Effect of Talent Management on Nurses' Emotional Intelligence and Organizational Performance

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Abstract: Talent management is becoming the precious strategic choice that ultimately enhances organizational performance. As well, intelligent hospitals use emotional intelligence as an approach to motivate their nurses to enhance their productivity and performance. The present study aimed to investigate the effect of talent management on nurses' emotional intelligence and organizational performance in two selected private hospitals. A descriptive correlation design was used to achieve the aim of this study. A convenience sample of 92 staff nurses were chosen from the selected private hospitals. To fulfill the purpose of this study three tools were used in data collection, talent management questionnaire, emotional intelligence instrument, and organizational performance instrument. **Results** showed that 79 % of nurses were satisfied with the talent management process in their workplaces. As well, 67% of nurses had a high level of emotional intelligence. Likewise, 92% of the studied nurses were satisfied with their organizational performance. Furthermore, there were significant and positive correlations between talent management as regards nurses' emotional intelligence and organizational performance, where p-value < 0.01. **Conclusion**: Talent management was a significant predictor of nurses' emotional intelligence and organizational performance. **Recommendation**: The human resources management department should develop new strategies to retain nurse talents in organizations such as increased salaries, continuous training, career enhancement and promotions.

1. Introduction

Successive technological innovations and worldwide economic systems have compelled organizations to diversify their resources to meet new difficulties in a hyper competitive setting; in which government and private organizations improve their survival and development policies and strategies. Human resources management department now has an important role in assisting healthcare organizations to compete for achieving their objectives through efficient and effective healthcare team especially nurses that are considered a competitive advantage. Therefore, healthcare organizations that want to survive, grow, and maintain their competitive advantage; should design a strategy to attract, develop, and retain nurses, particularly those who are extraordinarily talented [1].

There are two points of view about talents; the first is that talented individuals make outstanding efforts and can influence the organizational performance. However, the second opinion is that all nurses represent talent by their contributions to accomplish the organization's goals [2]. Talent can be defined as "the intrinsic capacity of a person to perform a specific task in a specific manner". Likewise, it is the sum of a person's abilities that involve his/her inherent abilities, skills, experiences, knowledge, intelligences, judgments, attitudes, personality and motivation [3]**.** As well as, talent management refers to "an ongoing process of activities that includes recruitment, selection, training, and retention of nurses" [4].

Three basic components figure the talent management process; they are attraction, development, and retention. The attraction of talents is a management approach, which employers use to draw in the organization the required abilities. This technique is used to get the right person to the right job [5]. As well, the talented nurses' attraction consisted of a recruitment process, hospital branding, nurses' values, and employer of choice [6]. During the recruitment process; the human resources department should explain the flexibility of working hours for talents, this could be a strategy to attract the key talented nurses to the hospital. Likewise, hospital branding included a variety of activities aimed at attracting potential nurses in the hospital. It makes an organization more attractive than others for job seekers; consequently, an organization makes fewer efforts to develop its talents [7, 8].

Moreover, learning and development have become a cornerstone for achievement in these

dynamic and competitive organizations, without constant learning; achievement and maintenance can become impossible [9]. Talents' development is a process of improving nurses' knowledge, skills, and attitudes [9, 10]. Furthermore, talent retention is the priority of several organizations. It is the fundamental distinguishing factor in the management of human capital [11]. Talents' retention can be defined as "a strategic chance to retain competent personnel for various organizations" [12]. It can be improved through training, performance based payment, challenging labor, career advancement, and intrinsic motivation [4].

In the natural talent aspect, various types of intelligence are considered as one of the talent elements, especially emotional intelligence. Nurses who are more able to use emotional intelligence; would be more successful and attain the ideal outcomes. Therefore, talent management provides the conditions where nurses' emotional intelligence would be enhanced and changed into a competitive advantage in the healthcare organizations [13]. Emotional intelligence is defined as "nurses' ability to utilize their skills to catch up their state of consciousness, enhance self-management, and understand their own and others' feelings by running strong relationships" [2].

