



The Effect Of Talent Management On Nurses' Perceptions Of Work Motivation And Organizational Trust

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Abstract

Aim: This study was conducted to determine the Effect of Talent Management on Nurses' Perceptions of Work Motivation and Organizational Trust.

Methods: In this context, data obtained from all nurses working in ministry of health hospitals and university hospitals in Ankara were evaluated. For the data, the talent management practices scale consisting of 7 sub-dimensions (attraction, selection and placement, commitment, retention, training, rewarding, talent pool), nurse work motivation scale consisting of 25 factors and the organizational trust scale, which consists of 3 sub-dimensions (trust in the institution, trust in colleagues, trust in the manager) was used.

Results: As a result of the research, nurses' perceptions of talent management were found to be moderate ($x=3,146$), their perceptions of work motivation ($x=3,839$) and organizational trust perceptions ($x=3,566$) were found to be higher than the average. According to the findings, nurses' perceptions of talent management, work motivation and organizational trust have positive

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correlation to each other. The perception of talent management of nurses working in the ministry of health was found to be higher than those in the university. It has been concluded that the nurses working at the university trust their institution more than the ministry of health.

Conclusion: The effect of talent management on work motivation was found to be higher in university hospitals. On the other hand, it has been concluded that the effect of talent management on organizational trust is higher in ministry of health hospitals.

Keywords: Talent Management, Work Motivation, Organizational Trust, Nurse

INTRODUCTION

It is significant to implement the talent management process in all health institutions, whether private or public, and to follow the talent management dimensions. With the effect of globalization and the advancement of technology, scientific and legal developments have increased the competition among health institutions as well as in all businesses. When we look at the literature; increasing and renovating the number of hospitals, specialization of the employees, being more conscious of the patients, new medical applications, software and hardware changes in the hospital depending upon technological progress, change of job, cost increase, intense competitive environment etc. and considering many reasons as such, health services should provide quality service and be evaluated professionally (Yılmaz 2015, 103).

The quality of service provided in healthcare services depends on the knowledge, skills, motivation, work environment, career development and satisfaction in the institution of the people who provide the service. It cannot be expected that the service quality provided to the patient is high where the employee is not satisfied. The quality of healthcare service delivery is directly proportional to the performance of the staff. Employee performance is mainly affected by factors such as communication within the organization, teamwork, leadership and motivation. With talent management implementations, the performance management process can be carried out more consciously. Unlike other sectors, due to the fact that the service provided in the health sector is on human health, there is no compensation for mistakes. For this reason, it is very important in the health sector to employ and retain talent in the appropriate place and to attract new talents to the institution. Talent management contributes to the development of employees constantly and also helps to protect the health and interests of patients in terms of patient safety (Karakuş, 2019).

As well as the employees being employed in accordance with the principles of talent management, the perception of trust and motivation of the employees in the institution are also important. In modern organizational structures, various strategic management tools are used to increase success, and traditional hierarchical structures are excluded. Organizations have undergone rapid change and the importance given to human resources has increased. In addition, various efforts have been carried out to ensure that talented employees do not leave their organizations. It is observed that the motivation of the employees who have a high level of trust towards their organizations also increases and the rate of absenteeism decreases.

In this study, based on the growing importance of talent management and employee retention, the effect of talent management implementations on employees' perceptions of organizational trust and work motivation was investigated.

The Importance of Talent Management in Healthcare

Even though talent management implementations that increase efficiency in healthcare have become increasingly common lately, they are not yet at the desired level (Nojedeh and Ardabili 2014, Ingram and Glod, 2016). American College of Healthcare Executives (ACHE) managers support that hospitals should give the necessary importance to talent management and assert that talent management implementations are very required in the health sector (Mutairi 2013). With talent management, we reveal that the selection of the right employee for the right job, innovation studies, the orientation of the employee and their adaptation to change, the competitiveness and the ability to use technology effectively (Gregoire 2006, 6).

Talent management implementations in nurses are used to create expertise and experience, increase quality and improve corporate culture (Douglas 2013). To reach their future goals, health institutions need to both embrace the talents they have and reveal new talents. In the study conducted on healthcare providers, it was emphasized that the perception of talent management has a positive increasing effect on employee motivation (Atasoy, 2021). If we consider the importance of employee motivation in terms of both individual and corporate productivity, talent management is very important in this respect. In another study, the effects of talent management on the performance of healthcare providers were investigated and it was revealed that talent management applied in hospitals would increase the performance of employee (Çayan, 2011). Healthcare businesses have to keep employee performance high in order to increase the

