



Nurse Managers' Talent Management and its Effect on Staff Nurses' Engagement and Creativity

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Abstract

Background: Nurse Managers' talent management essential to increase the sense of belonging and loyalty to the organization, improve work relations, and provide a better understanding of what is happening in the organization all of this lead to improve engagement and creativity. **Aim:** This study aimed to assess relationship between nurse managers 'talent management and its effect on staff nurses' engagement and creativity. **Setting:** The study was conducted at Qena University Hospital. **Design:** A descriptive, correlational design was used in this study. **Subject:** A convenient sample consisted of (48) nurse managers' and staff nurse was included (N=126). **Tools:** Three tools were used for data collection as tool (I) consists of two parts (Part1): Socio-demographic characteristics, (Part2): talent management questionnaire of staff nurses. Tool (II): Engagement questionnaire. Tool (III): Creativity questionnaire of staff nurses. **Results:** two –third (58.3%) of the studied nurse managers have a high level of talent management. Additionally, nearly three-quarters (73%) of the studied staff nurses have a high level of engagement and creativity. **Conclusion:** There was a positive correlation between nurse managers' talent management and its effect on staff nurses engagement and creativity. **Recommendation:** Encourage continuous professional development and training programs focusing on nurse managers' talent management and its effect on staff nurses engagement and creativity. Cultivate a talent management that values creativity, embraces diversity of thought, and rewards innovative ideas. Furthermore, integrate courses on nurse managers' talent management and its effect on staff nurses engagement and creativity into nursing education curriculum. Replicate the study on large sample size and on governmental and private healthcare settings to explore the long-term effects of nurse managers talent management and its effect on staff nurses engagement and creativity.

Keywords: Nurse Managers', Talent management, Engagement, Creativity.

1. Introduction

On today's competitive market, talent management is the basic driving force for the organization to be successful in the face of globalization; organization are concerned with how to design the talent management strategy that fits the national context (*Mensah, 2019*). Creating the right employee experience is the key to good retention a necessity for sustainable business and this is where the importance of talent management comes into plays.

Therefore organizations are competing against each other to acquire and retain talents in order to maintain their operations and continue to grow (*Elhanahy, 2021*). Talent management is not based only on improving the organization capability and flexibility, but this will provide tools and information about the organization growth, managing change, acquiring resources, and novel ideas to develop new services and products (*Gallardo et al., 2019*).

Talent management was defined as the combination of various processes programs and culture norms in order to attract develop, deploy and retain talent so health care organization can achieve strategic objectives and meet future work needs (*Bhatia et al., 2019*). Talent management is a set of practices that are implemented



in organization and refers how organization attract, select, develop, and manage nurses in an integrated and strategic way (*Altindag et al., 2018*).

Engagement can be characterized by energy, involvement and positive interaction in the workplace and is regarded as an important concept for enhancing nurses recruitment and retention (*Abarantyne et al., 2019*). One of the factors in organizational productivity and employee wellbeing, engagement, has become the organizational one best way, where passion and effort are considered component of productivity (*Liu et al., 2019*). Engagement refers to responsibility employees feel to the health care organization they belong to (*Molero et al. (2018)*). This construct is defined by three basic dimensions: Vigor, Dedication and Absorption and refers to their feeling of wellbeing (*Othman et al., 2019*).

For a long time, it was defined as the antithesis of burnout, which reduces the professional's quality of life (*Bakioglu et al., 2019; Vizoso et al., 2018*). Vigor is characterized by a high level of energy and mental resilience when faced with difficulties. Dedication is being strongly involved in one's work. Absorption implies being fully concentrated and engrossed in one's work, experiencing a feeling of enjoyment associated with the desire to continue working of these three dimensions, Absorption and Vigor best predict engagement and help nurses to attain the desired goals (*Abbas et al., 2018; Garcia et al., 2019*). Engagement has been associated with social support and job satisfaction (*Yan et al., 2019*).

Nursing management staff creativity practices is a fundamental source of progress for health care systems around the world, nurse working in diverse setting with all types of patient, families, communities, health care personnel and staff in other sector (*Araby, 2018*). Staff nurses are supported in their efforts to provide creative solutions to the challenges and demands of health care provision, as encouragement of nursing professionals to utilize their acquired knowledge and skills to creatively generate and develop new ways of working, drawing on technologies system theory and associated partners /stakeholders to further enhance and evaluate nursing practice (*Kaya et al. 2019; Othman et al., 2020*).

Effect of talent management on engagement and creativity increasing productivity, merging new features with products produced, ensures organizational development in all aspects. In addition, there will be ample opportunities for increase of organizations brand image, market share and so on. Additionally, talent management, engagement and creativity are factors that achieve the competitive advantage of the health care organization against its competitors (*Al-Dalalmeh et al., 2020*).

11. Significance of the Study

Nurse Managers' play a crucial role in talent management, nurse manager are responsible for managing the nursing staff, which make up a significance portion of the health care workforce. As such, nurse manager have significant impact on the management practices of the organization. Talent management practices can influence employee engagement and creativity. Talent management practices such as recruitment, selection, training, and development, performance management and career development can impact employee engagement and creativity (*kyoti, 2020*).

Understanding the relationship between these practices and nurses outcomes is a crucial for organizations to optimize their talent management practices. Employee engagement and creativity are important for organizational success: Engaged and creative employees tend to be more productive, innovative, and committed to their organization, which ultimately contributes to its success. Nationally, who revealed that, there was a positive and strong correlation between between talent management and engagement and creativity (63.30%) as discussed by *Afsar et al., 2018*).

