

## THE IMPACT OF TALENT MANAGEMENT ON NURSING PERFORMANCE AT GOVERNMENTAL HOSPITAL IN MAKKAH CITY

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### Abstract: Background

In any organization a primary challenge is always there to address the issue of talent management globally. To meet with the modern challenges and needs, every organization is always keen to make a pool of talented person thus why there is always need of talent management by putting under this umbrella of acquiring, retaining and developing of talent management. This was the reason that this study was conducted in the field of nursing which is backbone of Medical field. **Aims:** to investigate the effect of talent management on organization performance among nurses in practice at King Abdul-Aziz Hospital and King Faisal Hospital. **Sample and Method:** By using convenient sampling technique with a sample of 286 nurses including both genders were recruited. Quantitative cross-sectional research design was used. While data collection was completed within one month. A previously modified scale of Dahshan et al. (2018) used to collect the data for all three domains of talent management and organization performance. **Results:** Showed that there is a strong connection between talent management with organizational performance. All objectives and hypotheses were approved and achieved. **Conclusion:** The outcomes generate broader implications for organizations to incorporate comprehensive talent management strategies in their strategic planning to sustain market competitiveness. **Limitations:** This study cannot be generalized as it is based on a convenience (smaller) sample. Further study would require a larger sample drawing from a larger swath of the Saudi Arabian healthcare system. **Suggestions:** There is a need to bring betterment in the service structure of medical staff especially nurses which are the backbone of the medical field. Nurses, job security needs to be proved as well as incentives need to be increased and future researches could continue this study by moving a step forward in these domains.

**Keywords:** Talent, Management, Nurses, Organization Performance.

### 1. Introduction

Talent management significantly influences critical operational issues within the healthcare

industry. (Obeidat et al., 2018). However, most hospitals disregard quality talent management despite the increasing need for an engaged workforce and influential leaders (Hafcz et al., 2017). The Saudi Arabian healthcare industry regularly confronts critical challenges, such as high staff turnover, leadership shortages and inadequacies. Consequently, the purpose of this study is to investigate the relationship between talent management and organizational performance in two government healthcare facilities in the Makkah region .

The study will use metrics such as employee perception and satisfaction with the hospital's recruitment initiatives, job, including career development opportunities, learning and development opportunities, and employer branding as the employer of choice to determine the impact of talent recruitment strategies on staff satisfaction and firm performance (Makram et al., 2017). Regarding talent development, the study will investigate employee satisfaction with initiatives such as flexible working hours, challenging jobs (Asrar et al., 2018). Finally, the study will examine the talent retention component through the respondents' perception of the company's salaries and benefits and learning and development opportunities as competitive factors (Johennesse & Chou, 2017). The responses will enable an accurate prediction of the relationship between an organization's talent management practices and employee commitment and engagement.

#### Significance of the Study

The project will benefit human resource departments and hospital administrators and employers by providing valuable insights into attracting and retaining a talented workforce .

While the Vision 2030 strategic plan is designed to maximize healthcare standards and economic growth in the region by providing corrective policies and actions to improve staff morale, organizational performance, quality service delivery, and reduced healthcare costs. (Alharbi, 2018; Rahman & Alsharqi. 2019.)

The study will benefit the relevant stakeholders by providing corrective policies and actions to improve staff morale, organizational performance, quality service delivery, and reduced healthcare costs. The specific aims of the study include:

1. Exploring the level of nurse satisfaction with talent attraction, development, and retention at the two selected hospitals.
2. Determining the nurses' level of satisfaction with the organization's performance that attracts talent in the two selected hospitals.
3. Identifying the association between talent management components and organization performance in both hospitals.
4. Determining the effect of talent on nursing job performance .

The PICOT question: what is the impact of talent management on nursing leadership performance at a governmental hospital in Makkah City?

P: (population): nurses staff and nurses manager.

I: (intervention / indicator): How job satisfaction contributes to talent retention and leadership performance.

C: (comparison): The study will compare results from two facilities; King Abdul-Aziz hospital and King Faisal hospital.

O: (outcome): Talent management in public healthcare .

T: (Time): The research will be conducted within 4 months.

Research Questions:

1. Are participant nurses satisfied with talent attraction, development, and retention at the two selected hospitals?
2. Are participant nurses satisfied with the organization's performance that attracts talent in the two selected hospitals?
3. What is the correlation between talent management components and organizational performance in both hospitals?
4. Is there an effect of talent on nursing job performance?

