

## **The Impact of Decision-Making Strategic Orientation on Talent Management Practices: An Analytic Study of Wasit Governorate Hospitals**

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**Abstract:** In the field of planning and human resources management, the recent developments in the business environment have played an important role in the development of terminology, concepts and organizational and new administrative ideas. As one of these concepts is talent management, this study deals with the strategic direction of decision makers and its impact on health practices of nurse in Wasit. From the initial point of this study, it is found that there are low volume of studies on the subject of talent management and investment of nurses in human assets and maintenance mechanism. The reality from the field of study shows that, there is no clear strategic direction regarding the nursing skills in the hospitals. Through a questionnaire explaining the practices of talent management of nurses, the study adopted analytical descriptive method for data collection and analysis. The questionnaires were distributed to 100 people. The credibility and reliability of the tool was tested by presenting it to a group of specialized experts and arbitrators while the stability of the tool was tested through the survey. The result validated the stability of the measurement instrument in accordance with the approved statistical standards and the analysis of the researched data through Statistical Package for Social Science (SPSS). One of the concluded assertions of this study is that investment in human resource and talent management varies from one hospital to another based on the strategic orientations of the decision-makers. Thus, assurance of quality of services provided by the business organizations must be a priority. Also, it is very important to include talent management to the vision and mission of the hospital in this case. The study includes some important suggestions needed for the expansion of training programs as a means to spread the culture of talent management through building training programs and talent management strategies.

**Key words:** Talent management practices, strategic orientation, services, suggestions, management, training programs

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### **INTRODUCTION**

A quite number of challenges are being faced by the human resources department of the business organizations that prompted them to devise an appropriate means and methods to meet those challenges. This has necessitated the business organization to perform their tasks efficiently and reengineer their operations to attract human resources with multiple expertise and skills. After the introduction section, this study focused on the research methodology. Then, the theoretical parts of the research variables are reviewed while the results and analysis of the study's correlation between the variables followed. The last part of this study highlighted the conclusions drawn from the study and recommendations for future researches.

### **MATERIALS AND METHODS**

**Research problem:** The effects of the economic and financial crisis that occurred in 2008 on the fields of

administration generated great concerns for new administrative topics such as: intellectual capital management, strategic direction and talent management practices. According to a survey conducted by Ernst and Young, talent management is one of the three biggest challenges facing Arab organizations, particularly in the area of talent shortage. This great challenge, specifically in health facing our Iraqi institutions requires a keen interest in current and future administrations to rise to the issue of talent management as the mainstay of their survival and sustainability in their competitive business environment and then deal with potential and potential future talent by seeking the best strategic direction. As an effort to answer the problem statement this study focuses on the following research questions: What are talent management practices? What are the most prominent models currently used for talent management practices? What is the reality of the strategic direction of the management of hospitals in support of talent management practices? What are the relationships between those practices and the strategies involved?

**Research importance:** The summary of the research importance are listed below: the study highlights the most prominent modern ideas on the subject of talent management practices and provides a theoretical framework that contributes to the enhancement of cognitive maturity which is developed through talent management in the field of research and applied study and theory. The study describes the relationship between the strategic orientation of the surveyed hospitals and the variables covered by the research regarding talent management. Finally, it focuses the attention of decision makers in the hospitals to the importance of strategic direction and its impact on existing talent management practices in order to enhance their investment and availability in a way that will unfold the roadmap to manage talent effectively.

**Research objectives:** The following objectives are focused by the research to be achieved: to develop a theoretical framework that can contribute to enhancement of the talent management culture and practices. To introduce multiple models and approaches in talent management that will contribute to knowledge enhancement of hospital departments monitoring the best practices to improve and diagnose different levels of talent management. To examine the impactful statement of strategic direction of the management of hospitals in the promotion of talent management practices.

**Research framework:** Figure 1 shows the descriptive schema of the research.

**Research hypothesis:** The hypothesis of the research can be summarized as follows:

- H<sub>1</sub>: there is a significant relationship between the strategic direction of the hospital management and the human resource planning of the selected nurses

- H<sub>2</sub>: there is a significant relationship between the strategic direction of hospital administration and the polarization and employment of nurses
- H<sub>3</sub>: there is a significant relationship between the strategic direction of hospital administration and development and training

**The research sample:** The selected sample from the community represents all nurses in different categories of age and occupational duties as well as their workplaces in different hospitals in Wasit Governorate Health Department. The sample of the research for each hospital was chosen based on the total number of nurses in the hospitals of Wasit governorate of about 100 health department. Therefore, the sample size is 100 nurses from eight hospitals belonging to Wasit Health Department as in Table 1.

