decrease in talent management knowledge during the follow-up phase for the study group, which can be explained by the passage of time (3 months) leading to some information loss and the need for a periodic update and refresher.

These results were supported by the study findings of Mostafa, et al., (2021) who studied the effect of educational program

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about talent management for nursing managers on their job affiliation and organizational excellence and found that there was a highly statistically significant improvement in nursing managers' knowledge level regarding talent management in the post and follow up phases compared with their pre intervention phase. In the control group, only a minority of nursing managers achieved a high level of talent management proficiency during the pre, post, and follow-up phases of the training program. On the other hand, the study group demonstrated higher mean scores in the post and follow-up tests compared to the pre-test. Although, a slight decrease in mean scores was observed during the follow-up phase in comparison to immediately after the program, the scores remained higher than those at the pre-program phase.

Moreover, these results were parallel to Abdrabou and Ghonem (2020), who conducted a study about talent management training program and its effect on leadership effectiveness among nurse Managers indicated that there were highly statistical significant improvement in the nursing managers' levels of talent management knowledge and activities after intervention both immediately post and follow up the program compared with their pre intervention phase.

On the other hand, these findings contradicted with study conducted by Abbasi et al., (2020) who revealed that after awareness sessions the entire study sample lacks knowledge about steps to effective talent management. Also, incongruent with Dzimbiri and Molefi, (2021) who studied talent management and its impact on innovative work

behavior among registered nurses. They revealed that the overall mean score of nurses' perceptions of talent management was low.

Concerning comparison between total retention rate throughout program phases among the study and control groups of nursing managers. For the study group, the current study results noted that during the post-implementation of the talent management training program, the majority of nursing managers gained a high level of total retention rate, which slightly decreased at the follow-up test as compared with the pre- implementation of the talent management training program. While, in the control group, only the minority of nursing managers gained a high knowledge level of total retention at the pre, post and follow-up implementation of talent management training program.

Moreover, about two thirds of the studied nursing managers had a low level of total retention at pre-program that improved to more than four-fifths had a high level post program and slightly decreased at the follow-up after three months of program but still higher than pre-program. Additionally, there is a highly statistically significant difference was found between both the study and the control nursing managers regarding total retention throughout program phases at $P = 0.00$.

From the researcher's viewpoint, this improvement might be attributable to that the study group of nursing managers who participated in the talent management training program, recognized that having effective talent management strategies in place, including recruitment, onboarding, training, and career development

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opportunities, is crucial. These actions will offer nursing managers clear career progression, ongoing feedback, and recognition for their efforts, fostering a positive work atmosphere that supports growth and achievement, ultimately encouraging nursing managers to remain with the organization for the long term, as compared with the control group.

This finding was parallel to Kumar (2022) who conducted the study on the impact of talent management practices on employee turnover and retention intentions and predicted that a highly significant relation between talent management practices and employee turnover and retention intentions and advocated that the implementation of talent management practices as measures of employee retention. Also, this finding was supported by Yousuf and Yan (2019) who conducted the study on the impact of talent management on employee retention in Somali and showed a highly significant relation between talent management practices and employee retention and asserted that the importance of adopted talent management program and its effectiveness to retain talented employees and gain a competitive advantage.

Moreover, the finding was consistent with previous studies by Fan et al., (2023) and Deng and Wu, (2023) who discovered that the talent management training program had development significantly and positively affected employee performance (beta= 0.167; T-value = 2.288 and P-value= 0.022) and employee retention (beta=0.175; T-value = 2.699 and P-value= 0.007). Similarly, Ambrosius (2018) emphasized that employees who receive regular training

and development opportunities to support their personal careers would have a lower turnover intention level.

In the same context, a study conducted by Obedgiu et al. (2022) found a significant relationship between talent management practices and employee retention. They identified that when the human resource department implements appropriate strategies in recruitment and selection; it helps firms attract qualified employees and improves employee retention and performance. Similarly, the findings of a study by Isakarneh et al., (2023) also highlighted a significant relationship between talent management practices and employee retention. This study indicated that recruitment and selection have a significant and positive impact on performance and employee retention.

Additionally, Ali, (2019) conducted a study on employees and managers in India, and stated that talent acquisition is crucial for organizational excellence and talent retention. This is because it promotes the employer's brand, helps in maintaining a resource pool, fulfills staff requirements on time, aides in succession planning, and provides a competitive advantage, organizational development, and talent retention. Furthermore, Kaleem, (2019) indicated in his study on employees working in different health sector institutions in the United Arab Emirates that talent management practices directly impact employee motivation, creativity, satisfaction, and competency, ultimately leading to talent retention.