## 2. Literature review

Talent management significantly influences organizational competitiveness in the current competitive global healthcare market. (Dahshan et al., 2018). In general, globalization and technology have reduced talent supply. Foster (2014) defines quality talent management as the possession of people with the right skills and attitudes at the right place and time. This definition has promoted talent management's reconsideration as a critical challenge and unique asset necessary for superior organizational performance and sustainment of competitive advantage (Mahasneh & Yamin, 2017)

While existing studies emphasize a positive correlation between talent management and organizational performance, organizational deployment of talent management strategies to achieve a competitive advantage remains a problem (Al Aina & Atan, 2020)

Such countries have advanced economies, openness to change, civilizations, new practice and technique implementations, and technological infrastructure, facilitating their realization of the critical role of human capital in organizational evolution and prosperity (Crane & Hartwell, 2019). These advancements make it convenient for researchers to examine the relationship between talent management and organizational performance in developed countries. In contrast, firms in the developing countries, including the Middle East, are just beginning to incorporate talent management strategies (Al Aina & Atan, 2020). According to Al Aina and Atan (2020), the UAE is experiencing a talent crisis owing to inadequate attraction and retention strategies and ineffective compensation and benefits, increasing employee turnover

### Definition of Talent Management

The definition of talent management differs based on research and organizational contexts. Nafei (2015) defines talent as an individual's inherent capacity to perform tasks in a specific way. (Moayedi & Vaseghi, 2016). Talented people are also willing to learn, grow, and develop the unique abilities, qualities, and characteristics necessary for realizing organizational objectives. (Ansar & Baloch. 2018) Therefore, talent is an additive outcome of motivation, and opportunity (Agarwal, 2016; Tafti et al., 2017). The ability component is characterized by training, education, adaptability, competence, and skills. (Elia et al., 2017; Thunnissen & Buttiens, 2017). Existing talent management activities emphasize the attraction and retention of a high skill workforce. Dahshan et al. (2018) define the concept as an interrelated set of activities including, identifying,

recruiting, utilizing, and retaining well-equipped employees, (Al-dalahmeh et al., 2018; Sheehan et al., 2018; Thunnissen, 2016). Other studies recognize talent management as a systematic approach to attracting, selecting, developing, engaging, and retaining high-performing employees to promote consistent talent improvement and increase workforce productivity (Thunnissen & Buttiens. 2017; Behera. 2016). Firms need to emphasize quality staff recruitment, development, and retention to increase organizational effectiveness. These strategies may provide a competitive advantage by minimizing organizational efforts in talent development (Al-dalahmeh et al., 2018; Uddin & Arif, 2016). Talent development refers to the necessary and continuous corporate, stakeholder, and employee changes. Finally, Dahshan et al. (2018) perceive employee retention as a strategic approach to sustaining a competitive workfo (Ingram, 2016). Organizations can maximize talent retention through performance-based pay, challenging work, career development opportunities, continuous training, and inspiring intrinsic motivation (Agarwal. 2018).

### **Definition of Sustainable Organizational Performance**

Organizations play an essential role in national wealth creation. (Al Aina & Atan, 2020). Performance has popularly been defined as the outcomes of an action, the intentional accomplishment of an idea, or results surpassing original expectations (Al Aina & Atan, 2020) These elements contribute to sustainable organizational performance by increasing its capability to satisfy stakeholder needs while simultaneously investing in managerial policies that guarantee future social welfare, profitability, and environmental responsibility (Al Aina & Atan, 2020)

Talent management positively influences workforce commitment and productivity, contributing to long-term organizational performance. Dahshan et al. (2015) provide a talent management and organization performance model, which associates workforce performance with an optimal strategic alignment between corporate and HR strategies. through employee and customer loyalty, profit, and growth (Al-Lozi et al., 2018; Kontoghiorghes, 2016). Significant investments in human capital increase an organization's ability to maximize efficient service delivery and achieve competitive advantage. Martin (2015) defines organizational performance as a firm's ability to achieve its objectives through efficient resource utilization. However, Devi (2017) notes the lack of an appropriate metric for measuring a company's quality of talent management strategies. (Ingram & Glod, 2016). Devi (2017) defines employee engagement as the extent to which employees contribute to business growth and outcomes. Engaged employees demonstrate a commitment to goal anointment and perform roles and responsibilities beyond their job descriptions to ensure success. (Al Aina & Atan, 2020; Johennesse & Chou, 2017).

### **Conceptualizing Talent Management**

Talent management literature proposes several models for examining the relationship between talent management and organization performance. For example, as mentioned above, Dahshan et al. (2018) propose a model that links different components of talent management to increased workforce performance, encouraging organization performance. **Conceptual Framework**

A conceptual framework of talent management emphasizes HR systems and metrics such as workforce planning and attraction, engagement, building, retention, and reward. (Dahshan et al., 2018).

### ***Talent Attraction***

Talent attraction significantly influences sustainable organizational performance. Al Aina and Atan (2020) . In contrast, other researchers argue that a talent attraction strategy should aim at creating an international talent pool that can be conveniently and reliably tapped into on a need basis (Mkamburi & Kamaara, 2017; Ganaie & Haque, 2017). Ganaie and Haque (2014) recognize this feature as a critical strategy because it generates organizational value by acquiring pivotal competencies that improve strategic positioning in the long-term. For example, the KSA healthcare sector can offer competitive compensation strategies to attract top-tier employees from this talent group, increasing organizational effectiveness and competitiveness. Bolander, Werr, and Asplund (2017) suggest different strategies to improve and ensure an organization's attraction of the right talent. (Al Aina & Atan, 2020).