Therefore, understanding the relationship between talent management and employee engagement and creativity is critical for organizations. Despite the importance of talent management and its impact on employee engagement and creativity, there is a lack of research on the relationship between nurse manager's talent management and staff nurses' engagement and creativity. (*ELguindy, 2022*) Therefore, this study can fill this research gap and provide insights for organizations to improve their talent management practices.

111. Aim of Study

The aim of this study is assess nurse managers' talent management and its effect on staff nurses' engagement and creativity through the following objectives ;

- 1- Assess nurse managers' talent management.
- 2- Identify staff nurses' engagement.
- 3- Determine staff nurses' creativity.
4. Explore nurse managers' talent management and its effect on staff nurses' engagement and creativity

Research question:

The research question of current study was formulated as: What is the effect of nurse managers' talent management on staff nurses' engagement and creativity?

IV. Subjects and methods

Research design:

A descriptive correlational research design was utilized to conduct the study.

Setting:

The study was conducted at Qena University Hospital which located at South Upper Egypt – Government in Egypt.

Subjects:

The study subjects includes 1st group all nurse managers in Qena University hospital setting who had at least one year of experience as nurse managers in the current position and agreed to participate in the study during the time of data collection (N=48) and 2nd group: all staff nurses(N=126)

Tools of data collection

Three tools were used for collecting data of this study as the following

First Tool: Talent Management Questionnaire: It was adapted from **Bashir (2018)** and modified by the researcher. Also, this tool was consisted if two parts as the following.

Part 1: personal characteristics data:

This part was used to assess personal characteristics of nurse managers' and staff nurses' as (age, gender, years of experience, marital status, nursing qualification, job title, hospital department, etc.).

Part2: Talent Management questionnaire:

This part was used to assess nurse managers' talent management as perceived by them. Which consisted of four dimensions with 23 items = 6 talent attraction =6 talent motivating = 5 talent developing = 6 talent retaining.

Scoring system:

Talent management questionnaire consisted of (23 items) with a total grade (**115**). by using five -point Likert scale as (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree. Nurse managers' represented were calculated in the scoring system and classified and counted into percentage as the following

The total scoring system was classified into three levels

- 1- **Low perception level:** if the total score was less than 60%, it means less than 69 points.
- 2- **Moderate perception level:** if the total score was equal or more 60% to less than 75%, it means equal or more than to less than 87 point.
- 3- **High perception level:** if the total score was equal or more 75%, it means equal or more than 87 points.

Second tool 2: Staff Nurses' Engagement Questionnaire components.

It was adopted by **Bashir (2018)** and modified by researcher to assess engagement among staff nurses. It consisted of 2 dimensions with 9 items as motivation=5 self efficacy=4

Scoring system

The engagement questionnaire consisted of **(9 items)** with a total grade (45) it was collected by five point Likert scale that rating students' responses as (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree staff nurses represented were calculated in the scoring system and classified and counted into percentage as the following

The total scoring system

- 1- **Low level:** if the total score was less than 60%, it means less than 27 points.
- 2- **Moderate level:** if the total score was equal or more 60% to less than 75%, it means less than $\geq 27 < 34$ point.
- 3- **High level:** if the total score was equal or more 75%, it means equal or more than 34 points.

Third tool 3: Creativity Questionnaire.

It tool was adopted by (*malik, 2021*) and modified by researchers to assess creativity among staff nurses it consisted of 2 dimensions with 12 items as innovation=8 problems solving= 4

Scoring system: The scoring system for each item.

The creativity questionnaire of **(13 items)** (with a total grade **(60)**). It was measured by five point Likert scale that rating students' responses as (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree.

Staff nurses' represented were calculated in the scoring system and classified and counted into percentage as the following

The total scoring system.

- 1- **Low level:** if the total score was less than 60%, it means less than 36 points.
- 2- **Moderate level:** if the total score was equal or more 60% to less than 75%, it means less than $\geq 36 < 45$ point.
- 3- **High level:** if the total score was equal or more 75%, it means equal or more than 45 points

Validity of the study:

Face and content validity for the study tools were done. Tools were translated into Arabic and were tested by a jury group of three experts specialized in nursing administration from three universities namely y Ain shams university and modern university for technology and information and cairo university through an opinionnaire sheet. minor modification were done based jury opinions regarding tools format and layout.

Reliability of the study tools:

Is the consistency of measuring instrument. Moreover, it is a degree to which the used tools measure what was supposed to be measured with the same way each time & under the same condition with the same subjects (*Cheung et al., 2023*).

Testing Reliability:

Reliability for the utilized tools was tested to determine the extent to which the items of the tools are inter-correlated to each other. The Cronbach's alpha model is one of the most popular reliability statistics in use today and considered as a model of internal consistency that is used to estimate reliability of test scores. The statistical equation of Cronbach's alpha reliability coefficient normally ranges between 0-1, (*Malkewitz et al., 2023*).

V. Ethical considerations:

Prior study conduction, an approval obtained from the Scientific Research Ethics Committee at faculty of nursing–Helwan University, in addition, an approval was obtained from the director of Qena university Hospital either of nursing mangers or staff nurses for data collection. Participation in the study was voluntary and subjects were given complete full information about the study and their role before signing the informed consent.

They were assured that anonymity and confidentiality of their information would be guaranteed. The ethical consideration included an explanation about the purpose and nature of the study, stating the possibility to withdraw at any time. Ethics, values culture and beliefs were respected.

