The Effect of a Talent Management Process on Crisis Management: Evidence from Employees in Public Hospitals of Al-Dawadmi, Saudi Arabia

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Abstract

The study aims to determine the effect of the talent management process on crisis management at Al-Dawadmi public hospitals. In this descriptive and correlational study, 580 administrative employees in the public hospitals of Al-Dawadmi were selected through stratified random sampling. The empirical evidence showed a strong direct correlation between the dimensions of talent management and crisis management. Moreover, the existence of a moral impact of the dimensions of talent management on crisis management in all its stages was detected. The combined dimensions of talent management explain 78.2% of the difference in the performance of workers. The study recommends that attention be paid to talent management, and the development, attraction and retention of talent, because of its impact on crisis management and improving employees' performance.

Keywords: Talent Management, Talent Development, Talent Retention, Crisis Management; Public Hospitals.

Introduction

Technological development, growing knowledge, and the widespread polarisation of human resources from different countries and cultures have led to an increased need to focus on the sources that help organisations survive, develop and succeed in global markets, one of the most important of which is human resources. Retaining talent within the organisation has become a priority, as gifted people are seen as the capital of the organisation.

Talent is defined as everything that distinguishes a person from others, and the term 'talent management' is derived from the evolution of the administration's view towards employees, whether that view is from the personnel affairs department or from human resources management. In the mid-1960s, administrative thought tended to clarify the concepts related to crises, and there is currently an increased administrative interest in crisis management, due to the many changes that have taken place in the areas of political, economic and environmental life, areas which have become more complex but better prepared and more able to face crises and implement successful crisis management, overcoming the challenges faced. This success in crisis management depends on the ability and skill of the individuals based in its management, the human element is, therefore, the key to success or failure in crisis management, taking into account other factors.

However, many organisations in Saudi Arabia lack a culture of interest in talent, with human resources management focussing rather on measuring and addressing the as this represents a threat to the future of the organisation and its ability to achieve performance targets; hence, organisations focus on managing such

threats and ignore the potential opportunities to achieve success; managing opportunities means nurturing the talent within the organisation. Global experience has shown that the majority of international companies classify talented individuals as capital, with the organisation's success related to the number of talented people it employs and how they are employed towards organisational aims.

This study, therefore, seeks to determine the role of talented employees in the public hospitals of Al-Dawadmi to identify how they can be exploited and employed in the interests of the organisations to gain maximum benefit from their capabilities in the face of the crises facing the organisations, turning them into a force that can compete in the domestic and global labour market. In this descriptive and correlational study, 200 administrative employees of the public hospitals of Al-Dawadmi were selected through stratified random sampling. In the course of the study, the author conducted interviews with a number of employees at the public hospital to investigate how administrative processes function and to discover the problems employees face in the performance of their work which may lead to crises, as well as how this hospital benefits from its existing talents in facing crises.

The importance of this study lies in the importance of the variables covered by the study, as talent management is one of the principal pillars in organisational development, ensuring the organisation's continuity in achieving success and handling crises which may affect its future, as hospitals are more prone than other organisations to risks and crises.

An Overview of the Literature

This section is divided into two sub-sections: the first reviews previous studies related to talent management, while the second reviews works related to performance in crisis management.

Previous Studies Related to Talent Management

Hussein (2016) examined the relationship between talent management and organisational intelligence in the General Directorate of Education in the Najaf Governorate (Iraq). The results indicate a positive moral correlation between dimensions of talent management (i.e. attracting talent, managing talent performance, developing talent and retaining talent) and those of organisational intelligence. The results also revealed a positive moral effect between the dimensions of talent management and those of organisational intelligence. Shurooq (2016) explored the impact of talent management on achieving organisational excellence. The management processes included attracting and recruiting talent, developing and retaining talent. The results suggest that the concept of managing talent in mobile communication companies is not straightforward, showing an impact from talent management on the competitive superiority of the companies in question. After talent development, the strongest impact on the competitive edge of the firms in question was from attracting and employing talent, and then retaining talent.

