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

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Abstract: Background: Talent management involves a series of practices used in healthcare organizations to attract, select, develop, and manage nursing managers in a cohesive and strategic way that affects their job performance. **Purpose:** To examine the effect of talent management training program for nursing managers on their job performance. **Design**: A quasi-experimental research design was used. **Setting:** The study was conducted at Damanhor Medical National Institute. **Sampling**: All available nursing managers (100) were included in the study sample. **Instruments:** Two instruments were used, which were Talent management questionnaire and Job Performance Evaluation Checklist Observational Sheet. **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%) at post program. Half (50%) of the studied nursing managers had a poor total job performance level at pre-program that improved to majority (96%) had a good level post program. **Conclusion:** Talent management training program provided a statistical significant positive large effect on nursing managers' job performance evaluation throughout the program phases. **Recommendations:** Talent management training program needs to be provided for newly hired nursing managers in the healthcare organization to improve their job performance. Further study need to be conducted on the role of technology in enhancing the job performance of nursing managers and talent management.

Keywords: *Job performance, Nursing managers, Talent management.*

Introduction:

Talent management (TM) has become a critical performance issue that significantly impacts key operational concerns within healthcare settings. It can be defined as "behavior patterns that the healthcare organization needs to bring to a position to attract, select, engage, develop, and retain talented

nursing managers to achieve specific goals and objectives for the healthcare organization" (Permadi et al., 2024). The basic purpose behind Talent management development is to enhance the recruitment, selection, retention, and nursing managers' development process to meet current healthcare organizational challenges and improve nursing managers' job performance by fulfilling TM needs (Alsakarneh et al., 2023).

Job performance can be defined as "individual behavior - something that nursing managers do and can be observed that generates value for the organization and contributes to the healthcare organization's goals" (Farzah and Husin, 2024). Therefore, nursing managers' job performance is a measure of the quality of a nursing manager's job execution (L´opez-Cabarcos, 2022). On other hand, nursing managers' job performance is crucial for healthcare organizations to achieve their objectives and goals. Managers are valuable assets to healthcare organizations and can have either a negative or positive impact on them. Due to inevitable environmental and workplace changes, healthcare organizations today are facing challenges in advocating for changes that influence nursing managers' job performance (Muyela and Kamaara, 2021). Therefore, top management must ensure that factors influencing leaders' performance are taken into consideration (Sopiah et al., 2020).

So, Performance management processes serve as a means of building relationships with nursing managers, identifying talent and potential, planning learning and development activities, and leveraging the healthcare organization's talent pool. Additionally, performance management plays a crucial role in increasing nursing managers' engagement and motivation by providing positive feedback and recognition. The aim of performance management is to ensure that nursing managers' performance supports the strategic goals of the healthcare organization. There is an emphasis on the strategic and integrated nature of performance management, which focuses on increasing the effectiveness of healthcare organizations by improving the performance of nursing managers and developing individual and team capabilities (Aly et al., 2023). The ability for managers to be coaches is the primary driver of healthcare organizational impact (Nurmeksela et al., 2019). Also, Irwin (2019) states that achieving optimal healthcare organizational performance relies on developing a capable workforce, which is at the core of talent management.

Talent management practices of nursing managers encompass a broad spectrum of activities, such as demonstrating a TM mindset, attracting and hiring talent, identifying and distinguishing talented nursing managers, developing others, fostering positive relationships, offering meaningful and challenging work, providing fair remuneration and rewards, and managing work-life balance. TM practices are the specific responsibility of nursing managers (El-Shanawany et al., 2023). In addition,

talent management is considered a crucial factor in the job performance of nursing managers. Where, an effective talent management system ensures that all managers comprehend the organization's mission, its progress towards goals, and the skills needed to enhance performance and contribute to the organization's success. So, this enhances nursing manager performance and increases the productivity of the healthcare organization (Krishnan et al., 2020).

Finally, Meyers et al., (2020) believes that talent management exhibits a direct impact on the performance of nursing managers and then the performance of an organization by inculcating positive behavior, attitude, and cognitions among the talented workforce of an organization. Furthermore, the reaction of nurse managers towards the implementation of talent management practices in the organization is important where these reactions can change nurse managers' attitudes, behaviors, and cognitions. Also, in a more comprehensive way the talent management "focuses on organized recruitment, distinguishing, management betterment, engagement, and placement of nurse managers with high potential who prove to be the best performance, to place them in key positions which contribute to the sustainable competitive advantage significantly and improves healthcare organizational effectiveness" (Gupta, 2020).