V1. Pilot study:

A pilot study was conducted on 10% of the total sample size (20 nurse managers & staff nurses) The aim of the pilot study was to confirm clarity, applicability of the tools and to estimate the time required for fulfilling the questionnaire sheets. As the following: the first tool was ranged between (10-15 minutes) and the second tool was ranged between (10-15 minutes) Based on the pilot study, no modifications were done and the final version was prepared for distributing to the nurse managers and staff nurses. Also all participants in pilot study were included in the total study sample.

V11. Field work:

The actual field work started at the middle of November 2023 to the end January 2024 After obtaining all official permissions the researcher met the director of **Qena university university** hospital to explain the aim of the study to gain the approval of data collection. The researcher collected data by herself through meeting nurse managers and staff nurses explaining the purpose of the study to them in the study setting. The questionnaire sheets were completed by nurse managers and staff nurses The researcher went hospital one day per week and was present during fulfilling the questionnaires to answer any question related to the study. The time needed by nurse managers and staff nurses to complete both of the study tools wee ranged between (10-15) minutes. The researcher checked the completeness of each filled sheet after the nurse managers completed it to ensure the absence of any missing data.

V11. Statistical analysis

Data entry and analysis were performed using SPSS statistical package version 26. Categorical variables were expressed as number and percentage while continuous variables were expressed as (mean ±SD). Chi-Square (χ²) in one sample used to compare differences between levels of smart leadership and organizational prosperity among the studied nurse leaders.

ANOVA test was used to compare mean in normally distributed quantitative variables at more than two groups.

1X. Results:

Part (I): Personnel characteristics.

Table (1): Frequency distribution of personal characteristic among the studied nurse managers (n= 48)

Personal characteristic	No	%	
Age (year)	▪ 20 < 30 Yrs.	4	8.3
	▪ 30 < 40 Yrs.	7	14.6
	▪ 40 < 50 Yrs.	27	56.3
	▪ ≥ 50 Yrs.	10	20.8
	▪ Mean ± SD	42.90 ± 6.77	
place of birth	▪ Country-side	21	43.8
	▪ Town	27	56.3
Current residence	▪ Country-side	17	35.4

	▪ Town	31	64.6
Marital status	▪ Single	11	22.9
	▪ Married	32	66.7
	▪ Divorced	3	6.3
	▪ Widow	2	4.2
Qualification	▪ Master	5	10.4
	▪ Bachelor degree of Nursing	10	20.8
	▪ Technical	30	62.5
	▪ Diploma of Nursing	3	6.3
Job title	▪ Nursing Director	1	2.1
	▪ Nursing supervisor	19	39.6
	▪ Head nurse	28	58.3
Years of Experience in nursing	▪ 6 < 10 year	4	8.3
	▪ ≥ 10 years.	44	91.7
	▪ Mean ± SD	22.15 ± 6.63	
Years of Experience in position	▪ 2 < 7 year	4	8.3
	▪ 7 < 13 year	26	54.2
	▪ ≥ 13 year	18	37.5
	▪ Mean ± SD	13.06 ± 4.71	

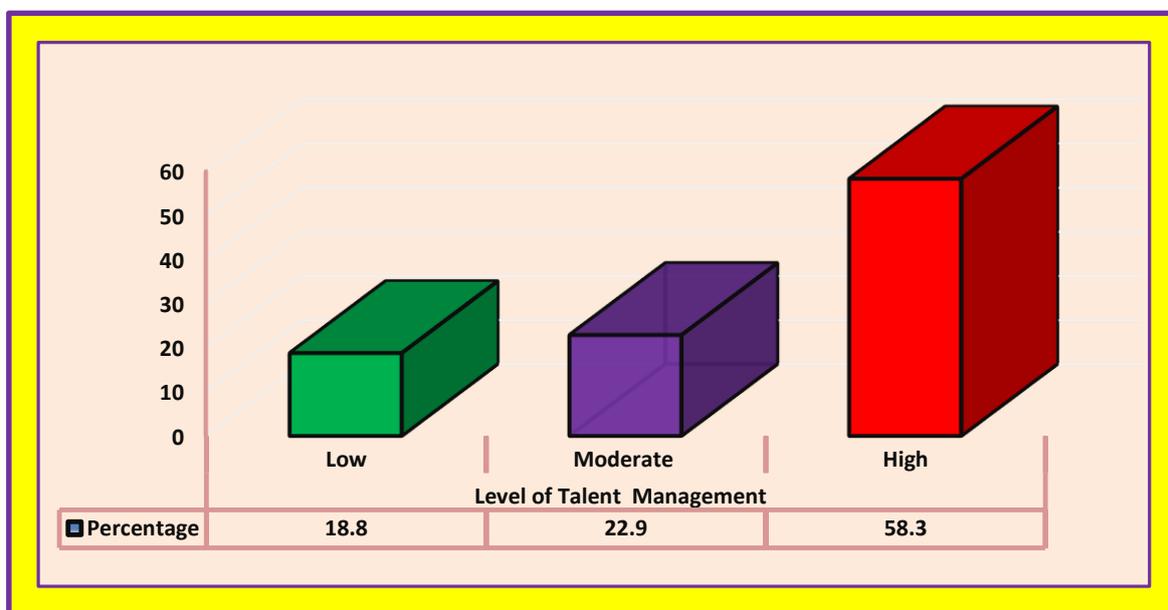
Table (1) shows that more than half of the age of the studied nurse managers was ranged from 40 < 50 years old, with a mean age of **42.90 ± 6.77**. Additionally, more than half (**46.3%**, **64.6%**, **62.5** & **58.3**) of them were from town at both their place of birth and their current residence, were holding a certificate from the Technical Institute of Nursing, and were head nurses, respectively. Moreover, more than two-thirds (**66.7%**) of the studied nurse managers were married. Considering years of experience, the majority (**91.7%**) of them had experience in nursing field lasting ≥ 10 years with a total mean of **22.15 ± 6.63**. While more than half (**54.2%**) of them had experience in their position lasting 7 < 13 years with a total mean of **13.06 ± 4.71**.

