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Exploring the Effect of Talent Management Practices on Organizational Excellence in the Egyptian Health Sector: The Mediating Role of Smart Organization

Rasha Aboseif Elnasr salama Aboseif*
Faculty of commerce, Azhar University, Assiut, Egypt

Abstract
This paper aims to investigate the direct effect of talent management practices on organizational excellence, and the role of the smart organization as a mediator. The empirical research is based on a convenience sample total of 370 employees working in the Egyptian university hospital located in Assiut. The results of structural equation modeling (SEM) indicate that talent management practices experienced a partial mediation effect of organizational excellence in the presence of the smart organization. However, there is no mediation effect on the relationship between reward, and organizational excellence. Finally, the study finds that talent management practices create a smart organization that leads to enhance organizational excellence in the Egyptian university hospital.
Keywords: Talent Management, Organizational Excellence, Smart Organization, Egyptian university hospital.
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1. Introduction

Many organizations faced radical changes in their environment and the most radical change now is the current pandemic COVID-19. This pandemic is a complex global public health crisis, presenting not just clinical but also organizational and system-wide challenges in the short, intermediate, and longer-term (Kringos et al., 2020). The rapid changes in the business world and in this last crisis threaten the organization's survival. Organizations should adapt their environments and respond to customer expectations through transforming into smart organizations (Al-Kasasbeh et al., 2016). By depending on their employee's thinking abilities, and create a new generation of smart organizations, designed specifically for the age of knowledge (Bagherian et al., 2016). This smart organization can deal with the changes in its environments and adapt to them (Grosser & Zeier, 2012). Organizations need talented human resources to create a smart organization and enhance organizational excellence. The first task of human resources management is to search for, discover, develop, refine, and maintain talent, which has led companies to adopt human talent management strategies (Rowland, 2011).

In recent years, the number of academic studies on talent management has increased (Collings et al., 2015; Sidani & Al Ariss, 2014; Thunnissen, 2016). And argue that we need more conceptual work in this area (Sparrow et al., 2014). Due to that talented people were one of the main concerns of organizations enhancing the performance required for the future (Luna-Arocas & Lara, 2020). We can describe Talent Management as an elite group of people within an organization that has a high impact, high-maintenance, and they think differently way and faster from most employees (Coleman, 2005).

According to human capital theory (Becker, 1964), The organization considers their human capital as an asset as well as they can invest in them and expect that this investment will be returned and provide good value in the future (Kessler & Lülfesmann, 2006; Nafukho, et al., 2004). This study proposes that talent management affects organizational excellence in The Egyptian University Hospital and, the smart organization could mediate the relationship between talent management practices and organizational excellence.

This study makes three main contributions to the literature. First, know the way in which Egyptian University hospital manages its talent to deal with this crisis. Second, examine the ability to transform into a smart organization that is a new pattern of organization and a new way of organizational rethinking in the age of knowledge (Maccoby, 2015). So, the experiences we gained from the COVID-19 pandemic should analyze to inform future policies and becoming a smart organization with highly engaged in the digital domain. Third, this study will highlight which talent management practices should focus on enhancing organizational excellence through the smart organization in the Egyptian public health sector which faces a lot of challenges in this critical time, and with the spread of the second waves of COVID -19 in Egypt.

Despite all literature in an area of organizational behavior not much work interest of the contribution made by (SO) in mediating the association of (TM) with (OE) concerning the Egyptian public health sector. Hence, this study concerned the literary gap by employing two ways of directly and indirectly using (SO) to study the impact of (TM) practices (Identifying critical position (ICP), Competence training (CT), Development (D), Reward management (RM) on the (OE) of the public health sector. The conceptual model below; (see Fig. 1).