### ***Training/Learning and Development***

Continuous learning and development initiatives are critical to organization performance. According to Al Aina and Atan (2020), The effectiveness of a firm's learning and development strategies can be measured through questionnaire responses such as meaningful work, quality relationship with the manager. (Al Aina & Atan, 2020). that younger generation employees and those from small-sized firms are more likely to obtain gratification from such opportunities than their counterparts (Krishnan & Scullion, 2017). However, Ganaie and Haque (2017) note the potentially adverse impacts of misalignment between business and human capital management and improper utilization of training and development funds on firm unproductivity.

### ***Talent Retention***

Al Aina and Atan (2020) argue that implementing a compensation package that clearly outlines skill requirements, behavior, performance expectations, and experience may resolve the problem. Such a system must be customized to increase firm performance at all skill levels (Pandita & Ray, 2018). Mkamburi and Kamaara (2017) also highlight the need for organizational focus on employees' feelings of efficacy, satisfaction, and mastery when formulating and implementing a performance management framework. Considering the different employee demographic characteristics, by Al Aina and Atan (2020) argues that while Generation Y may be interested in periodic job rotation and career development opportunities, the baby boomers may be okay with staying in a single job position for over five years before promotion (Naim & Lenka, 2018).

### **The Saudi Healthcare System**

The Saudi healthcare system faces intense pressure to improve healthcare delivery for a rapidly increasing population, and in particular, a growing elderly population.(Al-Hanawi et al. 2019). While the healthcare sector was well-funded during the 2003-2013 oil boom, the subsequent economic decline due to market volatility has forced the government to develop strategies that will increase healthcare standards while limiting prohibitive costs (Al-Hanawi et al. 2018; Sajjad & in Qureshi, 2020). One of the proposed strategies is to enhance the partnership between public and private healthcare sectors to resolve the latter's underutilization (Al-Hanawi et al., 2019; Alonazi, 2017). However, the public sector's lack of skilled professionals, especially in the healthcare management and clinical medicine sectors, undermines the potential effectiveness of the public-

private partnership model to enhance resource utilization and efficiency. (Dayel et al., 2020). Additionally, most studies have not established a direct correlation between the two research variables, necessitating local research to bridge the knowledge gap regarding talent management's significance for leadership effectiveness, staff productivity, and organizational competitiveness (Igram, 2016; Ogunnaike et al., 2018).

### **Systematic Search Process**

The PICOT question: what is the impact of talent management on leadership performance at a governmental hospital in Makkah City?

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### **2.2 Literature Review Findings**

Dahshan et al. (2018) describe the objectives of the study as determining the effects of talent management on the performance of the nurses at a particular group of hospitals .

Foster (2014) seeks to determine the most effective retention and succession planning. The goal is to understand the best ways to help retain professionals in the organization and replace the few that result from the low turnover . Mahasneh and Yamin (2017) explore the impact that HR information systems have on organizational loyalty. Also Al Aina and Atan (2020) explore the impact that implementing talent management has on the performance of an organization. Crane & Hartwell (2019) explore the impact that talent management has on various firms globally. Ansari & Baloch (2018) explore talent and talent management. The objectives are to determine what can be deemed as talents among employees and how they can be managed to optimize the workers' output. Agarwal (2016) explores ways in which talent management strategies skills can be incorporated into the national culture of a society. The research explores the national culture of India and looks for way in which talent management strategies can be incorporated into this culture .

Tafti et al. (2017) explores the essential success challenges, factors, as well as obstacles involved in the talent management process. The study is designed such that previous findings indicating the responsible challenges, factors, and hindrances are identified and isolated .

Thunnissen & Buttiens (2017) explores the impact that talent management has on the contextual factor within the public sector. The design of the study is studying TM applications in the public sector .

Thunnissen (2016) explores what needs to be done, exactly how it should be done, and to what level of excellence it should be attained in terms of TM. The design of the study is through empirically exploring talent management in practice .

Narayanan, Raji thakumar, & Menon (2019) study talent management and employee retention .

Dahshan et al. (2018) explores talent management on organizational success. This objective leads them to design a structure where they explore studies and organizations to assess the exact impact talent management has .

Behera (2016) explores talent management as a concept. The approach is to decipher the entire concept of talent management analyzing its strengths and weaknesses.

Ingram (2016) explores the relationship that exists between talent management and the performance of an organization if all other factors remain favorable .

Kontoghiorghes (2016) seeks to link the organizational culture of high performance with organizational talent management .

Devi (2017) explores the relationship that exists between talent management on the performance of an organization with respect to employee engagement/commitment .

Najm and Manasrah (2017) assesses the impact of talent management on the performance of an organization in the cases of banks within Jordan.

### **3. Method and Methodology**

This section describes how this study is designed and conducted to compare talent management practices at King Abdul-Aziz Hospital and King Faisal Hospital. This section includes research design, settings, subjects, description of the tool used, method of data collection, and data analysis.