Ahmad (2017) examined the impact of talent management on organisational competitive advantage in Egypt and found that there is a moral effect on the cost for both spreading talent and retaining talent. The results also indicate a moral effect for both talent development and retention of talent in attracting and choosing talent for creativity. Moheb (2017) explored the impact of leading personality factors, according to the five major factors' model, on the dimensions of talent management.

The results show a positive correlation between dimensions of talent management (attracting talent, developing talent, managing the performance of talent, estimating and rewarding talent, retaining talent) and those of personality factors. Laila (2017) investigated the impact of intellectual capital on talent management in a study involving faculty members at the universities of Cairo and Ain Shams universities. The results indicate the need to deepen the concept of intellectual capital and talent management and consider them as the real wealth that guarantees the development and continuation of performance and excellence in both universities.

Previous Studies Related to Performance in Crisis Management

Lin et al. (2016) studied the administrative variables affecting the establishment of a crisis management mechanism in public hospitals in Taiwan. The results show environment to be one of the most important variables in crisis management in public hospitals affecting the establishment and construction of a crisis management mechanism. Silva (2016) studied how personality is related to performance in crisis management and concluded that, in confronting crises, the organisation needs to have a specialised team for crisis management within the organisation, who are trained to use the simulation process. Sami (2016) examined the effect of inspirational leadership on crisis management in the Palestinian Ministry of Health. The evidence shows that dimensions of inspirational leadership have a significant effect on dimensions of crisis management. The study further suggests that of early warning signs, preparedness and prevention, containment of damages, restoration of activity, learning at the Palestinian Ministry of Health. Gernas (2017) evaluated the performance of managers during crisis management at the North Delta Electricity Distribution Company. The results indicate that there is a moral effect for each stage: planning; gathering information; the use of information in each element of the crisis management procedure by the company's managers; and the absence of a difference in the views of the sample items on the performance of managers during the stages of crisis management in different demographic variables (type, qualification, years of service, training courses). Maha (2017) examined the effect of crisis management in the health care sector on performance efficiency and concludes that the hospitals in question are exposed to many and repeated crises, as well as a decrease in the skill levels of healthcare providers, both doctors and support staff. Moreover, the study indicates the presence of a statistically significant effect of modern crisis management strategies (change of course, tactical reserve, emptying the crisis, fragmenting the crisis and performance). Muhammad (2017) studied organisational citizenship behaviour and its impact on the effectiveness of crisis management in the oil companies of the Libyan National Oil Corporation. The results show a significant positive relationship between dimensions of organisational citizenship behaviour and the stages of effective crisis management. Khaled (2018) examined the impact of innovative leadership on crisis management in Jordanian telecommunications companies and found that it stimulates workers to be creative and adopt ambitious ideas, allows them to develop business and increases interest in the emergency requirements in Jordanian telecommunications companies with the aim of reducing crises. The study also identifies the need to develop administrative information systems to evaluate and improve plans and programmes for crisis management in such companies.

Data and Methodology

Data Collection

This descriptive and correlational study includes two types of data source: (i) secondary data sources, including previous studies on talent management and crisis management; articles found in books, periodicals, magazines and bulletins; and scientific theses relevant to the subject of the study and (ii) primary data obtained from a questionnaire covering all aspects of the subject under study and given to 580 administrative employees of the public hospitals of Al-Dawadmi selected through stratified random sampling. An appropriate statistical programme was used to analyse the data and Table 1 below presents the study sample.

Table 1. Administrative Staff (Doctors, Nursing, Supportive treatment services, Administrators and Users)

Categories / Nationality	Saudi	Non-Saudi	Total
Doctors	4	112	116
Nursing	130	112	242
Supportive treatment services	144	13	157
Administrators and Users	65		65
Total	343	237	580

Source: Public hospital records, 2019.

Definitions of Variables

The independent and dependant variables are described as follows:

Talent Management

The term talent management appeared in 1997 in a study conducted by researchers from McKinsey & Company in response to a shortage of skilled workers in the market and the need for organisations to compete for these limited talents. The term was subsequently used more widely, with multiple definitions used by different researchers, according to the nature of the studies and organisations examined. Al-Soutouhi (2017) defines talent management as an administrative process requiring continuous support from upper levels of management and the whole organisation, which involves putting the right person in the right place, and continuous development of talent, maintained through appropriate rewards and assessments. Al-Qaraan (2018), however, defines talent management as the process that reflects an organisation's ability to discover, attract and develop talent in order to achieve its goals. From these definitions, it is clear that talent management is set of administrative activities that aim to attract, identify, develop, enable, encourage and retain talented individuals from both inside and outside the organisation to achieve strategic goals.