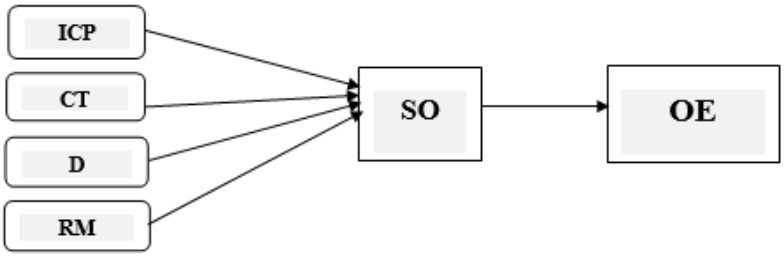

Fig.1. Theoretical Framework

2. Literature Review & Hypotheses Development

2.1. Talent management (TM)

The term talent management (TM) emerges in the 1990s after the study of McKinsey 'War for Talent' (Michaels et al., 2001). Lately, Talent management is defined as a process of confirming that the organization has a talented employee. But recently it recognizes as a major resource of the organization (Armstrong 2009). Talent practices help in recruiting and retaining talent that will work towards accomplishing success and sustainability for organizations. And to continually develop new capabilities due to the changes in the environment (Wright et al., 2001). The most important component is identifying, managing, and developing staff by the strategy of recruiting talents to enable an organization to achieve excellence (Rowland, 2011). From another point of view Hansen, (2007) refers that talent management to core employees and leaders who drive the business ahead. From this perspective, we specific a talented employee as a person with high performers and high potential talents to be managed.

2.1.1. Practices of talent management:

This study adopts four practices of talent management as follows:

- Identification of critical talent positions (ICP): Talent identification includes the concept of talent attraction, planning, finding, supplying, and recruiting talents (Zadeh & Ahmadi, 2017). In unpredictability crisis times Talent management must be positioned to be productive during crisis and in an immediate position (Mathur & Parashar, 2020).
- Competence training (CT): meaning involves invest time and money in a continuance way for talents to enable them to acquire specific competencies for current and future jobs (Collins & Clark 2003).
- Development (D): means develop employees to be creative, to gain knowledge, and desire to work (Hana & Lucie, (2015). It is necessary for the continuous improvement of employee skills (Kagwiria, 2013), and minimize gaps for providing opportunities for top talents to become future leaders.
- Reward Management (RM): consists of intrinsic rewards on the job contain learning and career growth and feeling of self-esteem, interesting and challenging work, and a supportive work environment. and Extrinsic rewards consist of competitive salaries, pay raises, incentive bonuses, and variable pay and the social climate (Hamad ,2019).

2.2. Organizational Excellence (OE)

Organization excellence is a source owned by an organization without the others (Abu Naser1& Al Shobaki, 2017). This includes distinguished human resources, distinguished partnerships, distinguished operations, and outstanding products (Qawasmeh & Bourini, 2013). By reviewing several studies in the field of Organizational excellence dimensions we can mention the five main dimensions are leader excellence, subordinate excellence, operation excellence, culture excellence, finance excellence (Kandule, 2002; Hesseblin & Johanston, 2002). Grote, (2002) defined an organizational excellence as the ability of the organization to provide opportunities and the appropriate environment that seeks to stimulate, correct, and effectively address problems. Al-Rashaida, (2007) addressed that organizational excellence is the superiority of the organization over others, through an integrated system because of interaction with the elements of its internal and external environment, which has a positive impact on Organizations to reach their goals. Martensen et al., (2007) defined it as the ability to collect, manage, and use information from the organization to ensure the achievement of goals. According to Al-Qurazi, (2018) organizational excellence is a modern philosophy that has undertaken the task of searching for the best way for upgrading the organization and enhancing it to accomplishing all stakeholder's satisfaction.

2.3. Smart Organization

We can define Smart organization as a pattern and a new way of organizational rethinking in the knowledge age. Today, creating a smart organization is one of the basic requirements of most knowledge-based organizations to be able to obtain and analyze available data to raise their capabilities and gain knowledge (Maccoby, 2015). A smart organization could make smart decisions and adapt quickly to changes in the environment to reach a

competitive advantage (Al-Kasasbeh et al., 2016). A smart organization has many characteristics such as a clear strategic vision, a culture of merit, a supportive incentive system, and enhanced learning, all to adapt to the environment (Schafer, 2009). Also, the smart organization has the power to identify and solve problems before they turn into crises and to re-engineer internal processes, products, and services to increase customer satisfaction (Eckerson, 2003).