Table (2): Frequency distribution of personal characteristic among the studied staff nurses (n= 126)

Personal characteristic	No	%	
Age (year)	▪ 20 < 30 Yrs.	33	26.2
	▪ 30 < 40 Yrs.	48	38.1
	▪ 40 < 50 Yrs.	29	23.0
	▪ ≥ 50 Yrs.	16	12.7
	▪ Mean ± SD	36.58 ± 9.60	
place of birth	▪ Country-side	55	43.7
	▪ Twon	71	56.3
Current residence	▪ Country-side	43	34.1
	▪ Twon	83	65.9
Marital status	▪ Single	24	19.0
	▪ Married	98	77.8
	▪ Divorced	4	3.2
Qualification	▪ Bachelor degree of Nursing	34	27.0
	▪ Technical	55	43.7
	▪ Diploma of Nursing	37	29.4
Job title	▪ Staff nurse	126	100.0
	▪ 1 < 6 year	25	19.8

Years of Experience in nursing	▪ 6 < 10 year	47	37.3
	▪ ≥ 10 years.	54	42.9
	▪ Mean ± SD	12.21 ± 8.94	
Years of Experience in position	▪ 2 < 7 year	33	26.2
	▪ 7 < 13 year	51	40.5
	▪ ≥ 13 year	42	33.3
	▪ Mean ± SD	10.09 ± 4.86	

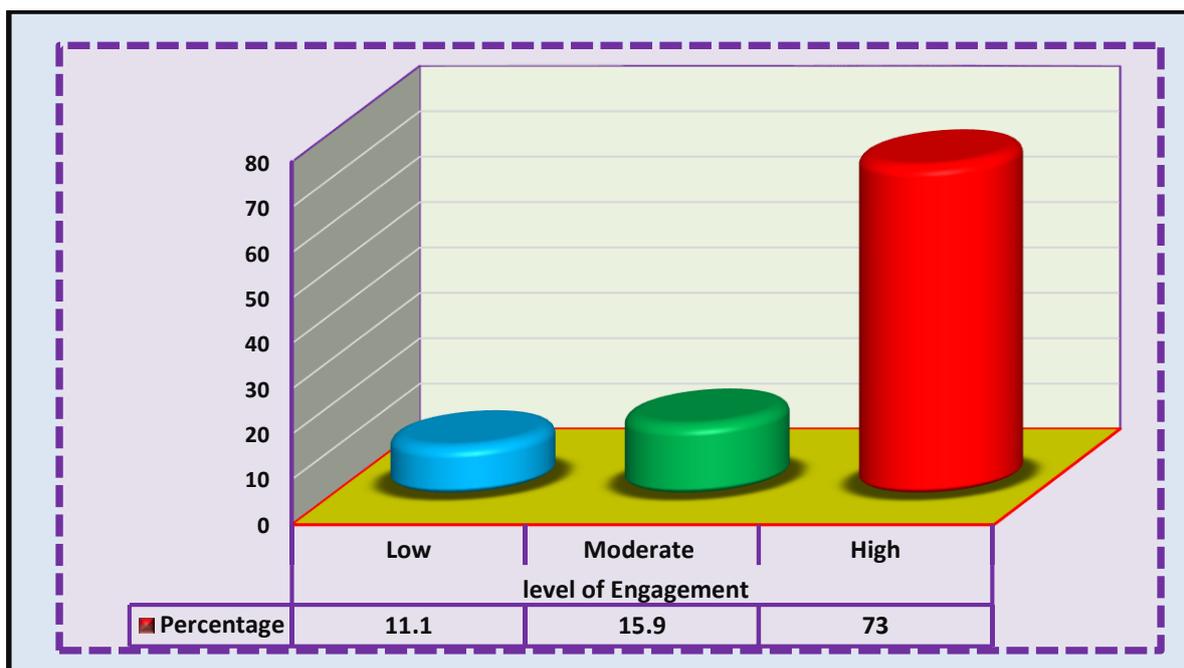
Table (2) shows that nearly two-fifths (**38.1%**) of the age of the studied staff nurses was ranged from 30 < 40 years old, with a mean age of **36.58 ± 9.60**. Additionally, more than half (**56.3 & 65.9**) of them were from town at both their place of birth and their current residence respectively. Additionally, more than three-quarters (**77.8%**) of them were married. Finally, more than two-fifths (**43.7%, 42.9% & 40.5%**) of the studied staff nurses were holding a certificate from the Technical Institute of Nursing, had experience in nursing field lasting ≥ 10 years with a total mean of **12.21 ± 8.94**, and had experience in their position lasting 7 < 13 years with a total mean of **10.09 ± 4.86** respectively.