**Study duration :** the study were take place over the course of four months from February 2020 to May 2021

#### **3.1. Research Approach**

##### **3.1.1. Aim of the study:**

The main aim of the present study was to investigate the effect of talent management on organization performance among nurses in practice at King Abdul-Aziz Hospital and King Faisal Hospital. The specific aims of the study include:

1. Exploring the level of nurse satisfaction with talent attraction, development, and retention at the two selected hospitals.
2. Determining the nurses' level of satisfaction with the organization's performance that attracts talent in the two selected hospitals.
3. Identifying the association between talent management components and organization performance in both hospitals.
4. Determining the effect of talent on nursing job performance.

##### **3. 1.2. Research Questions:**

- 1-Are participant nurses satisfied with talent attraction, development, and retention at the two selected hospitals?
- 2-Are participant nurses satisfied with the organization's performance that attracts talent in the two selected hospitals?
- 3-What is the correlation between talent management components and organizational performance in both hospitals?

4-Is there an effect of talent on nursing job performance?

### 3.2. Research Design/s

A quantities descriptive correlational and cross sectional design were be use in the conduction of this study at King Abdul-Aziz Hospital and King Faisal Hospital. An accurate comparative analysis were be achieved by examining organization performance, the dependent variable, against talent management the independent variable, including constructs such as attraction, development, and retention, and the independent variables (Singandhupe & Sethi, 2016).

#### 3.2.1. Data Collection Method/s

##### 3.2.1.1 Variables of the Study

###### 3.2.1.1.1. *Independent Variable:*

*Talent Management Components include:*

- Talent attraction
- Talent development
- Talent retention

###### 3.2.1.1.2. *Dependent Variable:*

- Organization Performance

#### 3.2.2. *Instrument*

The tool was adapted from previous studies by Dahshan et al., (2018), who conducted their study in Egypt. The content and validity were revised accordingly by the author, especially to ensure easier understanding in furthermore,

**First: Assessment Sheet:** This sheet was designed by the researchers to collect study participants' socio-demographic data.

**Second: Talent management questionnaire:** This questionnaire examined nurse perceptions. The questionnaire consists of 31 items representing the three theoretical dimensions of talent management componentization as follows:

- The first section concerns talent attraction, which is composed of 10 items as “the hospital has a system to attract and recruit talented workers/ candidates.
- The second section regards talent development, which also included 10 items.
- The third and final section concerns talent retention, which consists of 11 items, such as “The salaries and benefits at the hospital are competitive “and “The employment conditions at the hospital satisfy work-life balance. Higher degree of satisfaction was indicated by a higher score. The scores were then calculated for mean scores, that were then categorized as follows: mean scores < 3 = unsatisfied, and mean scores  $\geq$  3 = satisfied.

**Third: Organization Performance Questionnaire:** This tool was used to explore nurses' opinions about organizational performance. The questionnaire consists of 11 items containing information about the organization's communication, organizational policies, organizational development and change, and organizational performance appraisal. The scores were then calculated for the mean scores, that were then categorized as follows: mean scores < 3 = unsatisfied, and mean scores  $\geq$  3 = satisfied.

**3.2.2.1. Data Collection:** The data collection phase of the study were be carried out over the course within three weeks through an online survey. Before distributing the questionnaire, clear instructions were written in the survey to be read prior to the participant filling out the questionnaire. The questionnaire sheets were be distributed and were be available anytime during the period of distribution, according to the workload of the nurses.

**3.2.2.2. Instrument Validity and Reliability :** Validity and reliability ere adapted from previous studies in Egypt by Dahshan et al., (2018). The content and validity were revised accordingly by the author, particularly to ensure easier understanding. Furthermore, a pilot study was performed by the author on 20 nurses that was not included in the study sample in order to test the practicability and applicability of the tool, Validity and reliability of the study tool was tested using Cronbach's coefficient alpha (0.84), which suggested good validity and reliability for content (Dahshan et al.,2018).

**3.2.3. Research Setting :**The present study were be conduct in two health care hospital in the Makkah region of Saudi Arabia.

- The first setting is the King Abdullaziz Hospital, which is affiliated with the Ministry of Health (MOH).
- The second setting is King Fisal Hospital, which is affiliated with the Ministry of Health

### **3.2.4. Research Population**

**3.2.4.1. Targeted Population:** All levels of nursing staff with various qualifications who are working at either King Abdul-Aziz Hospital or King Fisal Hospital.

**3.2.4.2. Sample Size:** The total sample size required for the study was calculated based on the confidence level of 95% with a 5% margin of error with a total population size for the two selected hospitals (King Abdullaziz Hospital: 668 nurses, King Fiasl hospital: 540 nurses) using the Statistical Yearbook records of ministry of health (MOH) (Statistical Yearbook, 2018). Using Raosoft software to calculate the sample size with a response distribution of 25%, the total sample size needed for this study is 286 subjects.

**3.2.4.3. Sampling method :** A convenience sampling technique (286) of nurses were be composed from both selected hospitals and the study sample and were be collected through an online survey to be sent to participants through Email or WhatsApp media by their nursing administrations.

**3.2.4.4. Recruitment method :** The data collection were be conducted online over the course of 3 weeks. The researchers registered via an online survey platform. The questionnaire were be sent to the nursing administration's office in both selected hospitals to distribute among their nursing staff.