Significance of the study:

Nursing managers need to receive relevant knowledge, skills, and attitudes through talent management (TM) training to help them achieve critical job performance goals (Aly et al., 2023). The TM training program leads to improved nursing managers' job performance, positively impacting their knowledge, behavior, abilities, skills, and competencies. This benefits both the health care organization and the nursing managers' job performance (Abd-Elmoghith and Abd-Elhady, 2021).

Worldwide, to our knowledge, many studies have linked talent management practice with healthcare organizational and nursing manager's job performance. There have been limited researches on the correlation between TM practice and nursing manager's job performance. Two Egyptian studies have connected talent management training programs with nurses' empowerment and head nurses' leadership effectiveness. However, the comprehensive effect of TM training programs on nursing managers' job performance in health care settings has not been thoroughly studied. Therefore, this study was conducted to investigate effect of talent management training program for nursing managers on their job performance.

Purpose of the study:

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

Research Hypothesis:

Nursing managers who receive the talent management training program

are expected to have a higher level of performance 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 cotains1055 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 (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 job performance evaluation checklist "observational sheet (JPECOS). Personal data such as; age, sex, qualification, years of experiences, hospital, and marital status were collected too.

<u>Instrument one</u>: 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. It contains 31 items which are 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 ≥ 60% to < 75% (56-69) nursing managers' knowledge was moderate. High level was considered if the score was ≥75%) (70-93) (Mohammed et al., 2020), (statistics).

Instrument two: Job Performance Evaluation Checklist "Observational Sheet"(JPECOS):

Job performance evaluation checklist "observational sheet (JPECOS) was developed by Ebraheem, (2018) and adopted by the researcher to assess the nursing managers' performance in their workplace. This instrument was the most frequent, well validated nursing managers' instrument. It contained 52 items categorized into three main dimensions namely: Staff management dimension (staff education, 8 items, staff promotion, 15 item, staff supervision, 6 items and staff evaluation, 5 items, patient care management dimension, included 11 items and unit management dimension, 7 items).

The scoring system:

Job performance Evaluation checklist used a 3-points-Likert scale. The scoring system for each item was (1) Not done, (2) Incompletely done, (3) Completely done. If the total scoring system was < 60% (0 - <63), it was classified as a poor level of performance, If it ranged from ≥ 60% to < 75% (63 - < 78), level of performance was considered average. If scores were ≥ 75% (≥ 79 – 104), level of performance was considered good (Abd El-Aliem & Hamouda, 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 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 Job Performance Evaluation Checklist "Observational Sheet"(JPECOS).

Job performance evaluation checklist			
Questionnaire dimensions		**N. of items**	**Alpha Cronbach test**
1	Staff education	8	0. 996
2	Staff promotion	15	0.878
3	Staff supervision (6 items)	6	0.978
4	Staff evaluation (5 items),	5	0.959
5	Patient care management	11	0.986
6	Management dimensions	7	0.912
Total Questionnaire		**52**	**0.993**

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 questionnaire. 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 20-30 minutes to complete the questionnaire of talent management and the job performance checklist was observed by the researcher and took

about 20-30 minutes too. 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. Data was collected to assess nursing managers' knowledge level regarding talent management and observed nursing managers' job performance before implementation of the 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 questionnaires were filled 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. It took a period of 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 ranged between 45 to 50 sheets. In addition, to complete the second instrument (the observational checklist), the researcher observed each nursing manager throughout the morning shift.

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 in the form of mean ±SD. Chi-Square (x2) 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 mean in normally distributed quantitative variables in two groups. Pearson correlation was done to measure correlation between quantitative variables. For all tests, a two-tailed p-value $\leq$ 0.05 was considered statistically significant, P-value $\leq$ 0.01 was considered highly statistically significant. While, p-value $\leq$ 0.001 was considered very highly statistically significant. Eta square ($\eta 2$) is used to measure the effect size.

Results:

Table 1 demonstrates personal characteristics among the study and control groups. As shown from the table, more than half (58% & 60%) of nurse managers in the study and control nursing managers ranged from 30- < 40 years old, with a mean age of 39.84 ± 5.30 & 38.82 ± 809 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 that improved to (85.84± 15.14) at post-program and slightly decreased to (83.12 ± 18.8) at follow-up phase but still higher than pre-program. In addition, there was a highly statistically significant difference between both the study and the control nursing managers regarding total talent management knowledge level 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 low knowledge level about talent management at pre-program that improved to more than four-fifths (86%) gained a high knowledge level of total talent management post program and slightly decreased to a percentage of (80%) at the follow-up after three months of program.