2.4. Talent management (TM) and organizational excellence (OE)

Organizational Excellence is delivering sustained superior performance that meets and where possible exceeds the expectations of stakeholders (Oakland, 2001). According to Singh, (2012) the pro-active talent management system has become a necessity, and if the organizations do not adopt it will suffer to reach sustain organizational excellence. Similarly, in the study of Al-Lozi et al., (2017) the authors investigate the impact of Talent Management on enhancing Organizational Excellence in Arab Potash Company in Jordan, the results have confirmed the impact of talent management on organizational excellence. Augustine, (2018) highlighted the positive significant influence of factors of talent management on achieving organizational excellence in banking. Another study conducted in Amman by Alheet & Abdul'aal, (2018) found that talent management is the basis of organizational excellence and recommended that management should be adopting the culture of developing talent. From another point of view, McDonnell & Collings, (2011) stressed the talent management role in obtained organizational success. Kaleem, (2019) in his work that conducted in the public sector in UAE explored the TM practices such as Training which is used to upgrade skill, and Development which enhances individual skills through the results of a learning experience. And reward system that is used to ensure the outcomes of the organization's objective is corresponding to all of them enhance the performance of the employees. Therefore, this paper proposes that (TM) with its practices may enhance (OE) and the researcher developed the hypothesizes:

H1: (ICP) has a positive significant effect on (OE).
H2: (CT) has a positive significant effect on (OE).
H3: (D) has a positive significant effect on (OE).
H4: (RM) has a positive significant effect on (OE).

2.5. Talent management (TM) and Smart Organization (SO)

The smart organization is a mixture of individual s intelligence and using modern technology (Al-Faraj & Al-Zubayr, 2011). A successful organization always using the staff's thinking power effectively (Matin, et al., 2010). The study by (Whelan et al., 2010) shows that talented staff can stir knowledge flow and be creative in obtaining and disseminating knowledge throughout the organization. Also (Hamad ,2019) finds that performing TM may lead organizations to enjoy higher intelligence. Hence, the researcher developed the following hypothesizes.

H5: (ICP) has a positive significant effect on (OE).
H6: (CT) has a positive significant effect on (OE).
H7: (D) has a positive significant effect on (OE).
H8: (RM) has a positive significant effect on (OE).

2.6. Smart Organization (SO) and Organizational Excellence (OE)

A study conducted in Jordan by Al-Abadi, (2012) shows that smart organizations are only able to succeed and excel in the environment of business with high competition, additionally, that organization provides their individuals the tools of success, to make their work easier, and makes the organization more resilient in the changing business world. According to Al-Kasasbeh et al., (2016), there was an effect of intelligent organization characteristics: a clear strategic vision, a culture of merit, and a supportive incentive system on social and environmental performance. Hence, the researcher developed the following hypothesizes.

H9: (SO) has a positive significant effect on (OE).

2.7. Smart organization mediates the relationship between Talent Management (TM) and Organizational Excellence (OE)

Ingram, (2016) pressured on that through talent management the organizations establish a climate supporting individual innovation of its employees to enable organizations to gain high performance. Khaki et al., (2017) reported that the innovative behavior of employees increases as talent management increases, and the study of (Bahrami et al., 2016) confirmed that Smart personnel and proper technology make organizations enjoy higher intelligence and agility. Thus, it seems that we have a sequential relay beginning from talent management practices that create smart organization and lead to organizational excellence. Based on the above debates, the researcher predicts that the effect of the talent management practices on Organizational Excellence can be mediated by Smart organization, and developed the following hypothesizes.

H10: (ICP) mediates the effect of (TM) on (OE).
H11: (CT) mediates the effect of (TM) on (OE).

H12: (D) mediates the effect of (TM) on (OE).
H13: (RM) mediates the effect of (TM) on (OE).