performance of the institution. In this case, healthcare businesses need to use talent management implementations in order to provide competitive advantage and quality service. In another study conducted in the pharmaceutical industry, the relationship between talent management, intention to leave of employment and organizational commitment was investigated, and it was observed that as talent management scores increased, intention to leave of employment scores decreased (Sarıkçe, 2019). Talent management implementations are also very important in terms of retaining talented employee. The use of talent management implementations in healthcare businesses is important not only for the employee but also for the organization. In the study conducted by Kurşun (2019), it is emphasized that there is a positive and significant relationship between healthcare professionals' talent management and organizational culture. As the perception of talent management increases, the perception of organizational culture and organizational commitment increases. In another study, it is seen that the effect of talent management on nurses' job satisfaction and organizational commitment is positively significant (Gül,2018). The relationship between nurses' perception of talent management and organizational culture was examined and it was seen that creating expertise and experience increases quality and improves organizational culture (Douglas, 2013). In another study conducted on healthcare professionals, a significant difference was found on the perceptions of talent management of the personality traits of healthcare professionals (Akbay, 2019). Talent management implementations in the healthcare sector were investigated and it was emphasized that there was a great necessity in this sector (Mutairi 2013).

Employees generally plan to change to a business that allows them to develop their skills, is innovative rather than oppressive, has better promotion opportunities, provides their own wishes and expectations, and thinks that they are compatible with the goals and objectives of the institution (Ece and Esen, 2017: 143). For this reason, it can be stated that it is very difficult to ensure the talent development of the employees. The most important reason for this difficulty is that talented people developed in some special departments usually need to form a stronger bond. In order to establish this strong bond, the performance criteria and duties of the employees must be continuous (Doz, 2002: 65). It is assumed that this situation, which requires a long-term process, will increase the trust of talented employees in the institution.

1. RESEARCH METHODOLOGY

With this research, the effect of talent management on nurses' work motivation and organizational trust perceptions was tried to be measured. It has been tried to reveal whether there are significant differences according to these variables in nurses working in ministry of health hospitals and university hospitals. In addition, the relationship between talent management, work motivation and organizational trust perception was also studied. Another aim of the study is to guide the healthcare sector and healthcare managers with the findings of the research. In the researches, there are studies on the concepts of general work motivation, organizational trust or talent management, however since talent management is a new concept, there has not been enough work in the field of health yet, so it is expected that our study will contribute to the literature.

Research Question: Does Perception of Talent Management in Nurses Affect Perceptions of Work Motivation and Organizational Trust?

H1: Nurses' attitudes towards talent management implementations affect their perceptions of work motivation.

H2: Nurses' attitudes towards talent management implementations affect their perceptions of organizational trust.

H3a: Nurses' perception of talent management shows a statistically significant difference according to the gender variable of nurses.

H3b: Nurses' perception of talent management shows a statistically significant difference depending on the marital status.

H6: There is a significant relationship between nurses' perception of talent management and work motivation.

H7: There is a significant relationship between nurses' perception of talent management and organizational trust.

H8: There is a significant relationship between nurses' perception of work motivation and organizational trust.

The population of the research consisted of nurses working in University Hospitals and Ministry of Health hospitals in Ankara. The population of the research consists of 18188 nurses, 13412 in the Hospitals of the Ministry of Health and 4776 in the University Hospitals, according to the report obtained on 01.06.2021 from the SPTS (Ministry of Health Personnel Tracking System) data system of the Ministry of Health. According to the framework and limitations of the study, it

was deemed appropriate to have a sample size of 95% confidence and 5% sensitivity. In this direction, it has been calculated that a sample selection consisting of 277 nurses from Ministry of Health hospitals, 99 nurses from university hospitals and 376 nurses in total is required. For the design of the research, the hospitals of the ministry of health and the university hospitals were evaluated as a stratum and the stratified sampling method was preferred. In the implementation phase of the research, data were collected by applying a questionnaire to 342 nurses from the ministry of health hospitals and 230 nurses from the university hospitals.