$\chi^2=13.6, P= 0.001^{**}$

Figure (1): Percentage distribution of total talent management among the studied nurse managers (n= 48)

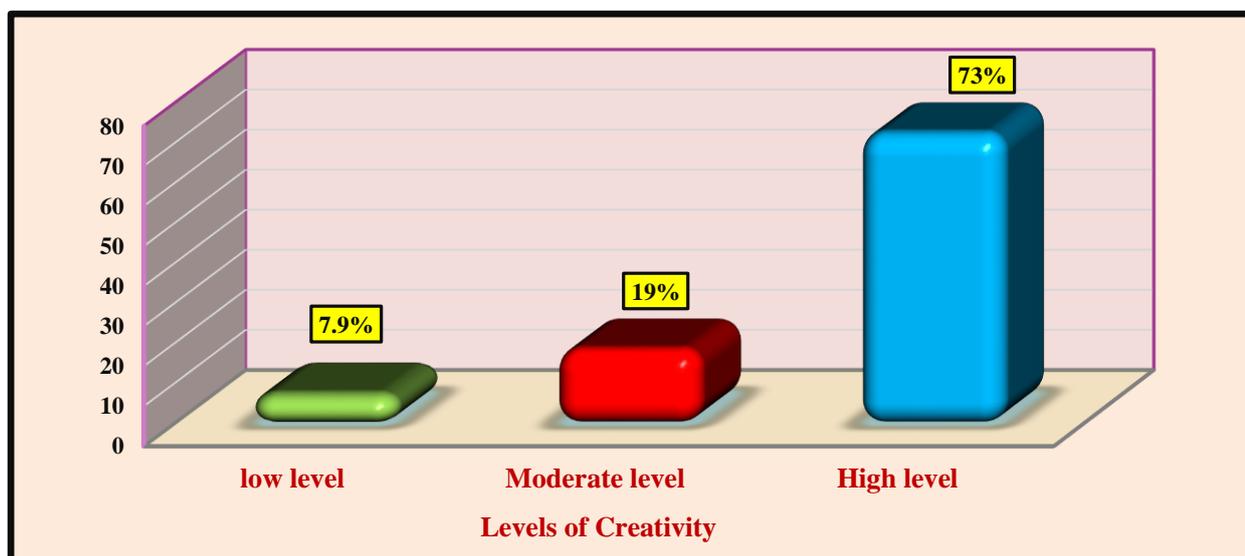
Fig (3) illustrates that nearly two-thirds (**58.3%**) of the studied nurse managers have a high level of talent management, followed by more than one-fifth (**22.9%**) of them had a moderate level. While the minority (**18.8%**) of the studied nurse managers have a low level. In addition to the presence of a highly statistically significant difference between levels of talent management, at $P = 0.001$.



$\chi^2=89.71, P= 0.000^{**}$

Figure (2): Percentage distribution of total engagement among the studied staff nurses (n= 126)

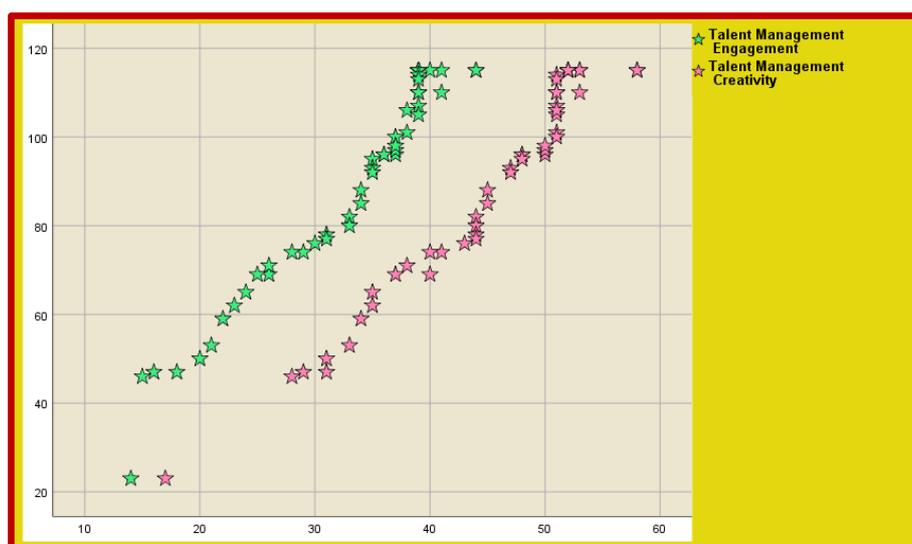
Fig (2) illustrates that nearly three quarters (73%) of the studied staff nurses have a high level of engagement. While the minority (15.9% & 11.1%) of the have a moderate and low level. In addition to the presence of a highly statistically significant difference between levels of engagement, at P = 0.000.



$\chi^2=91.61, P= 0.000^{**}$

Figure (3): Percentage distribution of total creativity among the studied staff nurses (n= 126)

Figure (3) illustrates that nearly three quarters (73%) of the studied staff nurses have a high level of creativity. While the minority (19% & 7.9%) of the have a moderate and low level. In addition to the presence of a highly statistically significant difference between levels of creativity, at P = 0.000.



$r_1=0.976, P=0.000$ $r_2=0.975, P=0.000$

Figure (4): Scatterplot between the studied nurse managers' talent management in relation to engagement and creativity among the studied staff nurses

Fig (4): Scatterplot represents that there was a highly statistically significant positive strong correlation between talent management and engagement at ($r_1=0.976, P=0.000$) in addition to talent management and creativity (among the studied nurse managers & staff nurses ($r_2=0.975, P=0.000$)).