3. Methodology
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3.1 Measures and instrumentation
The 24-item scale talent management (TM) section is based on Integrated Talent Management Scale (ITMS), (Chen, 2012; Hung, 2013). There were four items measuring identification critical position (ICP), five items measuring competence training (CT) four items measuring development (D), and eleven items measuring reward management (RM). Sample items are "My Company identifies the critical positions aligned with business strategies" (ICP). "The training activities for the identified talent are focused on required competencies" (CT)," Development needs are identified for talent" (D)." My company provides financial recognition such as cash, paid travel, incentive bonus variable pays, etc" (RM).

The 19-item scale smart organization (SO) section is based on Schafer, (2009). Sample item "My organization s vision describes the efforts required to achieve its objectives ".

The 28-item scale of organizational excellence (EX) section is based on (kandula, 2002; Hesslbein &Johnston, 2002). Sample item "management towards achieving a good competitive position ".

Responses to all items scales were anchored on a five (5) point Likert scale for each statement ranging from (5) "full agreement" (4) for "agree," (3) for "neutral," (2) for "disagree," and (1) for "full disagreement.

3.2 Data collection and sample
The study data were collected from a sample of employees in The Egyptian university hospital located in Assiut, the researcher targeted various categories of staff in the three levels of management positions which include heads of departments, line managers, and junior staff. A convenience sample was employed. Three hundred seventy questionnaires were distributed and 302 were returned, with a response rate of 82 %.

3.3. Data analysis
To test our hypothesis, we used SEM analysis with AMOS 23 which involves two stages; first, we used CFA test then, the Goodness-Of-Fit (GOF) indices to reveal estimates and confirmed the fit of the model.

4. Findings
4.1 Measurement model
4.1.1 Validity and ratability
To assess the measurement model, it is necessary to indicate convergent validity and construct validity (Hair et al., 2010). To determine convergent validity, the loading of each item on its associated variable, average variance extracted (AVE), and composite reliability (CR) were employed (Hair et al., 2010). Table 1 shows The indicators loadings for the three models represent that factor loadings was higher than 0.5 after deleted items(R3,R4,R6,R9,R10,R11,SO10,S12,S13,S14,OE6,OE10,OE13,OE16,OE17) that had factor loading lower than the cut-off value (0.5). All the items exceeded the recommended value of 0.7. Furthermore, to assess construct validity, CR higher than 0.7 (Chin, 1998) was determined. Table 1 shows that values were acceptable.

Table 1. Measurement model

Construct	Item	Estimate	Composite reliability	AVE	Cronbach Alpha
TM	ICP1	0.852	0.923	0.750	0.917
	ICP2	0.854			
	ICP3	0.814			
	ICP4	0.941			
	T1	0.720	0.906	0.659	0.824
	T2	0.787			
	T3	0.895			
	T4	0.860			
	T5	0.788			
	D1	0.854	0.823	0.541	0.915
	D2	0.622			
	D3	0.754			
	D4	0.694			
	R1	0.637	0.869	0.574	0.942
	R2	0.711			
	R3	0.349[e]			

Construct	Item	Estimate	Composite reliability	AVE	Cronbach Alpha
	R4	0.361[e]			
	R5	0.822			
	R6	0.071[e]			
	R7	0.695			
	R8	0.897			
	R9	0.227[e]			
	R10	0.232 [e]			
	R11	0.099 [e]			
	SO1	0.730	0.869	0.574	0.959
	SO2	0.738			
	SO3	0.840			
	SO4	0.814			
	SO5	0.369[e]			
	SO6	0.937			
	SO7	0.795			
	SO8	0.654			
	SO9	0.678			
	SO10	0.223[e]			
	SO11	0.556			
	SO12	0.135[e]			
	SO13	0.257[e]			
	SO14	0.269[e]			
	SO15	0.970			
	SO16	0.600			
	SO17	0.839			
	SO18	0.755			
	SO19	0.816			
OE	OE1	0.838	0.959	0.552	0.955
	OE2	0.825			
	OE3	0.748			
	OE4	0.521			
	OE5	0.844			
	OE6	0.385[e]			
	OE7	0.865			
	OE8	0.922			
	OE9	0.840			
	OE10	0.319[e]			
	OE11	0.534			
	OE12	0.563			
	OE13	0.283[e]			
	OE14	0.807			
	OE15	0.666			
	OE16	0.408[e]			
	OE17	0.349[e]			
	OE18	0.782			
	OE19	0.885			
	OE20	0.873			
	OE21	0.525			
	OE22	0.553			
	OE23	0.828			
	OE24	0.296 [e]			
	OE25	0.147[e]			
	OE26	0.385[e]			
	OE27	0.559			
	OE28	0.828			

