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Güçlendirici Bakım: Hemşirelikte Yetenek Yönetiminin Evrimi
Empowering Care: The Evolution of Talent Management in Nursing

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ÖZET

Amaç: Bu çalışma, 2019-2024 yılları arasında hemşirelikte yetenek yönetiminin gelişimini incelemektedir. Yetenek yönetimi, hemşirelerin mesleki gelişimini desteklemek, hasta bakım kalitesini artırmak ve iş gücü sürdürülebilirliğini sağlamak için önemli bir stratejidir. Çalışma, teknoloji, liderlik gelişimi, mentorluk programları ve iş yeri refahının önemini vurgulamaktadır.

Materyal ve Metot: 2019-2024 yılları arasında gerçekleştirilen literatür taraması ve araştırmalar incelenmiştir. Pandemi sonrası sağlık sektöründeki değişimler, dijitalleşme, liderlik gelişimi, mentorluk programları ve yeni teknolojilerin entegrasyonu temel odak noktalarıdır.

Bulgular: 2020 yılında pandemi sonrası değişimler ve dijitalleşme süreci yetenek yönetimi anlayışını etkilemiştir. 2021 yılında dijital araçlar ve teknolojiler yetenek yönetimi süreçlerinde daha fazla yer almıştır. 2022 yılında liderlik gelişimi ve mentorluk programları ön plana çıkmıştır. 2023'te yapay zeka ve veri analitiği gibi yenilikler entegrasyon kazanmıştır. 2024 yılı ise hemşirelikte yetenek yönetiminin geleceğini, çeşitlilik ve kültürel yetkinlik gibi konular açısından ele almıştır.

Tartışma ve Sonuç: Yetenek yönetimi, hemşirelik, sağlık hizmetleri ve iş gücü sürdürülebilirliği için kritik bir rol oynamaktadır. Dijital dönüşüm, liderlik gelişimi ve mentorluk programları gibi stratejiler temel olmaya devam etmektedir. Bu alandaki araştırmaların artırılması, yeni zorlukların ele alınmasına ve uzun vadeli başarıya katkı sağlayacaktır.

Anahtar Kelimeler: Hemşirelik, Yetenek yönetimi, İş gücü sürdürülebilirliği, Sağlık hizmetleri yönetimi

ABSTRACT

Objective: This study examines the development of talent management in nursing from 2019 to 2024. Talent management has emerged as a key strategy to support the professional development of nurses, enhance patient care quality, and ensure workforce sustainability. The study emphasizes the importance of technology, leadership development, mentorship programs, and workplace well-being as key strategies in the field.

Material and Methods: A comprehensive review of literature and research studies conducted between 2019 and 2024 was performed. The study analyzes the dynamics of each year and the major changes in talent management within the nursing sector. Key areas of focus include post-pandemic healthcare sector shifts, digitalization, leadership development, mentorship programs, and the integration of new technologies such as artificial intelligence and data analytics.

Results: The findings indicate that in 2020, the changes in the healthcare sector post-pandemic and the digitalization process influenced the perspective on talent management. In 2021, the impact of digital tools and technologies on talent management processes increased. In 2022, leadership development and mentorship took the spotlight. In 2023, the integration of new technologies such as artificial intelligence and data analytics gained momentum. The year 2024 focused on research into the future of talent management in nursing, highlighting issues such as diversity and cultural competence.

Discussion and Conclusion: The findings indicate that talent management plays a crucial role in nursing, healthcare services, and workforce sustainability. As the nursing sector continues to evolve, strategies such as digital transformation, leadership development, and mentorship programs remain fundamental. The study highlights the ongoing need for research in the field to address emerging challenges and ensure the long-term success of talent management initiatives in nursing.