Emotional intelligence involved five areas namely; emotional cognitive, emotional management, emotional regulation, empathy, and social skills. Emotional cognitive means that the nurse has a profound understanding of his/her affections, feelings, strengths, needs and motivations. Likewise, emotional management is the capacity of a nurse to understand and use his/her emotions effectively. As well, emotional regulation means that nurses be able to regulate and manage their emotions appropriately. This means nurses should wait for the right place and time to express their emotions. On the other hand, empathy means that nurses can identify altering emotional conditions, others' feelings, and react suitably toward these feelings that cause more awareness and social confidence. Finally, social skills involve that nurses can interact well with others and properly understand each other's feelings [13].

Subsequently, nurses with a high level of emotional intelligence have more effective leadership skills, powerful personal relationships, improved job performance, and are healthier than those with a low level of emotional intelligence. These benefits of emotional intelligence could improve organizational performance as a whole [2]. Besides, organizations cannot compete without highly skillful personnel and constant development of human resources. As a result, the success of any organization relies mainly on having talented personnel, which encourages the effectiveness and productivity in the workplace [14,15]. Organizational performance refers to the ability of any organization to accomplish its goals by using resources in an effective and efficient manner [6]. Furthermore, performance is dynamic; it requires assessment and interpretation. The use of a causal model can be demonstrated to explain how to present activities that can influence future outcomes [4].

There are four components of the organizational performance as follows: Achieving the main objectives is the first component and it means the ability of the organization to achieve its main objectives so that these objectives should be specific, applicable and interdependent, and are accepted by their personnel. Internal operations as a second component refer to all vital internal activities and activities that distinguish the organization from others through which the clients' needs, expectations, and aspirations are achieved. Learning and institutional growth is the third component and it represents the organization's interest in new ideas that used to develop outcomes and improve the performance of human resources. Client satisfaction is the last component and it points to the organization's interest in clients' satisfaction of services' received and maintaining a positive relationship with them [16].

1.1 Significance of the study:

Globalization and competitiveness are predominant in the contemporary environment. These integration trends imposed on all organizations especially private healthcare hospitals to create their norms in order to obtain a better competitive level. Therefore, turning towards talent management is becoming a precious strategic choice that ultimately enhances organizational performance. This explains why talent management is now becoming popular. Talent management is a process that involves three strategies namely; talent attraction, talent development, and talent retention that are utilized to improve the organizational performance through a dynamic interrelationship between them. On the other hand, intelligent hospitals use emotional intelligence as an approach to motivate their nurses to enhance their productivity and performance [2].

However, previous studies that have been conducted in Egypt indicated that talent management significantly and positively correlated to organizational success and performance; these studies did not directly link talent management with nurses' emotional intelligence. Consequently, there is a need to bridge the existing research gap by conducting a study locally to investigate the effect of talent management on nurses' emotional intelligence and organizational performance. This could lead to positive outcomes such as high quality of care, greater satisfaction, productivity, organizational commitment, and engagement.

1.2. Aim:

The present study aimed to investigate the effect of talent management on nurses' emotional intelligence and organizational performance in two selected private hospitals.

1.4. Research questions:
1. Are studied nurses satisfied with the talent management process used in the selected hospitals?
2. What is the level of nurses' emotional intelligence in the selected hospitals?
3. Are nurses satisfied with the organizational performance in the selected hospitals?
4. Are there relationships among talent management, emotional intelligence, and organizational performance?
5. Is talent management a predictor of nurses' emotional intelligence?
6. Is talent management a predictor of organizational performance?

2. Methodology

2.1. Design:
A descriptive correlation design was used to achieve the aim of this study.

2.2. Setting:
This study was conducted in two private hospitals namely; As-Salam International Hospital and Al-Shrouk Hospital, Cairo Governorate, Egypt.

2.3. Subjects:
A convenience sample of 92 staff nurses were chosen from the above-mentioned settings; 42 nurses of them from As-Salam International Hospital and 50 nurses from Al-Shrouk Hospital. Staff nurses were chosen according to the following inclusion criteria: Had at least one year of experience and accept to participate in the study.

2.4. Instruments:
To fulfill the purpose of this study three tools were used in data collection.

Tool I:

Talent management questionnaire:
This questionnaire contained two parts as follows: **Part 1**: Personal and job characteristics of staff nurses. This part was developed by the researcher to collect data about: Age, gender, marital status, years of experience, educational qualification, and department. **Part 2**: Developed by **El-Nakhala and El-Farra** [17] to measure nurses' satisfaction with the talent management process in the workplace. It included 31 items subdivided into three theoretical dimensions, namely: talent attraction (10 items), talent development (10 items), and talent retention (11 items). The nurses' responses were measured on a five-point Likert scale ranged from strongly agree (5) to strongly disagree (1). The nurse's score was considered satisfied if it was ≥ 60% and unsatisfied if it was < 60% [18]. The reliability of the tool was measured by Cronbach alpha coefficient and it was 0.95.