Table 3 reveals comparison between mean score of total job performance evaluation throughout program phases among the study and control groups. As evident from the table, the total mean and standard deviation of job performance evaluation was 96.18±41.1 at per-program that improved to (149.80±18.4) at post-program and slightly decreased to 142.4± 28.3 at follow-up phase.

Figure 2 demonstrates comparison between total job performance evaluation throughout program phases among the study and control groups. As observed from the figure, half (50%) of the studied nursing managers had a poor job performance at pre-program. The majority (96%) of nurse managers had good level post program and 86% of them had good level at the follow-up.

Table 4 clarifies correlational matrix between talent management knowledge level and job performance evaluation 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 and job performance evaluation throughout program phases among the study and control groups.

Table 5 illustrates effect size and η2 of talent management training program on job performance evaluation 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' job performance throughout program phases at η2= 0. 378.

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

Personal characteristics		Study group (n=50)		Control group (n=50)		χ2	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		
	$\bar{x}$ ± SD	**39.84 ± 5.30**		**38.82 ± 809**			
▪ 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		
	$\bar{x}$ ± SD	**17.68 ± 6.15**		**18.10 ± 7.87**			

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

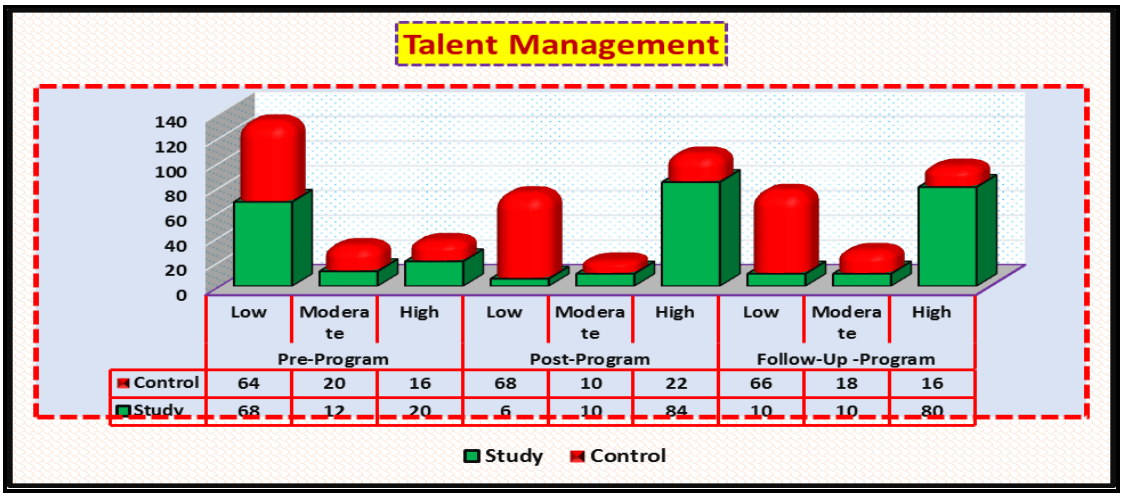
Items		Pre	Post	3 months follow up	F / P	t / P
		$\bar{x}$ ± SD	$\bar{x}$ ± SD	$\bar{x}$ ± SD		
▪ Control group **(n=50)**	Low	33.84 ± 5.9	33.52 ± 5.8	34.60 ± 6.93	0.026 F_1 0.975	11.9 0.000**
	Moderate	63.1 ± 2.6	63.0 ± 1.87	62.88±3.44		
	High	84.0 ± 8.1	87.8 ± 7.88	83.25 ± 7.72		
	Total	**47.72 ± 20.5**	**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

F_1:difference in mean among pre, post, follow-up of the control group.