**3.2.5. Data Analysis Method/s :** A combination of the Version 26 of the SPSS and inferential and descriptive statistics may be employed to analyze and tabulate it. However, significant data collection and study scope limitations may limit the study's accuracy. (Dahshan et al., 2018). This may constrain applicability. Nonetheless, additional or adequate funding may expand the study population, research scope, and better data collection methods, increasing the study outcomes' reliability.

For the first research questions, descriptive statistics such as the mean, the standard deviation, the frequencies, and inferential statistics (Pearson correlation test, chi-square test, independent t-test) were used according to a type of variables. A p-value less than 0.05 was considered significant and the minimum and maximum scores were calculated. For the scored third and fourth research question, the mean and the total scores were calculated for each item measured at ordinal and interval level (Likert scale). At the significance level set at  $\alpha = 0.05$ , Multiple regression analysis and ANOVA were conducted using the overall score of the dependent variables. The variables were age groups, gender, are independent variables.

### 3.2.6. Risk Sampling Bias

Because of the pandemic, this research was conducted online to be as opposed to face-to-face surveys, so it is more convenient, and the results are more reliable.

### 3.2.7. Ethical and Administrative Consideration

The study were take place over the course of four months and were adhere to ethical considerations by obtaining formal approval from the General Administration of Research and Studies, Ministry of Health /Kingdom of Saudi Arabia/ Makkah. The researcher were destroy the data set within a period not exceeding 3 years from the date of the end of the study on [6/5/2021]. He / she were inform the supplier with a written confirmation of any damage via email or any other note. If there is a questions about participating in the research, the participants can communicate with the researchers via the email attached to the questionnaire.

## 4. Research Results

The aim of the study was to explore the level of nurse satisfaction with talent attraction, development, and retention at two selected hospitals. The study measures nurses' satisfaction with the organization's performance in attracting talent, and identifies an association between talent management components and organizational performance in both hospitals in addition to determining the effect of talent on nursing job performance. Version 26 of the SPSS was used to analyze the collected data. Initially, this data was screened for missing values. It was then analyzed: (i) for measurement of demographic variables with mean, SD, frequency, and percentage calculations using descriptive statistics. (ii) A Pearson co-relational analysis was used to assess the connection between IV and DV. (iii) One-way Anova was used to assess the difference between working hospitals. (iv) Finally, Regression analysis was used to check all 3 domains of talent and organizational performance.

**Table 1** Frequency Statistics of Demographics

<i>N=286</i>	<i>Category</i>	<i>f</i>	<i>%</i>
Occupation	Nurses Staff	188	65.7
	Nursing Manager	98	34.3
Gender	Male	83	29.0
	Female	203	71.0
Nationality	Saudi	219	76.6
	Non-Saudi	67	23.4

Age Groups	20 to < 30	93	32.5
	30 to < 40 years	177	61.9
	40 to 50 years	16	5.6
Work Experience	< 5 years	123	43.0
	5-10 years	52	18.2
	11-20 years	111	38.8
	Nursing School Diploma	58	20.3
Education Level	Technical Institute	21	7.3
	Bachelor's degree	162	56.6
	Master's degree	45	15.7
Marital Status	Single	105	36.7
	Married	163	57.0
Hospital	Divorced	18	6.3
	King Abdul-Aziz Hospital	128	44.8
	King Faisal Hospital	158	55.2

The table shows that the sample is composed of 29 % males and 71% females with a breakdown of education levels, varying from those possessing a Nursing School Diploma (20.3 %), Bachelor's degree (56.6%), and a master's degree (15.7%). The sample primarily consisted of nursing participants (65.7%), and the majority (76.6%) were of Saudi nationality.

**Table 2** Study variables: psychometric properties and reliability (N=286)

	k	α	M	(SD)	Range		Skewness		Kurtosis	
					Actual	Potential	Statistic	Std. Error	Statistic	Std. Error
Talent attraction	10	.86	3.15	(6.93)	10-50	11-43	-.61	.14	.54	.28
Talent development	10	.88	3.37	(3.18)	10-50	11-47	-.402	.14	.17	.28
Talent retention	11	.91	3.14	(2.64)	11-55	14-52	-.23	.14	.05	.28
Organization Performance	11	.89	3.47	(3.36)	11-55	15-53	-.79	.14	.501	.28

The table provides descriptive reliability statistics for the variable scale for this study. Alpha Reliability for the scales were as follows: Talent attraction (.86), Talent Development (.88), Talent Orientation (.91), and Organizational Performance (.89). This reveals that all scales are reliable according to the reliability principles. For talent attraction, the mean is M= 3.15, SD is 6.93, and actual and potential lies between 10-50 and 11-43. Talent development has a mean of 3.37, SD is 3.18, and actual and potential range between 10-50 and 11-47, whereas for talent orientation, the mean is 3.14, SD is 2.64, and actual and potential ranged from 11-55 and 14-52. Organizational

performance returns scored 3.47 as a mean, SD as 3.36, and actual and potential range between 11-55 and 15-53.