In contrast, a study conducted by Shingenge and Saurombe, (2022) entitled "developing a talent management model using government evidence from a large-

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sized city, Iran". This study's finding illustrated that weak leadership decreases the perceived efficiency of the talent management strategies and talent retention. Also, this finding contrasts with a study conducted by Barkhuizen and Masale, (2022), which aimed to elucidate the impact of the leadership talent mindset on talent management and voluntary turnover intentions of employees. The study revealed a poor to average implementation of talent management practices, confirming that employees were not adequately rewarded for their high performance. Additionally, the study highlighted that talent workforce planning is not a top priority within the healthcare organization which in turn had direct impact on their turnover.

Moreover, this finding was inconsistent with the study done by Sorour et al., (2021) who reported that most nursing managers had low and moderate levels of overall total retention due to more work pressure. Also, conversely, this finding was inconsistent with the study done by Shingenge and Saurombe, (2022) entitled Leadership mindset regarding talent management practices: A case study of the City of Windhoek Council Who revealed that there was no significant relationship between talent management practices and nursing retention.

Conversely, this result was incongruent with Masale et al., (2021) who carried out a study to explore the determinants of an organizational talent culture for a Botswanan local government institution and reported that talent management is not implemented effectively so it had negative bearing that posed a challenge on both performance and retention of

employees and clarified that both retention and transference of critical skills are important in enhancing quality service delivery for the public sector.

Concerning comparison between total retention rate throughout program phases among the control group of nursing managers. The current study indicated that a minority of the control group of nursing managers gained a high level of retention at the pre, post and follow-up implementation of talent management training program respectively.

From the researcher's point of view, these findings could be attributed to the nursing managers struggling to identify strongly with their institutions and lacking a sense of affiliation with the organization and their loyalty towards remaining in the institution is low, and they stay in their roles mainly due to financial constraints or limited alternative options. Furthermore, the hospitals may not have been sharing talent management (TM) practices with their staff beforehand.

This finding was congruent with Khalil et al., (2022) who conducted a study about enhancing talent management among nursing management staff and its effect on organizational effectiveness and evidenced that all of the participants had a lack of knowledge about talent management before learning sessions. Throughout post and follow-up training interventions, there was a positive significant improvement in talent management knowledge and practice among participants.

In the same track, Mostafa et al., (2021) who conducted a study about the effect of an educational program about talent management for nursing managers on

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their job affiliation and organizational excellence, and the total level of nursing managers' knowledge in the immediate post and follow-up improved and became satisfactory. While nursing managers' knowledge was unsatisfactory in the pre-program. Also, this finding was in agreement with Abdrabou and Ghonem, (2020) who conducted a study about talent management training program and its effect on leadership effectiveness among nurse managers, found that one quarter of control nurse managers had a satisfactory knowledge level of retention at the pre, post and follow-up implementation of talent management training program. This level improved in the post intervention phase and slightly declined in the follow-up phase.

The current study result confirmed that, there was a high statistically significant positive correlation between talent management knowledge level and retention rate throughout program phases among the study and control group of nursing managers at (r) ranged from 0.986 to 0.0990 and $P= 0.000$.

These results might be due to the enhancement of nursing managers' knowledge and understanding of how to implement talent management practices, which is seen as a key responsibility of nursing managers in the healthcare sector through; identifying talent gaps and vacant positions, sourcing and on-boarding suitable staff nurses, growing them within the system, developing needed skills, training for expertise with a future-focus, and effectively engaging, retaining, and motivating them to achieve long-term healthcare organizational goals, which in turn would have reflected on the nursing managers' retention rate.

Likewise, Elhanafy and El Hessewi, (2021) who conducted a study about effect of talent management training program on head nurses leadership effectiveness and clarified that there was a highly statistically significant correlation between total talent management scores of head nurses' and their retention scores. Also, there was a statistically significant correlation between total talent management scores of nurse managers and their total knowledge regarding talent management. These results were similar to that of Esteves and Pereira (2017), who studied Leading to crafting: The relation between leadership talent and nurses' job crafting reported that a high correlation was found between talent management and leadership effectiveness. Moreover, Afsar et al., (2019) studied The role of job crafting and knowledge sharing on the effect of transformational leadership on innovative work behavior, who indicated that talent management had a positive impact on head nurses' skills in the health care setting (Luu et al., 2019).