**Extraction instrument for research results:** Questionnaire is used at the research field as the main tool in obtaining the data and information. This questionnaire is formed after taken into account the clarity and simplicity in analyzing the variables of the study. Identification and observation of the first model was done by group of specialists and experts in order to make necessary modifications to the questionnaire

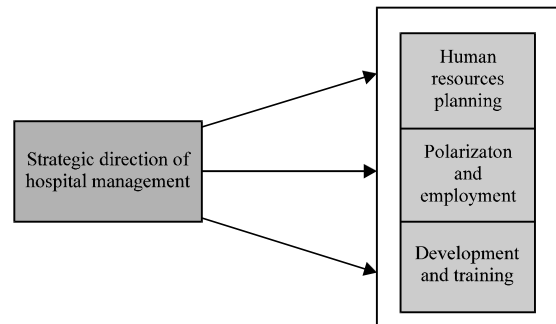


Fig. 1: The descriptive outline of the research

Table 1: Population and sample of the study

Name of the hospital	Male	Females	Total population	The size the of sample is male	Sample size of females	Total of sample
Al-Zahra	249	130	379	20	11	31
Al-Karama	200	45	245	16	4	20
Al-Kut for women and children	86	103	189	7	9	16
Haj Jalal for women and children	4	9	13	1	1	2
Al-Numaniya	22	27	49	2	2	4
Shahid Fayrouz general	74	57	131	6	5	11
Al-Azizia general	16	87	103	1	7	8
Al-Essaouira	13	23	36	3	5	8
Total	692	529	1221	56	44	100

Wasit Governorate Health Department

and to detect if there is going to be any difficulty to be faced from the sample when the answer has been adopted using Likert scale 5: fully agreed, agreed, neutral, do not agree, do not agree completely ranging from degree 1 which denotes “not totally agree” and degree 5 which means “fully agreed”. This method is more used in the administrative sciences with the questionnaire including a number of axes as shown in Table 2.

#### Tests of reliability and consistency:

**Stability of the questionnaire:** This is the degree of stability achieved in the result and on the instrument of measurement over time. This represents the stability of the results and not significant change when they are redistributed to the sample several times over a certain period of time. Table 3 shows the values of fixed coefficients for the part of resolution and resolution as a whole. The value of Cronbach's alpha for the first axis of the strategic direction of hospital management is 0.854. This indicates a good stability for the field and high level of reliability of the results and benefits from the discussion and interpretation. For the second axis of human resources planning, the value of Cronbach's alpha is 0.906 which shows that the value is good. On development and training of talent, the value of Cronbach's alpha for the fourth axis is 0.846 which is also a good value. This also indicates the stability of this relationship as well as shown by the value of Cronbach's alpha from the whole form a good value of 0.856. The results of the interpretations are used without deleting any of the terms of the resolution.

**Natural distribution test:** To determine whether the data follow normal distribution or not the

Table 2: Sources of resolution

The main variable	The sub-variable	Items No.	References
Management of nursing talent	Strategic direction of hospital management	12	Siyam (2013)
	Human resources planning	8	Morton (2004)
	Polarization and employment	10	Lan
	Development and training	10	Swapna and Raja (2012)

Prepared by the researcher based on the above references

Table 3: The result of cronbach's alpha test to measure resolution stability

The questionnaire	The value of Cronbach's alpha
The first axis: strategic direction of hospital management	0.854
The second axis: planning the human resources of talented nurses	0.886
Third axis: polarization and employment of nursing talents	0.906
Fourth axis: training and development of talent	0.846
The questionnaire as a whole	0.856

Prepared by the researcher based on SPSS outputs

Kolmogorov-Smirnov test was used. It is clear that the probability value of significance for all axes was greater than the significance level of  $\alpha = 0.05$ .