This study will focus on the following dimensions: (1) attracting talent (Ahmadi et al., 2012; Kumar, 2017), (2) developing talent (Hatum, 2010; Al-Shawadi, 2016), (3) retaining talent (Shawwadi, 2016; Kumar, 2017) because they are the most comprehensively examined dimensions in previous studies.

Crisis Management

Khalil (2016) defines crisis management as a process that aims to address an actual danger and escape from it with the least possible loss, by using scientific methods and possible energies under a leadership that is able to adapt in different crisis situations. Al-Muzghwi (2017), however, defines it as a process of advance planning to overcome negative and unexpected future events and fully prepare to face them, preventing or reducing their potential damage to the organisation through setting strategies, models and scenarios for foreseeable and unforeseeable crises and proposing solutions and options for each case that may occur. The researcher believes that crisis management is the process of developing strategies and scenarios to confront and control events efficiently and effectively and minimise potential damage as well as learning from current events to inform future responses.

Some models divide crisis management into three or four phases, Persom and Mitoff (2003) believe that crisis management contains five principal phases, as follows:

Pre-crisis: First stage (Detection of Early Warning Signs*)*

A crisis is usually preceded by a series of signals shortly before its occurrence, when measures can be taken to reduce causes and risks. Ideally, the organisation collects information about problems long before they become crises, for example, client complaints about lack of quality, service or product, or workers complaining about salaries or varying management responses in dealing with them. Each crisis sends its own signals that differ from one crisis to another, and the decision-makers in organisations must, therefore, be alert to the importance of paying attention to these warning signals.

Second Stage (Preparation and Prevention)

This stage indicates the degree of readiness of the organisation to respond to crises as well as the methods by which it prevents crises, through the formation of a crisis management team and thoughtful planning to facilitate rapid coordination and an effective response in the event of a crisis, in addition to employee training, using scenarios and virtual experience procedures for managing crises.

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Stage Three (Containment and Damage Reduction During the Crisis)

These are the steps taken by the organisation and the programmes it establishes to prevent the widening of a crisis and reduce the damage caused by it. Following this, the administration works to reduce or eliminate long-term risks, identifying internal and external threats facing the organisation, to evaluate and manage them. At this stage, the organisation must provide the necessary resources to implement the crisis management plan.

Stage Four – After the Crisis (Improvement and Preparedness of the Activity)

This penultimate stage involves the preparation and implementation of short and long-term programmes to recover from the effects of the crisis, by identifying the procedures and processes needed to overcome the crisis and return to the state preceding it, and the principal activities and tasks needed to restore the positive image of the organisation.

Stage Five: Feedback (Learning)

The last stage extracts lessons learned from the crisis and evaluates the crisis management plan applied and the methods of communication and collaboration used during the crisis. Learning during crisis situations is difficult but more important and effective than learning in routine situations, which may be incomplete (Jad Al-Rab, 2015).

Hypotheses

This study aims to test and verify the validity of the following hypotheses:
H1: There is no statistically significant effect between attracting talent and managing crises.
H2: There is no statistically significant effect between talent development and crisis management.
H3: There is no statistically significant effect between talent retention and crisis management.

Results

Reliability and Validity Checks for the Used Measures

The validity of the content was tested by reviewing the previous studies from which the measures used were initially developed. It was then presented to a group of faculty members specialising in business administration, until the final standards mentioned in the survey list were reached, and then tested on a soft sample of workers, the doctors at Al-Dawadmi public hospitals. Based on the test, the wording of some questions was modified to be clearer and thus the final format was reached. The validity of the concept was tested by the internal consistency coefficient, where the degree of credibility of the results achieved for each item of the survey was measured. This depends primarily on the correlation coefficient and, therefore, it is necessary that the primary criterion is a test of the correlation coefficient significance. Table 2 shows the results of the statistical analysis of the study axes.