Tool II:

Emotional intelligence instrument:
This instrument was developed by **Osman and Rezk** [19] to assess nurses' emotional intelligence levels. This scale included 58 items subdivided into five subscales, namely; emotional cognitive (10 items), emotional management (15 items), emotional regulation (13 items), empathy (11 items), and social skills (9 items). The responses of nurses were measured on a three-point Likert scale ranged from 3 (Always happen) to 1 (Doesn't happen). The total score of this tool ranged from 58–174. Scores ≥ 105 indicated a high level of emotional intelligence, while scores < 105 indicated a low level. The internal consistency of this tool was measured by Cronbach's alpha coefficient and it was 0.96.

Tool III:

Organizational performance instrument:
This instrument was developed by **AL-Mutary and AL-Hawamida** [16] to measure nurses' satisfaction with organizational performance. It involved 15 items that were classified into four dimensions (four items for each except client satisfaction had three items) as follows: Achieving the main objectives, internal operations, learning and institutional growth, and client satisfaction. Items were rated on a five-point Likert scale ranged from strongly agree (5) to strongly disagree (1). The total scores of the instrument ranged from 15–75. The nurse's score was considered satisfied if it was ≥ 45, and unsatisfied if it was < 45 [18]. The internal consistency of this instrument was evaluated by the Cronbach alpha coefficient and it was 0.95.

2.5. Field work:
The collection of data took about two months from the beginning of July till the end of August 2018 during morning and afternoon shifts. The preparatory phase was completed by briefly explaining the aim of the study to studied nurses. The time required to reply to each questionnaire ranged from 25 to 35 minutes.

2.6. Pilot study:
To verify the clearness of this study tools and to calculate the time needed to complete the questionnaire sheets for each participant, a pilot study was done on 10 nurses (10% of the sample). The required adjustments were done and nurses who participated in the pilot study were excluded from the main study sample

2.7. Content validity:

Tools of data collection were translated into Arabic. Then content and face validity were established by a jury of experts (seven professors & assistant professors) from academic nursing staff, Zagazig University. According to their opinions all necessary adjustments were done.

2.8. Administrative and ethical consideration:

This study was approved by the Ethics Committee of the Faculty of Nursing, Zagazig University. Approval to carry out the study was obtained from the medical and nursing directors of the hospitals and head nurses of different departments after explaining the purpose of the study. Participants were told of their full voluntary involvement in the research and the cover letter introducing the study addressed the participants' confidentiality. Consent was established with the completion of the questionnaires.

2.9. Statistical analysis:

Data entry and statistical analysis were done using the Statistical Package for Social Science (SPSS), version 20.0. Data were presented using descriptive statistics in the form of frequencies and percentages for categorical variables, and means and standard deviations for continuous variables. Independent t-test and ANOVA were used to detect the relation between the variables. Pearson correlation analysis was used for assessment of the inter-relationships between total scale scores. Multiple Linear inner regression analysis was used to assess the effect of the predictor.

3. Results

Table 1 elucidates that 76.1% of nurses aged less than or equal to 30 years, with a mean age of 28.79 ±5.255. As well, 63% and 54.3% of them were female and married. Additionally, the highest percentages of nurses were worked for less than 10 years of experience, had a bachelor of nursing, and worked in critical care units (71.7%, 52.2 %, and 79.3%, respectively).

Table 2 shows the distribution of this study variables' mean percent scores as reported by studied nurses. This table indicates that the talent attraction constituted the highest mean percent score of talent management, while talent retention was the lowest mean percent score (70.68% & 64.90, respectively). Regarding emotional intelligence domains, the highest mean percent score was for empathy, whereas the lowest mean percent score was for emotional cognitive (80.54% & 77.40%, respectively). As for

organizational performance domains, learning and institutional growth was the highest mean percent score, however, the lowest mean percent score was for the internal operations (74.35% and 71.20%, respectively).