**Statistical methods of the study:** To achieve the research objectives, the research questions were answered using the following statistical methods:

- The percentage, frequency and median
- The computational circles to know the answer rates
- The standard deviation to identify dispersion in respondent's responses
- The correlation coefficient to measure the degree of correlation
- Cronbach's alpha test to determine the reliability of the scale and internal consistency
- The Kolmogorov-Smirnov test to know the normal distribution of the questionnaire

#### The theoretical framework of the research

##### Strategic direction; Concept of strategic direction:

Strategic direction in some veins are considered as the way strategic objectives are achieved and employed to maximize the positive elements of the operational efficiency of organizations while reducing all negative elements and frustrating dimensions. Thus, how to achieve strategic objectives is the main focus of strategic direction (Katamin, 1996). Some studies consider strategic orientation as a reflection of the organization's philosophy on how to discharge duties and follow the beliefs and values of the organization's guide in order to achieve excellence performance. This performance is an optimum and deterministic goal of establishing foundations of work in organization from leadership awareness surrounding the environment and the flexibility of these responses to the environment leading to the desired objectives of the organization (Gatignon and Xuereb, 1997).

According to Karami *et al.* (2014), the strategic direction is the organization's path at all levels of strategy set in place towards achieving goals with the barest minimum cost and high efficiency. These include the leadership of the top management in all forms towards achieving goals in accordance with the time specified to actualize the plan.

**The importance of strategic direction:** Strategic direction helps in defining the environment of the organization, legitimizing its existence and therefore obtains its support from the environment. It is also a tool for coordinating all efforts in the organization as it is a critical success factor for achieving effective communication in all levels. As strategic direction can be

in any direction, the worst behavior of an organization is not to have a specific goal or message which makes the top management to be incapacitated to determine the strategic direction. The strategic direction of an organization must serve as a unit to link all plans together and activate priorities for a resource allocation guide (Rikabi, 2004).

Some studies recorded that strategic direction has a strong impact on the performance of the organization and business management model. This explains different kind of behaviors among the leader of administration including a personal tendency towards determination, use of information, objectivity, risk and employment. The formulation of strategy, subsequent decisions and organizational factors like skill level, financial resources, product characteristics, technical capabilities are influenced by the strategic direction of managers. The strategic direction adopted by managers has a direct influence on the future of work of the organization and it is connected to final achievement of the organization (Wood and Robertson, 1997).

**Strategic direction of decision-makers:** In determining the course of the organization, the role of the strategic decision maker is very important. The fact that senior management has the ability to identify the problem before or after it occurs is very important in providing solutions with control, viable alternatives and feedback. The point of strength for decision makers is the vision, mission and goals emanating from the strategy of the organization to differentiate them from the rest of the organizations in their target market.

The availability of talents like intelligence, thinking ability, ability to absorb comprehensiveness and creativity, accuracy of observation, analytical ability and predictive skill in the strategic decision-making will greatly facilitate ability to read available data (Schoemaker, 1992). The other skills to be met by decision-makers are the following (Kim and Mauborgne, 2002):

- The ability to store information necessary for existing reality and expected or already occurred changes
- The ability to align planned objectives with available resources
- Accuracy in planning within a time frame, clear measurable objectives and appropriate initiatives that is realistic
- Flexibility and adaptability in implementation of changes and continuous improvement acceptance in quality and performance
- Ability to work in team

- Maximizing the potential of employees through management of human resources

### **Talent management**

**The concept of talent management:** Talent management is a modern management philosophy that focuses on attracting creative, skilled and talented workers to work within the organization and retaining them as the most important organizational resources. It is the cornerstone of the progress, development and any creativity of any organization defined as an integrated dynamic process that enables organizations to identify and meet its strategic objectives (SHL., 2008). Similarly, it is defined as a process of anticipating the future needs of human capital and developing appropriate plans for the availability of efficient human resources and talent. Armstrong defined talent management as the process of attracting, developing and maintaining the potentials and abilities of talented individuals, encouraging them to correct and disseminate information among themselves for the purpose of achieving a mutual goal.

In addition, Saleh and Al-Sudani made an emphasis on talent management to be a set of processes that seek to formulate a strategy focus on planning the future and current needs of talent and work to attract them and diagnose the level and quality of talent available in them. In general, the researcher summarized talent management as a complete set of procedures, programs and processes used by the organization to attract, develop and retain talented individuals in order to increase human resource productivity and achieve the Organization's strategic objectives.

**Talent management practices:** According to Bersin (2006) talent management practices can be summarized into the following:

**Human resources planning:** This refers to as the process of connecting different strategies in the organization with the type and nature of the available talent in the organization. This shows the assessment of the talent gap between organizational talent and strategic plan as required by the assessment and then focusing on bridging the gap through new appointment or enticing talent from other competitors (Bersin, 2006).