Table 2. Results of the Validity and Reliability of the Study Hubs

S	Themes	Coefficient of internal consistency	Moral
1	Attracting talent	0.725**	0.000
2	Talent development	0.840**	0.000
3	Talent retention	0.845**	0.000
4	Talent management	0.779**	0.000
5	Total	0.810**	0.000

Note: ** denotes statistical significance at the 1% level.
Source: Author compilation.

The results shown above demonstrate the validity of all the elements of the study axes, as correlation coefficients ranged from 0.725–0.845, all of which were significant at the 1% significant level. The reliability of the scales was also tested by Cronbach's alpha parameter values, for the purpose of determining 'tool stability', the parameters of stability and honesty were according to the survey axes.

Table 3. Instrument Stability Coefficients

Axis	Axis description	No. of items	Alpha	Honesty
1	Attracting talent	5	0.745	0.865
2	Talent development	5	0.867	0.982
3	Talent retention	5	0.864	0.925
4	Crisis management	17	0.781	0.8335

Source: Author compilation.

There is a very high degree of internal stability in the answers, which enables us to rely on them in achieving the study's goals and analysing its results. The statistically acceptable value for this test is 22%, an acceptable proportion for research in the field of social sciences.

Internal Consistency

To test the degree of internal consistency, the Cronbach alpha coefficient was relied upon to calculate the internal correlation between survey phrases and their dimensions, with the minimum acceptable value of the alpha coefficient considered to be 0.6 (Hair et al., 2010). As can be seen in Table 4 below, all alpha values for the study dimensions exceed 0.6, which indicates the internal consistency of its terms.

Composite Reliability (CR)

The stability test for the 39 inspection phrases 39 phrases was performed; as can be seen from Table 4, the values of CR for all survey dimensions exceed the acceptable minimum of 0.6, which indicates a good level of stability for the survey tool.

Discriminant Validity

Discriminatory honesty was tested to ensure that each study dimension differs fundamentally from the others, and the Cornell Larcker criterion was used to compare the square root of the average variance extracted with the highest correlation value between the expressions and their dimension. As can be seen from Table 4,it has exceeded the square root values of the mean contrast variance for all dimensions are the highest in the correlation matrix of expressions and their dimension, which indicates a good level of differential validity of the study tool.

Table 4. Results of the Evaluation of the Study Model

Correlation	Sq. root AVE	AVE	CR	α	Keep out of study
0.753	0.756	0.544	0.887	0.833	Attracting talent
0.720	0.737	0.564	0.840	0.789	Talent development
0.712	0.753	0.539	0.871	0.878	Talent retention
0.743	0.785	0.619	0.897	0.821	Crisis management

Source: Author compilation.

Statistical Analysis

The following is a presentation of the results of the statistical analysis of the study axes, namely the value of the arithmetic mean, the standard deviations, and the importance of all study variables and the constituent paragraphs for each variable. It used the expressions: strongly agree, agree, not specified,

disagree, strongly disagree), represented by the numbers 1, 2, 3, 4, 5, respectively. Based on that, the values of the mathematical averages that the study found will be calculated to interpret the data as follows: values of 3.5 or higher represent a high level; values of 2.5–3.49 represent an average level and those lower than 2.5 represent a low level.

Table 5. Statistical Analysis of Variables

S	Axis variables	SMA	Std. Dev.	Indication	Estimate level
1	Talent management				
	Attracting talent	4.12	0.985	0.00**	High
	Talent development	3.99	0.910	0.00**	High
	Talent retention	4.28	0.880	0.00**	High
2	Crisis Management				
	Pre-crisis phase	3.28	0.934	0.00**	Average
	Crisis phase	3.25	0.886	0.00**	Average
	Post-crisis phase	4.26	0.836	0.00**	High

Note: ** denotes statistical significance at the 1% level.

From the results shown in the table above, it is clear that the arithmetic mean for the variables of the talent management axis ranges between 3.99 and 4.24 and the estimate level for all variables is high. It is also clear that the arithmetic mean of the variables of the crisis management axis ranges between 3.28 to 4.26, with estimate levels average to high.