In the same line, the present study's findings were in line with a study by Ali et al. (2022), which showed a highly statistically significant positive correlation between head nurses' knowledge and their self-assessment of talent management, leadership effectiveness and retention immediately after program implementation and three months later.

This result was comparable to the study conducted by Elhanafy and ElHessewi (2021), which discovered a highly statistically significant positive correlation between nurse managers' overall knowledge, talent management

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and retention scores across all program phases. Further support for this claim can be found in the study of Al-Qeed et al. (2018), which demonstrated that emotional intelligence acts as a mediator in the relationship between talent management and employees' retention rate in the Jordanian pharmaceutical industry. Additionally, this finding aligned with the study by Irtaimeh and Khaddam, (2019), which highlighted the importance of a talented leader's ability to manage underlying emotions and feelings. Furthermore, the study's findings indicate that effective talented leaders regularly utilize their emotional intelligence to enhance retention rate and promote effective leadership.

On the contrary, the result of the present study contradicted the findings of Srimulyani, (2020), who discovered a negative correlation between talent management and nurses' retention. Similarly, this outcome was against with Swamy et al. (2019), who investigated the impact of various factors on employee retention in manufacturing firms and concluded that there was no positive correlation between talent management programs and employee retention.

On the other hand, the finding of the study by Sasaki et al., (2019) contrasted with finding of the current study which demonstrated that nurse managers was a negative predictor of their retention and talent management program. In addition, this finding was in disagreement with Smokrović et al., (2022) who revealed that motivation does not have a positive correlation with the intention to leave the job.

The current study findings clarified that talent management training program had positive large effect size on nursing managers' retention rate throughout program phases. Therefore, this provides enough evidence to support research hypothesis. From the researcher's point of view, the reasonable explanation was that the talent management training program allowed nursing managers to focus on their talents within their departments, motivating them to work efficiently, acquired them new knowledge, information and skills in their work setting on professional and personal level. Ultimately, leading in enhanced their retention rate in the workplace.

These findings were compatible with Achmada et al., (2022) who conducted a study aimed to determine the application of talent management on employee engagement and employee retention in improving employee performance at Surabaya employees. These findings revealed that the talent management had a positive and significant direct effect on employee performance. Furthermore, These results regular with Hermawati et al., (2021) who conducted study on talent management as employee performance optimization by strengthening employee retention aspect on 96 person showed that talent management had a positive effect on employee performance, as shown with a path coefficient value of 0,297.

These findings were compatible with Sadek (2022), who showed that a highly positive relation between alertness of nurses about talent management, their engagement and their retention. Also, Savarimuthu and Jothi (2020), reported that there was positive significant

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association between talent management and nurses' retention and Abazeed (2019), stated that talent management plays a substantial role in improving nurses' attachment and stay to be committed to the healthcare organization thus increase their engagement and their retention.

In addition, Achmada et al., (2022), who denoted that talent management has a positive and significant direct effect on employee retention. Also, Aggarwal et al., (2024) reported that there was a strong positive relationship between talent management elements and nurses' engagement and retention levels through maximize nurses' talents for optimal success of healthcare organization.

Finally, the study discussion supported the research hypothesis that talent management training program had positive large effect on nursing managers' retention rate throughout program phases for the studied group.

Conclusion:

In light of the current study results, it was concluded that there was improvement of nursing managers' talent management knowledge and retention rate levels at post-test of study group compared to pre-test, and then diminished at follow up after three months of implementing the training program. The study group had higher mean scores of talent management and retention than the control group during post and follow-up phases.

Furthermore, there was a high statistically significant positive correlation between talent management and retention rate throughout program phases among the study and control nursing managers. So, talent management

training program had a positive effect on nursing managers' and retention rate throughout program phases.

Recommendations:

In the light of the findings obtained from the present study, the following recommendations are suggested:

- 1) Complete involvement of nursing managers and other health care providers in programs related to talent management is highly recommended.
- 2) Improving the financial reward/salary and benefits for talented nursing managers needs to be considered to improve their retention rates.
- 3) Further study needs to be conducted to examine the influence of organizational support factors as (supportive environment, incentives and empowerment) on nursing managers' retention.

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