X. Discussion.

During the last decade, the talent management practice has emerged in the world as a strategic dimension in the organization. It had a great impact on an organization's excellence by minimizing the costs of the hiring process; it also increases the productivity, profitability, and output of the organization. When an organization applies talent management, it creates tremendous opportunities for competitive advantages. Indeed, an organization's position is determined by its ability to retain, engage, and develop talent. Therefore, talent management practice is important factor leading to the failure or success of the organization (*Shaker et al., 2022*)

Talent management is a vital determinant for organizational success. Health care organizations must engage, retain, and develop talent nurses so that they can remain involved in their work and can produce entrepreneurial, innovative and creative ideas and processes. Additionally, nurses are dealing with patients of various areas and ages, different health situations, and conditions that require nursing creativity as a vital part in nursing tasks and responsibilities. Moreover, working on talent management practices, make it easy for the organization to face different challenges from both internal as well as external environment and meet its current and future needs (*Helaly & El-Sayed, 2022*).

Considering Personnel characteristics among the studied nurse managers and staff nurses, the study result showed that more than half and nearly two-fifths of the age of the studied nurse managers and the studied staff nurses was ranged from 40 < 50 years old, with a mean age of 42.90 ± 6.77 and 36.58 ± 9.60 respectively. This indicated that the studied nurse managers and staff nurses were mature enough and tolerated the work responsibility.

Considering gender, more than two-thirds and more than half of the studied nurse managers and the studied staff nurses were female with a male to female ratio=0.5:1.& 0.7:1 respectively. From the researcher point of view, this reflects the ratio of male and female enrollment in nursing colleges at the majority of Egyptian universities and emphasizes the feminine nature of the nursing profession. Moreover, more than two-thirds and more than three-quarters of the studied nurse managers and the studied staff nurses were married respectively.

The study finding was compatible with the study results published at Egyptian Journal of Health Care and conducted by *Youssef & Mohamed (2021)* which evaluated the effect of talent management training program on



head nurses' leadership effectiveness. The study reported that the mean age of the participants was 34.54 ± 8.20 years, more than two-thirds of the studied nurses were female and married.

Moreover, the study finding was consistent with the study result conducted at Tanta Main University Hospital *Mohamed et al., (2022)* which assessed the efficacy of Talent Management Competencies Educational Program for Head Nurses on Nurses' Engagement at Intensive Care Units, revealed that the age of head nurses ranged from 32-49 years old with mean scores 42.86 ± 4.09 , while the age of nurses ranged from 25-45 years old with mean scores 36.99 ± 5.07 . The majority of head nurses and nurses were married.

On the same line, the study finds accordance with a descriptive correlational study result conducted at Shoubrakhit General Hospital and conducted by *El-seidy et al., (2021)*, which evaluated the relationship between spiritual leadership and creativity as perceived by staff nurses and reveals that the vast majority of the studied staff nurses were female.

In opposite side, the study finding was congruent with a descriptive correlational study, published at International Egyptian Journal of Nursing Sciences and Research, done at Beni-Suef University Hospital by *EL-Guindy et al., (2022)* which investigated nursing management staff talent and creativity practices and its relation with organizational development and excellence, reported that half of nursing management staff were aged between 25- < 35 years old, with mean \pm SD (38.45 ± 6.23), ninety percent of them were unmarried, nearly two-third of them hold bachelor's degree in nursing and ha years of experience lasting from 5 < 10 years

Considering qualification, more than half and more than two-fifths of the studied nurse managers and the studied staff nurses were holding a certificate from the Technical Institute of Nursing respectively. moreover, regarding years of experience, majority and more than two-fifths of the studied nurse managers and the studied staff nurses had experience in nursing field lasting ≥ 10 years with a total mean of 22.15 ± 6.63 and 12.21 ± 8.94 respectively. While more than half and more than two-fifths of the studied nurse managers and the studied staff nurses had had experience in their position lasting 7 < 13 years with a total mean of 13.06 ± 4.71 and 10.09 ± 4.86 respectively. This is explained that the age of studied nurses was consistent with their years of experience.

As well, the study finding was consistent with the study result conducted at Benha University Hospital by *Shaker et al., (2022)* which evaluated enhancing talent management among nursing management staff and its effect on organizational effectiveness, clarifies that the majority of nursing management staff works as head nurses, less than three quarters of them ranged from (35-45) years old, and more than three fifths of nursing management staff were married. As for the last educational qualifications, more than half of nursing management staff learned from technical institute. Less than three quarters of study subjects had 25-35years experience since graduation and 10-20 years in administrative work.

Talented employees create differential value and make contributions to organizations. Talent management has been advocated as an important strategy to engage and retain their employees (*Kassem et al., 2021*). In the respect of this concept, the study finding dedicated that that nearly three-fifths of the studied nurse managers have a high level of talent management, followed by more than one-fifth of them had a moderate level. While the minority of the studied nurse managers have a low level.

From the researcher point of view, this may be due to the fact that the hospital managers specify objectively training needs, define its staff in terms of educational qualifications as well as experience, there are chances for education as well as growth in the hospital, the department monitor and advise the performance of the staff, and the hospital offer an honest reference feed about staff performance.