**Recruitment planning:** This is an integrated process through which talent is selected and employed. From the study by Chuai (2008), it is suggested from the success of the recruitment process that the organization needs to pursue a successful strategy to attract talent from labour market so that intense competition can be faced for talent.

**Development and training:** This comprises talent development as a means of identifying and developing the available capacity; it involves identifying talents and the needful ones and then applying the appropriate development tools. These are the new ideas employed by the leaders to step up from the common and routine works in support of the planning process to develop creativity and abilities to achieve the distinguished performance for a long period of time (Ronnlund, 2009).

## RESULTS AND DISCUSSION

**The first hypothesis:** There is a significant relationship between the strategic direction of hospital management and human resources planning: there is a 46% moderate correlation between the strategic management directions of the hospital and human resources planning. The above value is the correlation coefficient for all Al-Wasit hospitals in the governorate. The research is conducted among nurses in the hospitals to know the relationship between the strategic direction of hospital management and human resource planning. It was found that the strongest relationship in terms of positive correlation was high in degree in the hospital Al-Azizia with 81% and the level of moral at 5%. Al Al-Karama Hospital has a strong and positive relationship with high degree of moral 66.6% and at a moral level of 1%. Then, in Al-Zahra Hospital, the relationship has positive correlation with moderate degree of 44.7% at significant level of 0.01. In Al-Essaouira Hospital, there was a positive relationship of 45.1% and that of the Al-Kut Hospital at 37% but insignificant this means there is no correlation or relationship between the two variables in the two hospitals. In Al-Numaniya and Haj Jalal Hospital, the results of statistical analysis showed na 0% correlation and found no relationship between the strategic direction of the hospital

management and human resources planning for talented nurse while Fayrouz has -12.2% correlation. Figure 2 explain the relationship between strategic direction of hospitle mangement and human resources planning.

**The second hypothesis:** There is a significant relationship between the strategic direction of hospital management and polarization and nursing employment: the second major hypothesis was accepted at a significant level of 0.01 and the correlation coefficient value was 43%. This means that there is moderate correlation between the strategic direction of the hospital and the recruitment of talented nurses. The values presented above are correlation coefficient for all hospitals in the province. From all the hospitals involved in this study, it was found that the strongest relationship was significant and has high degree with 65.4% correlation and significant level of 0.01 which is the Al-Karama Hospital. There was a positive relationship though insignificant in: Fayrouz Hospital (57.2%), Al-Essaouira hospital (48.5%) and Al-Kut Hospital (comprises women and children alone) with 44.9% as well as both Al-Azizia Hospital (36.4%) and Al-Zahra Hospital (32.1%) (Fig. 3).

**The third hypothesis:** There is a significant relationship between the strategic direction of hospital management and development and training: at a significant level of 0.01 and correlation coefficient of 40%, the third main hypothesis was accepted. It indicates that there is no significant relationship between the strategic direction of hospital management and development and training. Those values represent the correlation coefficient for all hospitals in the province. From the result, it is shown that the highest correlation is found in Al-Karama Hospital with 72% and significant level of 0.01 followed by Al-Zahra Hospital with 46.3% correlation and significant level of 0.05.

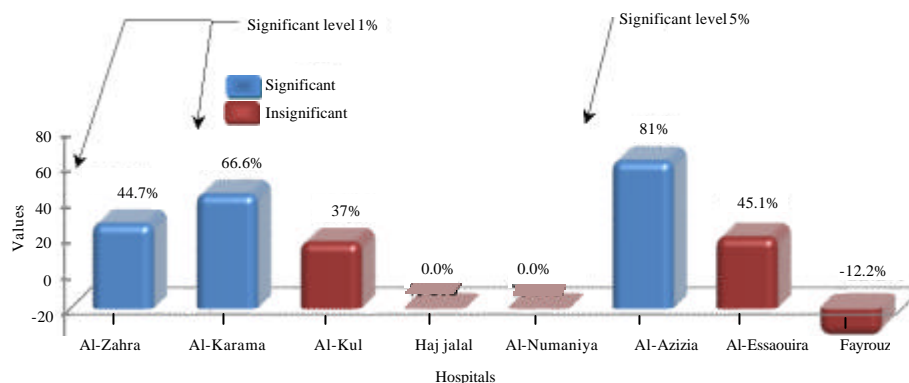


Fig. 2: Relationship between strategic direction of hospital management and human resources planning