4.1.2 GOF indices

CFA results for the entire model showed that it well-fitted the data (Hair, 2010). As shown in table 2.

Table 2. Measurement models comparison

Fit indicators	Observed Value			Recommended Value	Source
	TM	SO	OE		
CMIN/*df*	2.246	2.128	1.832	Between 1 and 3	Kline, (1998)
CFI	.973	.972	.978	≥0.90	Bentler & Bonnet, (1980)
TLI	.957	.963	.970	≥0.90	Bentler & Bonnet, (1980)
NFI	.954	.950	.954	≥0.90	Hu & Bentler, (1999)
IFI	.974	.973	.979	≥0.09	Hu & Bentler, (1999)
RMSEA	.077	.073	.063	≤0.10	Schumacker & Lomax, (2010)

4.1.3 Discriminant validity

The model's discriminant validity is depicted in Table .3. It is apparent that the values of the absolute inter-correlations among the six constructs were a high correlation, which is lower than the corresponding inter construct correlation estimates and is hence acceptable (Fornell & Larcker,1981).

Table 3. Discriminant validity of overall CFA model

OE	SO	R	D	T	ICP	CONSTRACT
					0.87	**ICP**
				0.81	0.64	**T**
			0.73	0.53	0.48	**D**
		0.76	0.43	0.51	0.74	**R**
	0.77	0.70	0.63	0.82	0.79	**SO**
0.74	0.63	0.67	0.62	0.82	0.80	**OE**

5. Hypotheses testing.

5.1. Direct impact of variables

Standardized regression coefficients and the outcomes obtained by studying hypothesized effects have been tabulated in Table 4.

Table 4. Examining results of hypothesized effects of the variables.

Path	Unstandardized Estimate		Standardized Estimate	C.R.	P-value		Hypothesis Result
	Estimate	S. E	Beta				
ICP → OE	0.110	0.033	0.137**	3.278	0.001	H1	supported
T → OE	0.139	0.033	0.169***	4.184	0.000	H2	supported
D → OE	0.046	0.020	0.063**	2.292	0.022	H3	supported
R → OE	0.012	0.028	0.015NS	0.429	NS	H4	Not supported
ICP → SO	0.220	0.038	0.260***	5.778	0.000	H5	supported
T → SO	0.387	0.031	0.444***	12.520	0.000	H6	supported
D → SO	0.125	0.023	0.161***	5.403	0.000	H7	supported
R → SO	0.163	0.033	0.191***	4.963	0.000	H8	supported
SO → OE	0.590	0.056	0.626***	10.490	0.000	H9	supported

Note. P*<.05 p ** <.01 p ***<.001

In examining the structural model, Beta and the corresponding t-value are involved (Hair et al., 2010). First, we look at the predictors of talent management practices on organizational excellence. Identifying critical position (ICP) (β=0.137, P=<0.01), hence HI (ICP) has a positive effect on (OE) was supported. Competence training (T) (β =0.169, P=<0.001), hence H2 (CT) has a positive effect on (OE) was supported. Development (D) (β =0.063, P=<0.05), hence H3 (D) has a positive effect on (OE) was supported. Reward (RM) (β =0.015, P=NS) hence H4 (RM) has a positive effect on (OE) was not supported. Second, we look at the predictors of talent management practices on smart organization. Identifying critical position (ICP) (β=0.260, P=<0.001), hence H5 (ICP) has a positive effect on (SO) was supported. Competence training (CT) (β =0.444, P=<0.001), hence H6 (T) has a positive effect on (SO) was supported. Development (D) (β =0.161, P=<0.001), hence H7 (D) has a positive effect on (SO) was supported, Reward (R) (β =0.191, P=0.001) hence H8 (RM) has a positive effect on (SO) was supported. Third, we look at the predictors of the smart organization (SO) on organizational excellence (OE) (β =0.626, P=<0.001), hence H9 (SO) has a positive effect on (OE) was supported.