Figure 1 depicts nurses' satisfaction with talent management process in their workplaces. This figure illustrates that 79 % of studied nurses were satisfied with the talent management process in their workplaces, (in response to research question 1).

Figure 2 represents levels of emotional intelligence among studied nurses. It is clear from this figure that 67% of studied nurses had a high level of emotional intelligence, (in response to research question 2).

Figure 3 implies nurses' satisfaction with the organizational performance. This figure depicts that 92% of the studied nurses were satisfied with their organizational performance, (in response to research question 3).

Table 3 clarifies the correlation between the different study variables; this table shows that there were significant and positive correlations between talent management as regards nurses' emotional intelligence and organizational performance, where p-value < 0.01. Moreover, there was no statistically significant positive correlation between nurses' emotional intelligence and organizational performance, where p-value > 0.05, (in response to research question 4).

Table 4 displays the effect of talent management on nurses' emotional intelligence. As obvious from this table, talent management was responsible for 19% of the variation in nurses' emotional intelligence (R^2 = 0.190). As a result, talent management was a significant predictor of nurses' emotional intelligence, (in response to research question 5).

Table 5 indicates the effect of talent management on organizational performance. As shown from this table, talent management was responsible for 6.6% of the variation in the organizational performance (R^2 = 0.066). Therefore, talent management was a significant predictor of the organizational performance, (in response to research question 6).

Table 6 shows that there was a statistically significant relationship between talent management as regards studied nurses' age and experience, where p-value < 0.01. As well, there was a statistically significant relationship between nurses' emotional intelligence and their educational level, where p-value < 0.05.

Table 1: Personal and Job Characteristics of Studied Nurses (n = 92).

Personal characteristics	No	%
Age in year:		
• ≤ 30	70	76.1
• > 30	22	23.9
Mean ± SD 28.79 ±5.25		
Gender:		
• Male	34	37.0
• Female	58	63.0
Marital Status:		
• Married	50	54.3
• Unmarried	42	45.7
Experience years:		
• < 10	66	71.7
• ≥ 10	26	28.3
Mean ± SD 7.11±5.23		
Educational qualification:		
• Nursing school diploma	15	16.30
• Nursing institute diploma	29	31.5
• Bachelor of nursing	48	52.20
Departments:		
• Medical surgical units	19	20.7
• Critical care units	73	79.3

Table 2: Distribution of Different Study Variables' Mean Percent Scores as Reported by Studied Nurses (n=92)

| Study variables	Maximum	Mean	±	SD	% of mean score
Talent management domains:					
• Talent attraction	50	35.34	±	6.493	70.68
• Talent development	50	34.84	±	5.540	69.68
• Talent retention	55	35.70	±	7.601	64.90
Emotional intelligence domains:					
• Emotional cognitive	30	23.22	±	3.802	77.40
• Emotional management	45	36.17	±	6.114	80.37
• Emotional regulation	39	31.18	±	5.199	79.94
• Empathy	33	26.58	±	4.854	80.54
• Social skill	27	21.43	±	3.912	79.37
Organizational performance domains:					
• Achieving the main objectives	20	14.65	±	2.978	73.25
• Internal operations	20	14.24	±	2.899	71.20
• Learning and institutional growth	20	14.87	±	2.499	74.35
• Client satisfaction	15	10.85	±	2.339	72.33
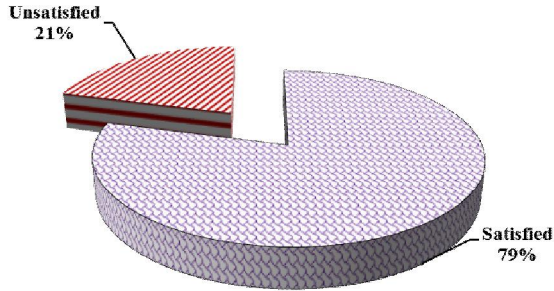
Figure 1. Nurses' Satisfaction with the Talent Management Process in the Selected Hospitals (n=92)
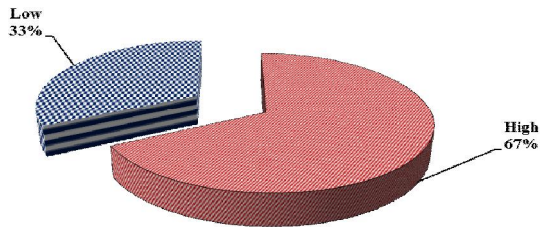