Additionally, this result may be due to comprehensive application of the talent management model through instructional education and actually all head nurses attend any related orientation or educational programs about talent management. Also, result of current study was congruent with *Elkady et al., (2019)* who conducted a study on " Nurses' perception about the relationship between talent management and organizational commitment" indicated that student nurses at hospitals have a satisfactory level perception about talent management.

On the same line, the study findings were accordance with the study result published at The Journal of Asian Finance, Economics and Business and conducted by *Sopiah et al., (2020)* which evaluated talent management affect employee performance: The moderating role of work engagement, and confirmed that the talent management, work engagement and nurse performance, at both government and private hospitals, are categorized as good. The study

summarized that talent management positively influences work involvement and employee performance. In addition, this study suggests that work engagement plays an essential role in moderating between variables and provides a confirmation of the important role of talent management and work engagement for nurses' performance.

On other hand, the study findings were discordance with the study findings conducted by *Aly et al., (2023)* which evaluated talent management intervention program for first line nurse managers and its effect on their job performance, and recommended that first line nurse managers had a poor level of talent management in relation to the items of display a talent management mindset, identifying & differentiating talented, nurses' remunerating and rewarding, managing nurses' work-life, building and maintaining positive relationships, providing meaningful & a challenging, developing nursing staff.

The present study illustrated that nearly three quarters of the studied staff nurses have a high level of engagement. While the minority of the have a moderate and low level. In addition to the presence of a highly statistically significant difference between levels of engagement, at $P = 0.000$.

From the researcher point of view, this may be due to that the studied staff nurses at- Qena university hospital has a feeling proud, strong, and vigorous at a work. Additionally, these results may be attributed to many factors in the study hospital such as the presence of a clear and compelling hospital vision that inspires staff nurses to do their best and encourage creative and innovative behavior. Also, staff nurses show faith in their hospital's mission. Moreover, a high level of engagement can be explained by the likelihood that nurses who are committed to their roles have high energy and become absorbed in their work, which increases their self-realization and perceived meaningfulness of their work.

As well, the study finding was supported by exploratory study results conducted by *Rodríguez, et al., (2023)* which studied thesis title engagement and associated factors in nursing, reported that there was a satisfactory level of engagement between nursing staff. Moreover, the study concluded that engagement should be upheld once nurses enter the job market to ensure the well-being during academic and future work life, a high-quality nursing care and patient safety.

On the same direction, a quantitative descriptive study result carried out at inpatient psychiatric hospital in the Northeast US, by *Curran et al., (2020)* who evaluated engagement among psychiatric nurses, concluded that the study hospital's psychiatric nurses had a high level of engagement compared with the national benchmark. Besides that, a cross-sectional study of *Cao, et al., (2020)* which assessed effects of organizational justice, work engagement and nurses' perception of care quality on turnover intention among newly licensed registered nurses; in addition to *Allande et al., (2020)* which reviewed work engagement in nurses during the covid-19 pandemic, both found that nurses had high work engagement.

These findings align with previous a cross-sectional study result conducted at western Saudi Arabia, by *Alluhaybi et al., (2024)* which studied clinical nurse managers' leadership styles and staff nurses' work engagement, displayed a high level of work engagement among nurses. The study confirmed that the workplace environment significantly influences nurses' work engagement in conjunction with motivators, incentives, and autonomy in decision-making.

On the contrary, it was inconsistent the study result of *Eliwa (2019)*, who conducted a study on "perceived organizational support and its relation to work engagement among staff nurses" and study of *Elhaddad et al., (2020)* which evaluated nurses' perception toward talent management and its relationship to their work engagement and retention, declared that less than one-fifth of staff nurses had high work engagement, while more than half of the studied nurses had a low level of work engagement.

Additionally, the study finding was inconsistent with a cross-sectional, correlational study result conducted at Saudi Arabia by *Alkorashy & Alanazi, (2023)* which analyzed personal and job-related factors influencing the work engagement of hospital nurses, reported that the studied participant have a low level of engagement in relation to dedication, vigor and a absorption.

The study result demonstrated that more than two-thirds of the studied staff believing that; suggest new ways of performing work tasks, not afraid to take risks, having a fresh approach to problems and coming up with creative solutions to problems. Considering the total dimension of creativity regarding problems solving, the study result

described that more than three-quarters of the studied staff nurses have a high level of creativity regarding problems solving, while the minority of them have a moderate and low level.

From the researcher point of view, this may be due to that the more than two-third of studied nurses have high perception regarding the importance of having a creative -solutions to problems and new ways of performing work tasks. Additionally, this may be due to the staff nurses may have enough capability, knowledge, experiences, and skills that are needed to seek creativity.

In the same respect, the study finding was consistent with descriptive study results conducted at Tanta University Main Hospital by *Awad et al., (2021)* which studied staff nurses' perception of head nurses' support for their creativity, revealed that high percent of staff nurses had high levels of ability analysis, risk taking, originality, sensitivity to problems, mental flexibility and intellectual fluency elements of staff nurses' creativity.

As well, these data incompatible by a descriptive correlational study, published at International Egyptian Journal of Nursing Sciences and Research, done at Beni-Suef University Hospital by *El-Guindy et al., (2022)* which investigated nursing management staff' talent and creativity practices and its relation with organizational development and excellence, reported that more than two thirds of subjects had poor levels of creativity practices. Additionally, the majority of subject having new ways of performing work tasks and being afraid to take risks.