**Table 3** Correlation of study variables (N=286)

variables	n	M	SD	1	2	3	4
Talent Attraction	10	62.38	10.59	-			
Talent Development	10	36.41	4.98	.78**	-		
Talent Retention	11	55.96	6.88	.69**	.79**	-	
Organization Performance	11	21.21	3.93	.58**	.71**	.67**	-

\* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

This table shows a significant positive relationship between organizational performance with all domains of talent, including TA, TD, and TR. Organizational performance has a significant positive correlation with TA ( $r = .58^{**}$ ,  $p < 0.01$ ), a significant positive correlation with TD ( $r = .71^{**}$ ,  $p < 0.01$ ), and a significant positive correlation with TR ( $r = .67^{**}$ ,  $p < 0.01$ ). This shows that organizational performance is positively correlated with all domains of talent

**Table 4** Regression coefficient for determining the effect of talent on nursing job performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Df1	Df2	Sig F Change
1	.738	.544	.539	5.818	.544	112.256	3	282	.000

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11401.237	3	3800.412	112.256	.000
residual	9547.033	282	33.855		
total	20948.269	285			

a. Dependent variable: Total performance

b. predict: (constant), Talent Retention, Talent Attraction, Talent Development

Model	B	Std. Error	Beta	t	Sig.	95%
constant	9.607	1.745		5.504	.000	[6.17, 13.04]
Talent Retention	.011	.082	.009	.132	.005	[-0.15, .17]
Talent Attraction	.537	.089	.46	6.006	.000	[.36, .71]
Talent Development	.294	.062	.31	4.758	.000	[.17, .41]

The table shows the impact of nursing job performance on three domains of talent. The  $R^2$  value of .54 revealed that the predictors explained 54% of the variance in the outcome variable with  $F(2, 285) = 112.25$ ,  $p < .001$ . The findings revealed that nursing job performance positively

predicted talent attraction ( $\beta = .009, p < .05$ ), talent development ( $\beta = .46, p < .001$ ), and talent retention ( $\beta = .31, p < .001$ )

**Table 5** One-way Anova analysis of study variable with post-hoc analysis

	King Abdul-Aziz Hospital		King Faisal Hospital		F (2,283)	$\eta^2$	Post-Hoc
	M	SD	M	SD			
Talent Attraction	34.06	7.11	32.73	6.809	1.73	0.63	1>2
Talent Development	34.59	7.303	33.63	7.14	2.83	0.56	1>2
Talent Retention	36.48	9.09	34.06	8.86	6.76	0.52	1>2
Organization Performance	38.71	8.95	38.11	8.21	0.35	0.46	1>2

The table demonstrates the scores of mean, F-values, and standard deviation for TA, TD, TR, and OP across both hospitals i.e., King Abdul Aziz Hospital and King Faisal Hospital in the sample groups. Results indicated significant mean differences across King Abdul-Aziz Hospital with  $F(2, 283) = 1.73, p < .05$ . Findings revealed that Nurses staff and Nursing Managers showed a higher level of TD with  $F(2, 283) = 2.8, p < .05$ , TR with  $F(2, 283) = 6.76, p < .05$ , and OP  $F(2, 283) = 0.35, p < .05$  in King Abdul Aziz Hospital as compare to King Faisal Hospital. The value of  $\eta^2$  was  $.63 (< .80)$  which indicated a medium effect size on TA, while on TD  $\eta^2$  was  $.56 (< .80)$ , on TR  $\eta^2$  was  $.52 (< .80)$  which showed medium size effect. While on OP  $\eta^2$  was  $.46 (< .50)$  which indicated small group size effect. The Post-Hoc Comparisons indicated significant between-group mean differences of each group with other groups

**Table 6** Statistics with Chi-Square analysis for overall agreement of study variables.

Variables	SA		Ag		Neu		DA		SDA		% of agreement	$x^2$	P
	n	%	N	%	N	%	n	%	n	%			
	Talent Attraction	71	24.8	88	50.7	56	24.3	24	18.1	26			
Talent Development	68	26.6	83	51.1	56	21.1	29	19.7	21	13.1	68.63	63.14	.000
Talent Retention	65	28.6	89	63.8	41	19.6	22	17.8	29	10.4	65.01	62.56	.006
Organization Performance	70	31.2	91	70.1	39	18.5	32	16.6	36	11.3	74.33	80.04	.04

\* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

Table 6 showed the overall agreement analysis along with Chi-Square analysis among the study variable. As on talent attraction,  $x^2$  showed the value of 84.44, which indicated an 84% of change with a large group effect with  $p < 0.001$ . As well as other two domains of talent which were development and retention showed 63.14 and 62.56 on the value of  $x^2$  which showed a medium group size effect with  $p < 0.01$  and  $p < 0.001$ . While on organization performance  $x^2$  value is 80.04 which is showing large size effect as  $p < 0.05$ .