5.2. Indirect impact of variables (mediate analysis).

Hypotheses 10,11,12,13 had been proposed to study the role of the mediating factor (SO) on impact exerted by the independent variable of (TM) on dependent variable (OE) by performing mediation analysis. Table 5 shows the outcomes of these hypotheses testing and presents the standardized effect of different paths.

Table 5. Results of examining mediation effects of (SO) using bootstrapping.

Dependent variable (DV) =(OE) Mediator (M)=(SO)	Independent variable (IV)			
	(ICP)	(CT)	(D)	(RM)
Total effect of IV on DV without M	0.240**	0.368***	0.120**	0.108NS
Direct effect of IV on DV with M	0.110	0.139	0.046	0.012
Indirect effect of IV on DV through	0.130	0.229	0.074	0.096
Effect of IV on M	0.260***	0.444***	0.161***	0.191***
Effect of M on DV	0.626***			
Mediation path	ICP-M-OE	T-M-OE	D-M-OE	R-M-OE
Mediation effect	Yes	Yes	Yes	No
Hypothesis result	H10 supported	H11 supported	H12 Supported	H13 Not supported

Testing the mediating effect of (SO) is an important object in this study. The relationship between (TM) practices (Identifying critical position, Competence training, Development, Reward management) and (OE). In this study, the indirect effect of Identifying critical position, Competence training, Development on organizational excellence via smart organization was found to be significant thus, H10, H11, H12 were supported, Whereas the indirect results of (SO) between Reward management and Organizational excellence was found to be not significant, thus H13 was not supported.

6. Discussion and conclusion

The main goal of this study was to enhance Organizational Excellence and Talent Management literature by providing empirical evidence from the Egyptian context. The research outcomes imply that (OE) in the Egyptian health sector in Assiut government affected by (TM) and (SO). And it was revealed that (TM) used (SO) indirectly to enhancing the (OE). The finding indicates that three practices of talent management were found to have a significant effect on organizational excellence, this finding is partially consistent with the previous research (e.g., Al-Lozi et al., 2017; Alheet & Abdul'aal, 2018), and similarly, the smart organization was also found to have a significant effect on organizational excellence which is concluded from the previous finding (Al-Abadi, 2012). Finally, the mediating impact of the (SO) on the relationship between (TM) and organizational excellence is a partial mediate. This shows the interest of the Egyptian health sector in adopting talent management practices and transforming into a smart organization.

7. Theoretical and Practical Implications

This study contributes to the HRM literature by providing a deeper insight into the mediation role of the smart organization in the relationship between talent management practices and organizational excellence that is revealed the lack of studies, which addressed this relationship, and indicate that talent management practices create a smart organization to enhance organizational excellence. From the practical aspect, the finding of this current study expands its scope of exploration of the current orientation of the Egyptian health care sector to adopt the new trend to transform into a smart organization, and to readjust these human resources strategies to fit the orientation to benefit of every talented employee.

8. Limitations and future directions

This research is required to address several limitations. First, the present study has a relatively small sample size. Besides, the results of this study are based on the Egyptian university hospitals located in Assiut government Therefore, the same constructs cannot be applied in the whole Egyptian context. Another limitation was that the study was applied to the heads of departments, line managers, and junior staff only with no consideration to the perspectives of other employees. Thirdly, the results indicate that (RM) not mediate the relationship between (TM) and (OE), which maybe mediate this relation in another context. Future research can include other organizational outcomes (e.g., sustainability, engagement, successes, resilience).

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