Figure 2. Levels of Emotional Intelligence among Studied Nurses in the Selected Hospitals (n=92)
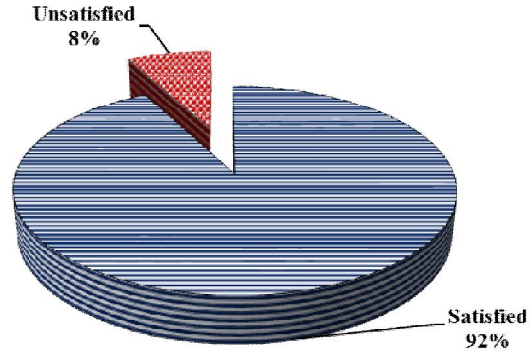

Figure 3. Nurses' Satisfaction with Organizational Performance in the Selected Hospitals (n=92)

Table 3: Correlation between the Different Study Variables among Studied Nurses (n=92).

Study variables	Talent management		Emotional intelligence	
	r	p	r	p
Nurses' emotional intelligence	0.469**	0.000		
Organizational performance	0.296**	0.004	0.098	0.353

*Statistically significant at P < 0.05
** Highly statistically significant at P < 0.01

Table 4: Regression Analysis to Study the Effect of Talent Management on Nurses' Emotional Intelligence (n =92).

Items	R	R^2	Unstandardized Coefficients		Standardized Coefficients	t- test	Sig.
			B	Std. Error			
Talent management	0.436	0.190	0.509	0.111	0.436	4.601*	0.000

*Statistically significant at P < 0.05,   ** Highly statistically significant at P < 0.01.

Table 5: Regression Analysis to Study the Effect of Talent Management on Organizational Performance (n =92).

Items	R	R^2	Unstandardized Coefficients		Standardized Coefficients	t- test	Sig.
			B	Std. Error			
Talent management	0.256	0.066	0.138	0.055	0.256	2.51*	0.014

*Statistically significant at P < 0.05, ** Highly statistically significant at P < 0.01.

Table 6: Relation between Personal and Job Characteristics of the Studied Nurses and Different Study Variables (n =92).

Variables	Talent management			Emotional intelligence			Organizational performance		
	Mean	±	SD	Mean	±	SD	Mean	±	SD
Age in years:									
• ≤ 30	103.01	±	18.36	137.43	±	19.99	54.44	±	8.71
• > 30	114.95	±	9.16	142.27	±	21.06	55.14	±	11.45
Independent t-test---P-value	**9.095*—0.003**			0.363—0.548			0.576—0.450		
Gender:									
• Male	107.35	±	16.10	139.29	±	20.62	56.00	±	8.66
• Female	105.00	±	18.13	138.17	±	20.19	53.79	±	9.75
Independent t-test---P-value	0.578—0.449			0.009—0.923			0.014—0.907		
Marital status:									
• Married	111.38	±	16.17	143.70	±	19.10	56.10	±	9.27
• Unmarried	99.31	±	16.58	132.50	±	20.10	52.83	±	9.30
Independent t-test---P-value	0.181—0.671			0.734—0.394			0.035—0.852		
Years of experience:									
• < 10	103.53	±	19.08	137.18	±	20.62	54.12	±	10.05
• ≥ 10	111.81	±	9.94	142.15	±	19.19	55.85	±	7.42
Independent t-test---P-value	**10.846**—0.001**			0.162—0.688			1.732—0.192		
Educational qualification:									
• Nursing school diploma	113.67	±	6.23	148.00	±	13.93	57.00	±	7.92
• Nursing institute diploma	102.48	±	19.71	141.83	±	19.72	53.38	±	9.61
• Bachelor of nursing	105.48	±	17.71	133.69	±	21.09	54.60	±	9.68
ANOVA F test-----P-value	2.129—0.125			**3.591*—0.03**			0.732—0.484		
Department:									
• Critical care unit	107.14	±	16.51	137.41	±	20.02	54.84	±	9.77
• Medical care unit	99.72	±	19.80	141.89	±	20.91	53.39	±	7.93
Independent t-test---P-value	1.368—0.245			0.047—0.829			0.356—0.552		

*Statistically significant at P < 0.05, ** Highly statistically significant at P < 0.01.