#### 4.1. Findings:

The current study aimed to investigate the effect of talent management on organization performance among nurses in practice at King Abdul-Aziz and King Faisal Hospitals. For that purpose, the objective was also set to investigate and identify level of nurse satisfaction with talent attraction, development, and retention at the two selected hospitals, determining the nurses' level of satisfaction with the organization's performance, and identifying the association between talent management components and organizational performance. The study also aimed to determine the effect of talent on nursing job performance.

To achieve the aims and objectives of the current study, demographic statistics, alpha reliability of scales, Pearson correlational analysis among study variables, one-way Anova, and linear regression analyses were run.

From the demographic statistics, it was found that 65.7% of the sample consisted of nurses staff while 34.3% were nursing managers. The sample was composed of 29 % males and 71% females. Based on nationality, 76.6% were Saudi nationals with the remaining 23.4% non-Saudis. Regarding participant's age, those between the ages of 20 and 30 composed 32.5% of the sample, 40 to 50 composed 5.6%, with the majority (61.9%) of the participants between 30 and 40. As far as job experience, the findings showed the majority, or 43%, of the participants' working experience was less than 5 years while 18.2% had 5–10 years' experience, and 38.8% had 11-20 years of experience. Regarding education level, 56.6%, or the majority of the participants possessed a bachelor's degree, 20.3% had a nursing school diploma, and 15.7% had completed a master's degree. Findings on marital status showed 57% as married, 36.7% as single, and 6.3% as divorced among the participants of the study. The major measure among demographic variables was nurses working in hospitals. The findings showed that 55.2% of the study participants were working at King Faisal Hospital and 44.8% were at King Abdul Aziz Hospital.

Statistical tests were used to check alpha reliability, mean, standard deviation, actual potential range, skewness, and kurtosis. The findings show that Cronbach's alpha score .86 for the scale of talent attraction, .88 for talent development, .91 for talent orientation, and .89 for organizational performance. For the current study, all scales have measured reliability as per criteria and principles. For talent attraction, the mean is  $M=3.15$ , an SD of 6.93 and actual and potential range from 10-50 and 11-43. The talent development dimension has a mean of 3.37, SD of 3.18 and actual and potential range from 10-50 and 11-47, whereas for talent orientation, the mean is 3.14, with an SD of 2.64, and actual and potential range from 11-55 and 14-52. Organizational performance scores resulted in 3.47 for mean, with an SD of 3.36, and actual and potential range from 11-55 and 15-53.

The findings for the Pearson correlations among study variables show a significant positive relationship for organization performance with all domains of talent (TA, TD, and TR). Organizational performance has a significant positive correlation with TA ( $r=.58^{**}$ ,  $p<0.01$ ), TD ( $r=.71^{**}$ ,  $p<0.01$ ), and TR ( $r=.67^{**}$ ,  $p<0.01$ ). This shows that organization performance is positively correlated with all domains of talent.

The findings of the regression analysis show a significant positive relationship for organization performance with all domains of talent. Organizational performance has a significant positive regression with an  $R^2$  value of .54, revealing that the predictors explained 54% variance in the outcome variable with  $F(3, 285) = 112.25, p < .001$ . The findings demonstrate that nursing job performance positively predicted talent attraction ( $\beta = .009, p < .05$ ), talent development ( $\beta = .46, p < .001$ ), and talent retention ( $\beta = .31, p < .001$ ).

The findings of one-way Anova, along with mean, standard deviation, and post-hoc analysis on all study variables, showed scores for means, F-values, and standard deviations for TA, TD, TR, and OP across both hospitals. The results indicate significant mean differences across King Abdul-Aziz Hospital with  $F(2, 283) = 1.73, p < .05$ . The findings reveal that nurses and nursing managers showed a higher level of TD with  $F(2, 283) = 2.8, p < .05$ , TR with  $F(2, 283) = 6.76, p < .05$ , and OP  $F(2, 283) = 0.35, p < .05$  in King Abdul Aziz Hospital as compare to King Faisal Hospital. The value of  $\eta^2$  was .63 (< .80) which indicated a medium effect size on TA, while on TD  $\eta^2$  was .56 (< .80), on TR  $\eta^2$  was .52 (< .80) which showed medium size effect. While on OP  $\eta^2$  was .46 (< .50) which indicated small group size effect. The Post-Hoc Comparisons indicated significant between-group mean differences of each group with other groups. The findings of overall agreement analysis along with Chi-Square analysis among the study variable. As on talent attraction,  $\chi^2$  showed the value of 84.44, which indicated an 84% of change with a large group effect with  $p < 0.001$ . As well as other two domains of talent which were development and retention showed 63.14 and 62.56 on the value of  $\chi^2$  which showed a medium group size effect with  $p < 0.01$  and  $p < 0.001$ . While on organization performance  $\chi^2$  value is 80.04 which is showing large size effect as  $p < 0.05$ .