Quantitative research method was used in the research and questionnaire technique was used as a data collection tool. The questionnaire form used in the research consists of four parts. In the first part, questions about demographic variables were included. In the second part, the talent management implementations scale, in the third part, the nurse work motivation scale and in the fourth part, the organizational trust scale was used. Demographic variables scale consists of 7 variables including gender, marital status, age, level of education, working sector, duty period and department. Talent Management Implementations Scale; taken from the "Validity and Reliability Study of the Talent Management Implementations Scale" conducted by C., DURAN, D., BOZ, S., BEHDİOĞLU and S., KUTLU in 2019. Scale of talent management implementations consists of 49 statements in 7 sub-dimensions: attraction, selection and placement, commitment, retention, training, rewarding and talent pool. "Nurse Work Motivation Scale" used to measure the work motivation levels of the participants was taken from the study called "Nurse Work Motivation Scale: Validity, Reliability" developed by E., ENGİN, O., ÇAM (2016). The work motivation scale for nurses consists of 25 statements. "Organizational Trust Scale" used to measure the organizational trust perceptions of the participants was taken from the study named "Organizational Trust: A Scale Development Study" developed by ÇALIŞKAN (2021). Organizational trust scale consists of 17 statements, three sub-dimensions: trust in the manager, trust in the institution, and trust in colleagues. The scales planned to be used for research purposes were selected from among the scales used in the literature with proven validity and reliability. For the statements in the scales used, a 5-point Likert-type scale was used as "I Strongly Disagree" 1 point, "I Disagree" 2 points, "I Am Undecided" 3 points, "I Agree" 4 points, "I Strongly Agree" 5 points.

In order to measure perceptions of talent management, work motivation and organizational trust, the reliability of the collected data was examined using the Cronbach Alpha method.

Cronbach Alpha coefficients of the talent management implementations scale ($\alpha= 0.972$), organizational trust scale ($\alpha=0.961$) and work motivation scale ($\alpha=0.934$) were found to have “high reliability” in the range ($0.80 \leq \alpha < 1.00$). Factor analysis was performed to measure the suitability of the scales used in the study. Confirmatory factor analysis was applied to determine the structural validity of the Talent Management Implementations Scale, the Nurse Work Motivation Scale, and the Organizational Trust Scale. The fit indices values for the effect model of all scales were found to be within the acceptable range. In order to test the research hypotheses; Structural Equation Modeling analysis method was used in modeling the relationships between dependent and independent variables. In this model, correlations between dependent and independent variables are also included in the model. Fit statistics were made for the validity of the model. The effect coefficients of talent management implementations and its sub- dimensions on the perception of Work Motivation and Organizational Trust were calculated. In addition, the relationship between talent management, work motivation and organizational trust in nurses was revealed by using correlation analysis.

2. FINDINGS

Table1. Frequency distribution and descriptive statistics for Talent Management Implementations Scale items

Variable	Mean	Standard deviation
Talent Management the dimension of Attraction	2,958	0.899
Talent Management the dimension of Selection-Placement	3,151	0.934
Talent Management the dimension of Commitment	4,226	0.780
Talent Management the dimension of Retention	3,100	0.880
Talent Management the dimension of Training	3,230	0.843
Talent Management the dimension of Rewarding	2,571	0.893
Talent Management the dimension of Talent Pool	3,114	1,026
Talent Management Scale Mean	3,146	0.697
Work Motivation Scale Mean	3,839	0.571
Organizational Trust the dimension of Trust in Colleague	3,658	0.777
Organizational Trust the dimension of Trust in the Institution	3,402	0.914
Organizational Trust the dimension of Trust in the Manager	3,601	0.841
Organizational Trust Scale Mean	3,566	0.752

According to the findings, the highest average of 4.37 in the sub-dimension of the talent management implementation scale in the item “Talent Management Commitment 17” (Physical working conditions affect my motivation), and the lowest average in the rewarding sub-dimension of the talent management implementation scale with 2.36 in the “Talent Management Rewarding

35” item (Doing my job in the best way allows me to get a raise in my salary) was found. Nurses generally emphasize that physical working conditions are important for them and highly affect their work motivation. In addition, nurses state that when they do their job well, they do not receive an additional increase in their salaries and are not rewarded in this way. Considering the findings, nurses' perception of work motivation was above the average and their motivation was considered high. In general, nurses stated that they like to receive feedback while working in terms of their motivation. According to the results, it is seen that the average of nurses' perception of organizational trust is high and it is observed that they generally trust the organization they work for. They express that they trust the work skills of their colleagues within their organizational trust perceptions.

H3a hypothesis was accepted. (H3a: Nurses’ perception of talent management shows a statistically significant difference according to the gender variable of nurses). Talent management perception was found to be higher in male participants than in female participants.

H3b hypothesis was rejected. (H3b: Nurses’ perception of talent management shows a statistically significant difference depending on the marital status).