4. Discussion

Talent management plays an important role in profitable organizations and has significant implications for organizational performance. Likewise, talented personnel who have high knowledge, skills, and competencies can perform higher and possess a higher potential that leads to higher effectiveness and efficiency of individuals and organizational performance. Therefore, private hospitals should always develop strategies to attract new talented personnel, develop current and new talented onboard staff, and effectively retain them. Additionally, during stressful moments, the emotional intelligence of talents is suitable to assess their own feelings and emotions and develop new approaches to deal with each other, either separately or in a team [2].

Therefore, the present study aimed to investigate the effect of talent management on nurses' emotional intelligence and organizational performance in two selected private hospitals.

Concerning the total mean percent scores of talent management domains; the findings of this research indicated that the talent attraction constituted the highest mean percent score, while talent retention was the lowest mean percent score. These findings could be due to that the selected private hospitals used effective methods or techniques to attract and select the suitable talent nurses. However, they need to pay attention to the strategies they used to retain talents.

The previous study findings are in agreement with those of other previous studies as the one carried out by **El Dahshan et al.** [18], which examined the effect of talent management on organizational performance among staff nurses, in Egypt, and the other done by **Al-Qeed et al.** [2], which studied the effect of talent management and emotional intelligence on organizational performance, in Jordan, and they concluded that the lowest mean score was for talent retention. Conversely, **El-Nakhala and El-Farra** [17], who carried out a study to examine the availability of talent management components from participants' perspectives, in Palestine, found that talent retention constituted the highest mean score; while talent development was the lowest mean score. As well, **El Dahshan et al.** [18] and **Al-Qeed et al.** [2] mentioned that the highest mean score was for talent development.

Regarding nurses' satisfaction with the talent management process, the findings of this study displayed that more than three-quarters of the studied

nurses were satisfied with the talent management process in their workplaces. The possible rationale for this finding is that the studied nurses were satisfied with talent attraction and development strategies used in their workplaces such as effective leadership style, internal recruitment policy, competitive compensation, flexible working hours, staff motivation, and appealing non-monetary incentives to attract the correct talents, which could positively affect their overall satisfaction level with the process of talent management. Similarly, **El Dahshan et al.** [18] concluded that the highest percentage of studied nurses were satisfied with the talent management strategies used in their workplaces.

Concerning the total mean percent scores of nurses' emotional intelligence domains; the results of this study revealed that the highest mean percent score was for empathy, whereas the lowest mean percent score was for emotional cognitive. The possible clarification for these results could be due to that studied nurses can identify the altering emotional conditions, others' feelings, and react suitably toward these feelings; however, they cannot completely understand their own affections, feelings, and strengths. On the contrary, these results in disagreement with **Al-Qeed et al.** [2], who found that the highest mean score was for emotional management, while the lowest mean score was for social skills.

In relation to nurses' emotional intelligence level, the current study results exhibited that slightly more than two-thirds of studied nurses had a high level of emotional intelligence. This finding could be due to that studied nurses have the ability to utilize their skills to catch up their state of consciousness, enhance self-management, and partially understand their own and others' feelings by running strong relationships with supervisors and colleagues. Besides, studied nurses may be capable of understanding that they have authority in different interactions, understanding how these forces affect emotions and behaviors, and correctly interpreting various circumstances that hinge on such energy dynamics. This result is consistent with a study carried out by **Tomar** [20], in India, where he assessed emotional intelligence among nurses; he concluded that nurses in private hospitals had a high level of emotional intelligence. Conversely, this result is in disagreement with that of **Harper and Schenk** [21], which study the emotional intelligence profile of successful staff nurses, in the United States of America (U.S.A), and they found that the highest percent of studied nurses had an average level of emotional intelligence.

As for the total mean percent scores of organizational performance domains, the findings of this study presented that learning and institutional

growth was the highest mean percent score. However, the lowest mean percent score was for the internal operations. This could be due to those nurses in this sample were satisfied with new ideas used in their workplaces to improve productivity and develop the human resources' performance. On the other hand, studied nurses may not completely satisfy with the activities that distinguish their hospitals from others as regards clients' needs, expectations, and aspirations. In the same way, in other studies carried out by **Al-Qeed et al.** [2] and **Mutary and AL-Hawamida** [16], who conducted a study to investigate the effect of implementing talent management strategies on institutional performance, in Jordan, and mentioned that the lowest mean percent score was for the internal operations.