F_2: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

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

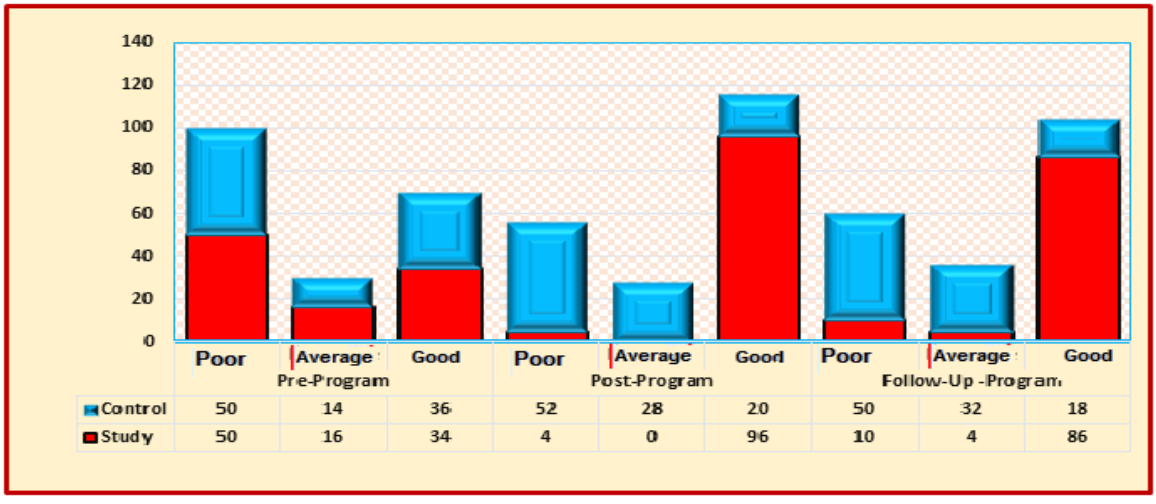
Items		Pre	Post	3 months follow up	F / P	t / P
		$\bar{x}$ ± SD	$\bar{x}$ ± SD	$\bar{x}$ ± SD		
▪ Control group (n=50)	Poor	59.68 ±11.1	58.35 ±11.4	58.16 ± 11.1	0.85 F_1 0.42	12.5 0.000**
	Average	103.7 ±6.4	104.4 ± 4.4	106.3 ± 5.3		
	Good	143.5 ±12.1	139.1 ± 13.4	139.78± 13.3		
	Total	**96.0 ± 40.3**	**87.40 ±34.3**	**88.26 ±33.98**		
▪ Study group (n=50)	Poor	59.28±11.5	70.50±26.16	67.80 ± 15.4	44.5 F_2 0.000**	
	Average	104±5.78	153.10±7.8	104.0 ±5.6		
	Good	146.5±10.7	155.10±7.8	152.9 ±8.4		
	Total	**96.18±41.1**	**149.80±18.4**	**142.4± 28.3**		

*Significant p ≤ 0.05 **Highly significant p ≤ 0.01 F: ANOVA Test

F_1:difference in mean among pre, post, follow-up of the control group.

F_2:difference in mean among pre, post, follow-up of the study group.

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



$\chi 2$=68.2, P=0.000

Table (4): Correlational matrix between talent management knowledge level and job performance evaluation 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	Job performance evaluation G	Talent management G	Performance evaluation G
▪ Talent management G	R	1	0.981	1	0.883
	P		0.000**		0.000**
▪ Performance evaluation G	R	0.981	1	0.883	1
	P	0.000**		0.000**	
	P	0.000**	0.000**		0.000**

*Significant p ≤ 0.05 **Highly significant p ≤ 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 η2 of talent management training program on job performance evaluation throughout program phases among the studied nursing managers (n=100).

Variables	Interval	Mean	SD	F Test	P value	η	η2	Effect size
Performance evaluation	Pre-test	96.18	41.1	44.5	0.000***	0.615	0.378 ###	Large effect
	Post-test	149.80	18.4					
	Follow up	142.44	28.3					
	Total	129.47	38.7					

*Significant p ≤ 0.05 **Highly significant p ≤ 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

Discussion:

In today's recessionary climate, talent shortages are increasing, and a true war for talent is thus emerging. Due to the economic crisis, demographic changes, and globalization, there is a growing need to develop human resource management (HRM) approaches that enhance and develop talented nursing managers' job performance and retention. Talent management has therefore become a popular topic among practitioners and a reoccurring phenomenon within healthcare organizations (Farzah and Husin, 2024).

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, In the control group, few nursing managers had high knowledge level of talent management at the pre, post and follow-up tests.

More than two thirds of the studied nursing managers had low knowledge level of total talent management at pre-program that improved to more than four-fifths at post program. Moreover, a highly statistically significant difference was found between nursing managers in the study and the control groups P = 0.00.

From the researcher's point of view, nursing managers acquired knowledge and managerial skills from all aspects of talent management practices, including essential skills and their implementation. These findings reflected the positive effect of the talent management training program.

This might be also due to nursing managers were listening carefully to debate and class discussions. 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 consistent with the findings of Mostafa, et al., (2021) who studied the effect of educational program 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. 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. Moreover, these results were consistent with Abdrabou and Ghonem (2020), who conducted a study about talent management training program and its effect on leadership effectiveness among nurse managers and 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 had 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.

Regarding comparison between total job performance evaluation throughout program phases among the study and control group of nursing managers. The study results denoted that during the post-implementation of the talent management training program, the majority of nursing managers had a good level of total job performance evaluation, 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 had a good level of total job performance evaluation at the pre, post and follow-up implementation of talent management training program.