Table 2. Correlation Analysis Findings of the Research

		Talent management	Work motivation	Organizational trust
Talent management	Correlation coefficient	1	,503**	,512**
	p		,000	,000
Work motivation	Correlation coefficient	,503**	1	,548**
	p	,000		,000
Organizational trust	Correlation coefficient	,512**	,548**	1
	p	,000	,000	

According to the results obtained, the correlation coefficients were statistically significant. The positive value of the correlation coefficients indicates that there is a positive relationship between the variables. Even though the relationships between the variables changing according to the correlation coefficients are close to each other, the highest relationship is between organizational trust and work motivation variables, and the lowest relationship is between talent management and work motivation variables. According to these findings, H6 Hypothesis, H7 Hypothesis and H8

Hypothesis were accepted (**H6**: There is a significant relationship between nurses' perception of talent management and work motivation. **H7**: There is a significant relationship between nurses' perception of talent management and organizational trust . **H8**: There is a significant relationship between nurses' perception of work motivation and organizational trust).

Structural Equation Modeling Analysis

Table 3. Effect coefficients of Talent Management Implementations Scale on “Organizational Trust” and “Nurse Work Motivation” in Ministry of Health Hospitals and University Hospitals

	Talent Management Imp.	Estimate	S. Estimate	S. Error	Critical Value	P
Ministry of Health Hospitals	organizational _trust	0.462	0.652	0.056	8,272	***
	Work motivation	0.138	0.322	0.037	3,772	***
University Hospitals	organizational _trust	0.474	0.630	0.071	6,687	***
	Work motivation	0.303	0.448	0.067	4,492	***

H1: Nurses' attitudes towards talent management implementations affect their perceptions of work motivation. H1 Hypothesis was accepted. It can be said that the effect of talent management on motivation is higher in university hospitals than in Ministry of Health hospitals.

H2: Nurses' attitudes towards talent management implementations affect their perceptions of organizational trust. H2 hypothesis was accepted. It has been observed that the effect of talent management on organizational trust is higher in Ministry of Health hospitals. According to the standard estimation values, it was observed that the "Organizational Trust" effect coefficients were higher than the "Nurse Work Motivation" effect coefficients in the Ministry of Health Hospitals and University Hospitals.

3. DISCUSSION

In the research findings, it can be said that there is a positive significant relationship between talent management, organizational trust and work motivation due to the positive correlation coefficients. Accordingly, as nurses' perception of talent management increases, their trust in the organization increases and their work motivation rises. In addition, a positive significant relationship was found between nurses' perception of work motivation and organizational trust. Bahadınlı (2012) stated in her study that when the right talent is employed in the right place, job satisfaction increases. Gülşen (2020) stated in his study that there is a low level of correlation between the participants'

perceptions of talent management and their perceptions of intrinsic motivation. In the study of Yılmaz (2019), it was stated that staff empowerment practices had an increasing effect on organizational trust and employee motivation perceptions.

When the effect of Talent Management Implementations Scale on “Organizational Trust” and “Nurse Work Motivation” is investigated, a statistically significant difference is observed for Ministry of Health hospitals and university hospitals. According to the standard estimation values, it was observed that the "Organizational Trust" effect coefficients were higher than the "Nurse Work Motivation" effect coefficients in the Ministry of Health Hospitals and University Hospitals. In addition, while the "Organizational Trust" effect coefficient was higher in the Ministry of Health Hospitals than the University Hospitals, it was determined that the "Nurse Work Motivation" effect coefficient was higher in the University Hospitals. In the literature, Çetin (2021)'s research titled "The effect of talent management implementations in businesses on the organizational justice perception and motivation of employees" has a positive and significant effect on the total motivation perception of abstract and concrete talent management. Güner (2016) states in her study that there is a high positive relationship between talent management and motivation. Accordingly, as the perception of talent management increased, work motivation rose. In the study of Kontoghiorghes (2015) and in the study of Novinda and Eeng (2020), it has been seen that the motivation of the employees increases in companies where talent management implementations are applied regularly. Rastgoo (2016) emphasizes that talent management implementations have a positive effect on employee motivation. Karadayı (2018) states in his study that the perception of talent management has a positive effect on employee motivation. Kaleem (2019) emphasizes that talent management has a direct and positive effect on employee motivation in his research on public sector employees. In the study conducted in Karaman province by Akgemci et al. (2020), there is a positive and significant relationship between talent management and perception of motivation. When we look at the relationship between talent management and organizational trust perception; Erdoğan (2020) reached the conclusion that talent management implementations positively affect organizational trust perceptions. Accordingly, the effective execution of talent management implementations increases the organizational trust levels of employees. In their study conducted in 2013, Altınöz, Çakıroğlu and Çöp investigated the effect of talent management perception on organizational trust levels and stated that there was a strong positive relationship between them. In the literature; it is seen that talent management perceptions have a significant

effect on organizational trust (Dağ, S., 2018). The dimensions of talent identification, talent development and talent culture have significant effects on organizational trust.