#### 4.2. Discussion

The title of the current study is: "The Impact of Talent Management on Nursing Leadership Performance at Governmental Hospitals in Makkah City." For this purpose, the levels of nurse satisfaction regarding talent attraction, development, and retention at the two selected hospitals were explored. The study also aimed to determine the nurses' level of satisfaction with their organization's performance that serves to attract talent at the two selected hospitals. It also aimed to identify the association between talent management components and organization performance for both hospitals. The findings reveal that talent management has a significant impact on an organization's performance. Alfian and Satria (2021) find that organizations attain progress through talent management. They further find that in hospital settings, patient safety and employee satisfaction are major concerns, and the findings of their research also suggest that hospital staff's level of satisfaction is higher as a result of greater talent management by the heads of hospitals.

In other research, Karatepe and Avci (2017) explored the attitudes of health workers and nurses, finding that higher levels of talent management are bound up with the organization's performance and the manager's way of dealing with these domains. This is consistent with the findings of the present research, which demonstrates that in the two targeted hospitals, nurses' level of satisfaction was found to be higher with greater talent management (Karatepe, & Avci, 2017). To attain the second research objective of "Determining the nurses' level of satisfaction

with the organization's performance that attracts talent in the two selected hospitals," the current research showed that nurse satisfaction level was high, and their mean score indicated a high level of satisfaction where nurses' responses showed that in those two hospitals, talent management attracted them. Previous literature also supports this objective. Al-Qeed et al. (2020) showed that for doctors and paramedic staff, including nurses, level of satisfaction was found to be higher, and a higher level of satisfaction increased organizational performance as well. Moreover, this satisfaction level can be achieved through the management of talent across employees, including nurses and other staff. Similarly, Ogbari et al. (2018) confirmed these findings in a study among hospital employees and specifically nurses working in accident and emergency departments of Las Vegas hospitals. Accordingly, on the basis of the findings of this research, and with the support of previous literature, it is suggested that nurses' level of satisfaction is high in relation to the organization's performance ability to attract talent for the two selected hospitals.

The third objective of this study was "*Identifying the association between talent management components and organization performance in both hospitals.*" Regarding this, Pearson's correlational analysis showed that there was a significant positive association between talent management components and organizational performance, while organizational performance is positively associated with talent management. In the literature, it is most found frequently that in any organization where employee talent is not managed by supervisors, the level of organizational performance decreases (Frimpong, 2016). Furthermore, a quantitative study on employee talent management and organizational performance showed a significant association in such terms. (Sophia et al., 2020). Social exchange theory also suggests a similar association. El Dahshan et al. (2018) found in a fact-finding study across different organizations, including the health sector and nursing staff, that organizations who were unable to utilize and manage talent had a low and negative association with organizational performance, while this relationship was found to be positive and significant for those organizations where talent management was on a satisfactory level, and organization performance was significantly positively correlated.

The fourth and last objective of the current study was "*Determining the effect of talent on nursing job performance.*" Regression coefficient analysis showed that there was a significant impact for talent management on nursing job performance. Based on this, the objective of this study was achieved. Recent research by Dashan et al. (2018) found that there was a significant impact of talent on nursing performances. Their findings reveal that talent management plays a vital role in maintaining emotional stability and performance in work, along with the positive outcome of improved overall organizational performance. In the public sector, fulfillment of employees' psychological needs is essential and in line with attaining and maintaining the talent management of employees. Deng et al. (2018) conducted a similar study of the Chinese healthcare system and the results of that study and the current one are similar. Which showed that there was a significant impact regarding all three domains of talent management on employee performance .

### **5. Research Limitations**

The current study cannot be generalized due to timing limitations related to a shortened semester length of four months, disallowing larger sample sizes taken from other hospitals besides

the two surveyed. Similarly, this study was only able to survey nurses at secondary level hospitals. Future studies should take into account different levels of hospitals in Makkah city to serve as a valuable overview when comparing the correlation between items and all hospital levels. Hospitals level divided into the categories of primary care, secondary care, tertiary care, and quaternary care. We faced a challenge in gaining approval from the General Administration of Research and Studies, Ministry of Health /Kingdom of Saudi Arabia

## 6. Conclusion

The primary aim of the present study was to investigate the effect of talent management on organizational performance among nurses in practice at King Abdul-Aziz and King Faisal Hospitals.

It was observed that all three domains of talent (attract, retain, and develop) need to be addressed as hospitals look to add such talent to their health systems. In the current research, nurse participants, as well as nursing managers, demonstrated a higher level of satisfaction regarding talent attraction, talent development, and talent retention in compliance with organizational performance.

Also, it is strongly recommended that health sectors and their higher authorities and hospital administrators need to introduce talent hunt programs as well as talent management programs in order that not only talented people could be identified, but that organizational performance and the health sector overall can be raised to optimal levels. Similarly, it is recommended that future research could continue this study by moving a step forward in research domains.

## 7. Recommendations

Following results of the current research, it is suggested that there is a need to improve the service structure of medical staff and in particular nurses, who serve as the backbone of the medical field. Nurses' job security needs to be improved and incentives need to be increased. Nurses' working hours should be better managed and controlled, thereby reducing their fatigue level while improving performance level. It is strongly recommended that health sectors, managers, and hospital administrations need to introduce talent hunt programs as well as talent management programs, so, that talented people could be more easily identified, thereby improving organizational performance.

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