Furthermore, half of the studied nursing managers had a poor total job performance evaluation level at pre-program that improved to majority had a good level post program and slightly decreased at the follow-up after three months of program but still better than pre-program. Additionally, there is a highly statistically significant difference was found between both the study and the control nursing managers regarding total job performance evaluation throughout program phases at $P = 0.000$.

From the researcher's point of view, this was due to the fact that the talent management training program was comprehensive, delivered effectively, and emphasized key messages more frequently. In addition, this finding might be due to the fact that nursing managers acquired talent management practices through the educational program, which its goal was to enhance the performance of nursing managers, engage and retain top healthcare professionals, cultivate a robust talent pool in the hospital, efficiently acquire and retain suitable talents, and explore methods to attract and develop prospective nursing managers through the implementation of talent management practices.

The study finding was congruent with Khalil et al., (2022) who conducted a study on enhancing talent management among nursing management staff and its effect on organizational effectiveness and stated that the most of the studied nursing management staff had a satisfactory practice level, regarding talent management in the post-program phase. Also, this finding agreed with the clarification posted by Mostafa et al., (2021) whose study indicated that the total level of nursing managers' talent management activities after intervention was good in the

immediate post and follow-up program phases respectively compared to the pre-program.

In addition, this study finding was compatible with Abdrabou and Ghonem, (2020) who stated that talent management practices are very important in developing employee skills, increasing their performance, and retaining those skills. Also, Venkatesh, (2017) who studied the integration of the talent management framework for healthcare performance as a strategic approach, and found that the most of health care providers showed good talent management skills after integrating the talent management framework.

On the contrary, results reported by El-Guindy et al., (2022) who conducted a study of nursing management staff' talent and creativity practices and its relation with organizational development and excellence, revealed that nursing management staff had an unsatisfactory level of talent management practice and nursing management staff had a poor level of creativity practices. Also, El-seidy, et al., (2021) mentioned that staff nurses had a low perception of creativity practices after implementing training program. Also, in the opposite line, Hatta and Abdullah, (2020) who conducted a study on the role of emotional intelligence in work stress and work performance, who found that the organizational effectiveness level is inadequate.

The current study result confirmed that, there was a high statistically significant positive correlation between talent management knowledge level and job performance evaluation throughout program phases among the study and control group of nursing managers at (r) ranged from 0.883 to 0. 981 & 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' job performance.

Likewise, Elhanafy & 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 job performance 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 Afsar et al. (2019), who 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 job performance immediately after program implementation and three months later. This result was comparable to the study conducted by Elhanafy and El Hessewi (2021), which discovered a highly statistically significant positive correlation between nurse managers' overall knowledge, talent management and job performance 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' job performance in the Jordanian pharmaceutical industry. The study's results also indicated a positive and significant association between talent management and emotional intelligence, with emotional intelligence significantly and positively impacting organizational performance. Additionally, this finding was in line with Irtaimeh and Khaddam, (2019), which highlighted the importance of a talented leader's ability to manage underlying emotions and feelings.

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' performance. Similarly, this outcome was against with Swamy et al. (2019), who investigated the impact of various factors on employees' job performance in manufacturing firms and concluded that there was no positive correlation between talent management programs and employees' job performance.

The current study findings clarified that talent management training program had positive large effect size on nursing managers' job performance evaluation 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 job performance 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.

Similarly, this result was in harmony with a study carried out conducted by

Febriani et al., (2024) showed that there was close relationship between talent management and employee performance. However, a different finding was given by Marhuri and Karneli, (2023), who found that Talent Management had a partial effect, but not significant, on employee performance.

This was in tandem with findings of the study done by El Dahshan et al., (2018) title "Talent management and its effect on organization performance among nurses at Shebin El-Kom hospitals", who found that nurses' experiences had a direct positive relationship and positive large effect on with their talent management organization performance. Finally, the study discussion supported the research hypothesis that talent management training program had positive large effect on nursing managers' job performance evaluation 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 job performance 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 job performance than the control group during post and follow-up phases.

Furthermore, there was a high statistically significant positive correlation between talent management and job performance evaluation through program phases among the study and control nursing managers. So, talent management training program had a positive effect on nursing managers' job performance evaluation throughout program phases.

Recommendations:

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

1) Training programs about talent management need to be conducted for newly hired nursing managers to enhance their job performance is highly recommended.

2) All health care organizations need to introduce a talent management strategy in their strategic planning to remain competitive in today's healthcare market is highly recommended.

3) Replication of the study on a larger probability sample in other settings is highly recommended to achieve generalization of the results.

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