4. CONCLUSION and RECOMMENDATIONS

In the findings of the research, the nurses' perceptions of talent management were found to be moderate in general. Nurses generally emphasize that physical working conditions are important for them and highly affect their work motivation. In addition, nurses state that when they do their job well, they do not receive an additional increase in their salaries and are not rewarded in this way. It can be suggested that institution managers in the health sector should give more importance to the physical conditions of the hospitals and that they should bring a transparent and fair reward system by making a payment plan suitable for the performance of the employees. While measuring nurses' perceptions of talent management; in general, nurses stated that they could not easily criticize their managers about their job or duties. Accordingly, effective communication skills can be developed between nurses working in hospitals and managers, and leaders with a spirit of leadership who are open to criticism can be brought to the management staff. Nurses stated that their institutions recruited qualified employees, but less emphasis was placed on candidate skills. Since the health service has a direct effect on human health, the service providers should have a high level of practical skills as well as theoretical knowledge. It may help to increase success if managers include candidates' skills in the evaluation while selecting and placing personnel.

It was found that nurses' perceptions of work motivation were high, and it was revealed that nurses like to receive feedback while working. The work motivation of nurses can be increased by using open communication techniques within the institution and applying an effective feedback system between managers and employees.

It is seen that the average of nurses' organizational trust perceptions is high and it is observed that they trust the organization they work for. They express that they trust the work skills of their colleagues within their organizational trust perceptions. The level of trust in colleagues was found to be higher than the level of trust in the institution. Hospitals should include nurses in their institutional policies and encourage them to develop suggestions. The institution should supply with the personal rights of its employees fairly and support its employees in all matters.

Considering the organizational trust levels of nurses working in university and ministry of health hospitals, university employees trust their institution more than the employees of the ministry of health. The reason for this can be explained by the simpler organizational structure of university hospitals. Organization employees with this structure can communicate more easily and their sense of belonging to the organization can be higher. In order to increase the trust of the employees in the Ministry of Health hospitals, it may be beneficial to respond to the wishes and needs of the employees by using effective communication techniques. The perception of talent management implementations was found to be higher in nurses working in the ministry of health than those working in universities. It can be said that more importance is given to talent management in the hospitals of the Ministry of Health. It may be beneficial for university hospitals to attach more importance to talent management infrastructure studies in order to retain talented nurses, survive in a competitive environment and work with high efficiency.

It can be said that there is a positive relationship between the variables of talent management, organizational trust and work motivation in the research. Despite the fact that the relationships between the variables changing according to the correlation coefficients are close to each other, the highest relationship is between organizational trust and work motivation variables, and the lowest relationship is between talent management and work motivation variables. Accordingly, as nurses' perceptions of talent management increase, their level of trust in the institution increases and their work motivation rises. Hence, all employees should be treated equally and fairly, and appropriate opportunities should be offered in all processes, starting from employee selection and recruitment, to training and development opportunities, career planning, promotion opportunities and performance management. If employees think that talent management implementations are done with fair and equal opportunities, their organizational trust levels will increase even more. When we look at the effect of talent management on organizational trust and work motivation in nurses, it can be said that the effect of talent management implementations on organizational trust is significant for the ministry of health and university hospitals, and it has a higher effect in ministry of health hospitals. According to this result, university hospitals should give more importance to talent management implementations. Perceptions of organizational trust will increase in an institution where talent management practices are carried out appropriately. Because training and development opportunities positively affect the trust of nurses towards the institution. Nurses want to have a work environment where

they can develop themselves and learn continuously. It is important for nurses to be constantly innovative and progressive in healthcare service delivery in terms of themselves and the efficiency of the institution.

When employees think that their career plans are hindered, their trust in the organization decreases. For this reason, performance management and talent management implementations should be carried out appropriately and continuously in order to effectively manage talented nurses working with high performance and to increase the perception of trust they have towards the institution. Institutions with a working culture focused on continuous change and learning are more successful in talent management practices and survive longer. On the other hand, it can be said that the effect of talent management on motivation is higher on university hospitals than on the public. It can be said that if the right talent is employed in the right place, the level of motivation increases. More talent management implementations should be given importance in order to increase work motivation in Ministry of Health hospitals.

Since the nature of the talent management process has not been fully resolved due to the lack of research on talent management in the healthcare sector, studies should be conducted with more diverse variables in order to better understand the concept of talent management. Some of these variables were mentioned in the study. The relationship between talent management implementations and organizational processes in nurses can be studied and the relationship between organizational climate, job satisfaction, performance, job stress, leadership type, etc. and talent management can also be investigated.

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