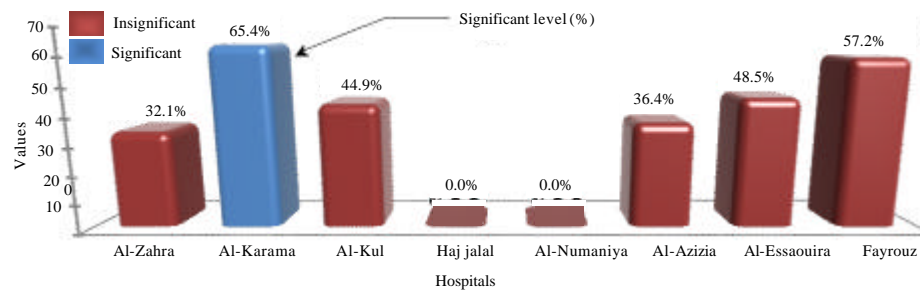


Fig. 3: Relationship between the direction of strategic hospital management, recruitment and polarization of talented nurses

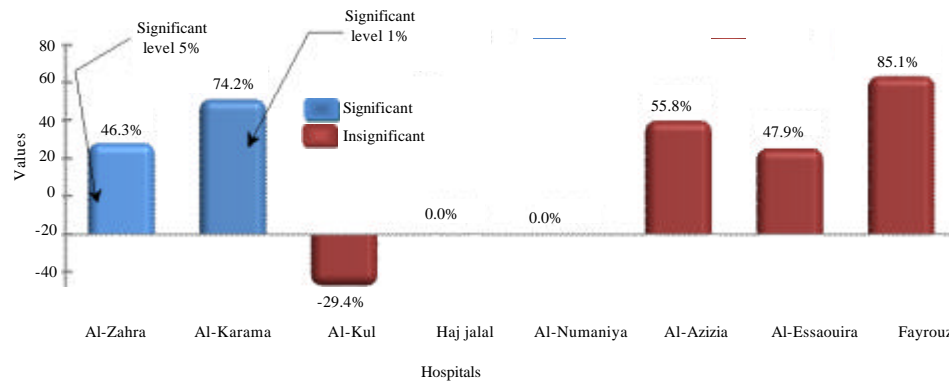


Fig. 4: Relationship between the strategic direction of hospital management and training and development

While there has been high-proportional relationship in other hospitals, the Martyr's Hospital Turquoise is 85.1% and Hospital Al-Azizia has 55.8%. The relationship is moderate in Al-Essaouira Hospital with 47.9%. Likewise, there is no correlation relationship, either positive or negative between those variables in Al-Numaniya and Haj Jalal hospitals as they have 0%. The results of the statistical analysis showed that there is a significant correlation between the hospital management strategy and the retention of nursing skills of -29.4% in Al-Kut Hospital as shown in Fig. 4.

## CONCLUSION

This study can be summarily concluded as follows: Most of the respondents confirmed that there are inconsistencies in the concept of talent management and thus, they have great difficulties in understanding the concept and practices of the research. Therefore, they confirmed the need for a specialized department to stand up to this task. According to the concept of talent management there is a strategic direction towards the planning of human resources in the hospitals in question. This happens in a way that indicates that there are signs of institutional building towards talent management

planning of the hospital as in this case. The strategic orientation of the hospitals in question indicates the presence of vital indicators for the recruitment of nurses as human resources to the talent management. Also, institutional orientation is vital towards building a responsible department for the development of the human resource according to the concept of talent management. The strategic orientation of the administrative leaders in the Wasit governorate hospitals indicates an improvement towards building a system of training and development for the current and future human resources according to the talent management indicators.

## RECOMMENDATIONS

The hospitals should increase and enhance the awareness of the management concerning nursing talent management and the dissemination of the culture of talent retention in those departments concerned. Programs must be strengthened to attract talented nurses and connect them to programs to measure their performance and systems with equivalents and returns. Performance management systems and measurements should be designed in hospitals in order to support the maintenance

and development of medium-term and long-term clients. There must be focus on the management strategy in hospitals so as to increase the investment and develop talents for health institutions in the 21st century. There is a need for regulation and a need to create organizational culture on the importance of talent management and its role in creating competitive advantage of business organizations. There is also need for nurses to discuss with fellow colleagues to ensure teamwork and increase the participation of nurses in decision-making in an effective manner.

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