Hypothesis Tests

H1: There is no statistically significant relationship between talent management and crisis management.

This hypothesis is tested with a Pearson correlation coefficient using SPSS V.25 software and the results are shown in Table 6 below:

Table 6. Pearson Correlation Coefficients for the Two Study Variable Dimensions

Dependent variable / Independent variable		Crisis management
Attracting talent	Correlation coefficient	0.722*
	P-value	0.000
Talent development	Correlation coefficient	0.683*
	P-value	0.000
Talent retention	Correlation coefficient	0.658*
	P-value	0.000

Note: * denotes statistical significance at the 10% level.

It is evident from Table 6 that H1 is not true, as the results of the statistical correlation analysis confirmed the existence of a strong direct correlation between the dimensions of talent management and crisis management in the public hospitals under study, a relationship of statistical significance at the 5% significance level or less. The values of the correlation coefficients, ranging between 0.658 and 0.722, confirm a strong, positive correlation between the two study variables.

H2: There is no statistically significant effect between talent management and crisis management.

Three sub-hypotheses emerged from H2 as follows:

H2-a: There is no statistically significant effect between attracting talent and crisis management.
H2-b: There is no statistically significant effect between talent development and crisis management.
H2-c: There is no statistically significant effect between talent retention and crisis management.

To test these hypotheses, we relied on analysis of the structural model of study variables using the Smart PLS V programme, and results are shown in Table 7 below.

Table 7. Evaluation of the Path Parameters of the Structural Model

Paths	Std. β	Std. Dev.	*T*-value	*P*-value	F2
Attracting Talent ➔ Crisis Management	0.189	0.067	1.972	0.031	0.21
Talent Development➔Crisis Management	0.158	0.068	1.300	0.02	0.19
Talent Retention➔ Crisis Management	0.098	0.088	1.805	0.04	0.11

Source: Author compilation.

It is clear from Table 7 that all path parameter values for the independent variable dimensions (talent attraction, talent development, talent retention) are statistically significant at the level of significance of 1.15or less, which confirms that the second hypothesis is not verified. The results show a significant effect of the dimensions of talent management on crisis management in the public hospital under study. Through the path parameter values in the model, the relative importance of the impact can be arranged for each dimension of talent management on crisis management, with attracting talent ranked first (modulus path = 0.189), talent development ranked second (standard path parameter = 0.158) and, in third place, talent retention(standard path parameter = 0.098). The value of the determination parameter (R^2) also shows that the combined talent management dimensions explain 78.2% of the variance in employee performance, while the error rate of the model (21.8%) is due to other factors not mentioned in the model. Table 7 also shows the effect size for each dimension of talent management, with values between 0.11 and 0.26. Finally, the predictive significance of the model was evaluated through Stone-Geisser's Q2 value, with a value of Q2 = 0.4531 expressing the predictive accuracy of the effect of the combined dimensions of talent management on crisis management, where the predictive importance of the model increases as the value of Q2 exceeds zero.

Conclusions and Recommendations

The study aims to determine the effect of the talent management process on crisis management at Al-Dawadmi public hospitals. In this descriptive and correlational study, 580 administrative staff in the public hospitals of Al-Dawadmi were selected through stratified random sampling. The empirical evidence showed a statistically significant relationship between talent management and crisis management. Moreover, the results demonstrated that there is a significant effect of diminishing talent management (attracting talent, developing talent, retaining talent) on crisis management in the public hospitals of Al-Dawadmi.

In light of the foregoing outcomes, the current study makes the following recommendations:

1. Increase the interest of senior management in talent management and development and address weaknesses in these processes because of their impact on crisis management.
2. Identify and benefit from successful global experiences in designing policies to maximise benefit from the talents of hospital employees.
3. Urge the Human Resources Department to retain talent, improve its management and raise the capabilities of workers.
4. Focus on the pre-crisis phase in order to manage talent in the best way.

5. Nurture talent and retain these employees, rather than losing them to competitors, by providing them with the appropriate environment to support their work and encourage their talent.
6. Giving more attention to talent and allow these workers to apply their ideas on the ground, setting an example for other employees.

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