With regard to the organizational performance level; these study findings illustrated that most of the studied nurses were satisfied with their organizational performance. This might be due to that studied nurses satisfied with the ability of their workplaces to accomplish their goals by using a mix of human and material resources and expertise that determines the efficiency and effectiveness of the hospitals in its performance. This result is consistent with **Mutary and AL-Hawamida** [16] and **El Dahshan et al.** [18], who stated that the majority of participants were satisfied with their organizational performance.

Pertaining to the correlations between the different study variables and the predicting effect of the talent management; the current study findings presented that there were significant and positive correlations between talent management as regards nurses' emotional intelligence and organizational performance. Moreover, talent management was a significant predictor of nurses' emotional intelligence and organizational performance. These study findings could be due to that talented nurses possess high skills, knowledge, and competencies, which can enable them to perform higher with greater potential that is reflected in advanced efficiency and effectiveness of both personnel and organizational performance. Additionally, nurse talents who have high emotional intelligence; have the ability to evaluate their own emotions and feelings and could construct new strategies to cope with each other; both individually or in a team; especially during stressful times.

The previous findings go in the same line with those of a study conducted by **Al-Qeed et al.** [2] and mentioned that talent management was significantly and positively correlated to participants' emotional intelligence and organizational performance. As well, they mentioned that talent management was a significant predictor of both variables. Likewise, these findings are consistent with those of several studies done by **Devi** [4], who conducted a study to determine

the impact of talent management on organizational performance, in India, **El Dahshan et al.** [18], **Ejovwokeoghene et al**. [22], which study talent management as a determinant of organizational performance, in Nigeria, **Abbasi et al.** [23], who conducted a study to assess talent management as success factor for organizational performance, in Pakistan, and **Arif, and Uddin** [24], who examine talent management and organizational performance, in Bangladesh, and they denoted that talent management was significantly and positively correlated with organizational performance. Additionally, they asserted that talent management was a significant predictor of organizational performance.

In this respect, in other studies carried out by **Shaemi et al**. [13], to assess the impact of talent management strategies on participants' emotional intelligence, in Iran, and **Khaleghkhah et al**. [25], which examined the relationship between talent management and emotional intelligence, in Iran, and they discovered that there was significant and positive correlation between nurses' talent management and emotional intelligence.

With reference to the relationship between studied nurses' personal and job characteristics as regards the different study variables; these research findings indicated that there were statistically significant relations between talent management as regards studied nurses' age and experience. As well, there was a statistically significant relationship between nurses' emotional intelligence and their educational level. These results could be due to that the younger aged nurse talents were more attracted in the begging to the hospital branding and the process of recruitment itself; this attraction can be increased by training and continuous development. Additionally, when the experience of talents increased; they became more understandable of the nature of their job and more interested in it, their skills enhanced and their willingness to remain in their workplace increased; subsequently, the talents' retention could be increased.

As regards the significant relationship between nurses' emotional intelligence and their educational level. This result could be because of the fact that nurses who had nursing diploma had low responsibilities compared to nurses who had bachelor degree; so they have enough time to build different relationships and connections with supervisors and colleagues that could, in turn, make them can interact well with others and properly understand each other's feelings. These behaviors could positively affect the overall emotional intelligence level.

The previous results are in disagreement with that of **Humaid and Samour** [26], who examine talent management and organizational performance, in Palestine, and concluded that there were no significant differences among respondents toward talent management due to their age and years of experience. Likewise, **Harper and Schenk** [21] found that there was no statistically significant relationship between nurses' emotional intelligence and their educational level.

Conclusion

Talent management was a significant predictor of nurses' emotional intelligence and organizational performance.

Recommendations

In light of the study findings, the following recommendations are proposed:

- Healthcare organizations should implement talent management strategies in their strategic planning to stay competitive in today's healthcare market.
- The human resources management department should develop new strategies to retain nurse talents in organizations such as increased salaries, continuous training, career enhancement and promotions.
- The human resources management department should develop a training program about emotional intelligence focus on up-to-date knowledge, related skills, and good moral values for nurses and nurse managers.
- Healthcare organizations should improve the financial rewards for nurses obtained from their work. This could improve their performance, which leads to organizational success.
- Further research could be done about the effect of talent management on nurses' engagement and organizational productivity.

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