Staff nurses' creativity is the capacity or ability of nurses to create, discover or produce new idea including the reshaping or rearrangement of what is already known to them. Creativity is a daily occurrence which is fundamental to patient-nurse interactions and a multifaceted issue in nursing profession as well as the most important key to improvement of both nursing and human services *Awad, et al., (2021)*. Regarding this context the present study illustrated that nearly three quarters of the studied staff nurses have a high level of creativity. While the minority of them have a moderate and low level. In addition to the presence of a highly statistically significant difference between levels of creativity, at $P = 0.000$.

From the researcher point of view, this result may be related to staff nurses had high perception level of head nurses' support for their creativity through providing emotional, appraisal, informational and instrumental support. Additionally, this is reflected by high level of talent management among the studied nurse managers.

In the same respect, a descriptive correlational study result conducted at Mansoura University by *Helaly & El-Sayed, (2022)* which studied talent management practices as drivers of organizational entrepreneurship and nurses' creativity at Oncology Center, showed that about half of the studied nurses had high creativity level.

This finding also was congruent with the result of *Bousinakis & Halkos, (2021)* which assessed creativity as the hidden development factor for organizations and employees who found that more than half of subjects were extremely satisfied by the creativity level within the organization and considered creativity as a very important factor. [

Additionally, result of *Cheraghi et al., (2021)*, which evaluated creativity in nursing care: A concept analysis, illustrated that creativity in nursing care comprises fluidity of mind and development and adoption of new ideas for patient care in a way that are valuable simple, effective, safe, and cost effective.

On the same line, the study finding consistent with a cross-sectional analytic study result, conducted at six Ain Shams University Hospitals result, by *Fathy & Mohamed (2023)* which assessed creativity and job stress among nurse managers: Moderator role of perceived organizational support (POS). The study indicated that than two-thirds of the studied nurse show a high level of creativity and emphasized that creativity is needed to improve work quality especially in nursing.

As well, *Chheda, (2020)* who studied the effects of nurses' workload on creativity and innovation: examining the role of trait mindfulness as a moderator, reported that practical nurses perceived a high level of creativity.

On opposite side, the study finds discordance with a descriptive correlational study result conducted at Shoubrahit General Hospital and conducted by *El-seidy et al., (2021)*, which evaluated the relationship between spiritual leadership and creativity as perceived by staff nurses and illustrated that slightly more than one -half of the studied staff nurses perceived low level of creativity.

While, this finding was inconsistent with the study done by *Sorour et al., (2021)* who reported that most nurses had low and moderate levels of overall nursing creativity due to more work pressure.

The study result confirmed that there was a highly statistically significant positive strong correlation between talent management and engagement at among the studied nurse managers & staff nurses.

From the researcher point of view, this result is may be related to head nurses acquired knowledge and skills regarding talent management competencies which allow them to place staff nurses on the right jobs for high performance. As well as, nurse managers at- Qena university hospital enabled nurses to feel that they were be acknowledged, appreciated and respected, enthused and affiliated to the healthcare organization's goals and objectives which leading to enhance their engagement, and reduced their turnover.

At the same line, *Budiana et al., (2019)* who conducted a study on "talent management strategy of employee engagement". They concluded that there is a positive interlink between talent management and employee engagement.

On the same direction, the study findings agreed with a descriptive correlational study conducted at Menoufia University Hospital at Shebin-ELkom by *Elhaddad et al., (2020)* which assessed nurses' perception toward talent management and its relationship to their work engagement and retention., showed that there was a highly statistically significant positive correlation between staff nurses' perception toward talent management, work engagement, and nurses' retention as reported by the studied nurses.

Moreover, the study finding was consistent with the study result conducted at Tanta Main University Hospital *Mohamed et al., (2022)* which assessed the efficacy of talent management competencies educational program for head nurses on nurses' engagement at Intensive Care Units, revealed that there a highly significant correlation between head nurses' talent management competencies and nurses' work engagement preprograms, immediately and after three months post program.

Finally, the study result answered the research questions and summarized that there was a highly statistically significant positive strong correlation between talent management, engagement and creativity among the studied nurse managers and staff nurses. Additionally, nurse manager's talent management was a significant determinant of staff nurse's engagement and creativity.

XI. Conclusion

Based on finding of the current study; it can be concluded that, the majority of studied nursing managers' had perceived a high level of the nurse managers' talent management and its effect on staff nurses engagement and creativity. Furthermore, there was a highly statistically significant positive strong correlation between of talent management and of engagement and of creativity among nurse managers' and staff nurses **P.value (0.000)**.

XII. Recommendations

Based on the study results, the following recommendations can be given:

At nursing personnel level:

- Encourage continuous professional development and training programs focusing on talent management and engagement and creativity skills.
- Foster a supportive environment that values open communication, collaboration, and innovation among nursing staff.

At the organizational level:

- Implement talent management practices by promoting transparency, empowering staff, and fostering a culture of trust.
- Cultivate an organizational culture that values engagement and creativity, embraces diversity of thought, and rewards innovative ideas.
- Provide resources and support for implementing innovative solutions and initiatives, such as dedicated time for brainstorming sessions or innovation labs.

**At the educational level:**

- Integrate courses on talent management and engagement and creativity into nursing education curriculum.
- Offer workshops or seminars focusing on fostering engagement innovation and creativity among nursing students.

At the further research:

- Replicate the study on large sample size and on governmental and private healthcare settings to explore the long-term effects of nurse managers' talent management and its effect on staff nurses engagement and creativity
- Investigate the specific nurse managers' behaviors and talent management practices that contribute most significantly to fostering engagement and creativity among staff nurses.

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