Keywords: Nursing, Talent Management, Workforce Sustainability, Health Services Administration

INTRODUCTION

The healthcare sector stands out as an area that is open to continuous development and innovation due to its dynamic nature and changing patient care requirements. The nursing profession also requires ongoing education and professional development opportunities to keep pace with this dynamic environment. Sustainable talent management (TM) presents a strategic approach aimed at enhancing nurses' knowledge, skills, and competencies, ultimately increasing their job satisfaction and improving patient care (1). While TM typically focuses on the most efficient utilization of human resources in businesses, this concept should be considered from a broader perspective in the healthcare sector. For nurses, TM should not be limited to workforce planning and training opportunities, but should also encompass elements such as professional satisfaction, career development, and sustainability in healthcare services (2). Therefore, programs related to nurse education and development must be designed to enhance individual professional competencies and should be continuously improved.

This review aims to highlight the importance of sustainable TM in the nursing profession, evaluating the strategies and best practices applied to support nurses' professional development. Additionally, the impacts of current educational approaches and policies on professional satisfaction and patient care will be discussed, and a sustainable nursing education model for the future will be proposed.

Definitions of Talent and TM

The concept of talent is generally defined as a special and creative natural ability, while in the business world, it is considered as a combination of skills and motivation (3). Alzyadat, Mohamad, and Padlee (4) defines talent as individuals who perform at a high level and are strategically important, while Chartered Institute of Personnel and Development (CIPD) (5) emphasizes that talent consists of individuals who contribute to organizations.

Definitions of TM vary in the literature. Collings and Mellahi (6) explain strategic TM as the identification of critical positions and the creation of a talent pool to fill those positions. Serrat (7) defines TM as the additional processes and opportunities strategically offered by an organization, while CIPD (5) states that TM is the process of attracting, developing, and retaining individuals within an organization.

In conclusion, TM allows organizations to plan for both their current and future workforce. According to CIPD, this process includes identifying talents that will add value to the organization, supported by data, and developing sustainable human resource management strategies.

Theories, Strategies, and Models of TM

Many theories have been developed to enhance talent performance. The Resource-Based View (RBV) of talent argues that talent is the most important resource for maintaining a competitive advantage (8). TM strategies have been shown to contribute to organizational success (9). These strategies include factors such as recruitment, reward systems, succession planning, and training.

Adeniyi et al., (10) recommend developing TM strategies that align with organizational culture and market dynamics. Keller and Meaney (11) asserts that leadership development, talent acquisition, and strategic workforce planning should be top priorities for organizations (12). emphasizes that organizations must have clear and practical definitions for their TM practices. Finally, in order for TM to be successful, motivational factors such as company culture, compensation, career progression, and job security are crucial (13).

Sustainable TM in Nursing

In recent years, there has been a growing awareness of the importance of sustainable TM in nursing. Nurses face challenges such as burnout, increased workload, and emotional strain, making the adoption of sustainable HR practices critical (14). Effective sustainable TM strategies can support nurses' professional development, enhance organizational commitment, and reduce turnover rates.

Sustainable TM should be considered not only at the individual level but also at organizational and policy levels. Healthcare institutions must offer training programs that foster nurses' professional growth, enhance working conditions, and establish clear career advancement opportunities (15). Moreover, healthcare policies should be designed to support nursing employment and working conditions, which is vital for long-term sustainability.

Furthermore, sustainable TM in nursing goes beyond focusing solely on economic performance, considering human and social outcomes as well. This comprehensive approach can increase job satisfaction, strengthen commitment, and reduce turnover intentions. Sustainable TM in nursing targets both individual and organizational long-term success and fosters the development of necessary skills to cope with environmental, demographic, and social pressures (16).

In nursing, sustainable TM is seen as a critical issue, with the shortage of qualified nurses making healthcare institutions competitive in attracting, developing, and retaining talent. The process involves managing human capital effectively to ensure nurses possess the skills necessary for critical responsibilities (17). Work engagement, which includes physical, cognitive, and emotional commitment, plays a significant role in nursing performance. Engaged nurses demonstrate deep involvement and motivation, enhancing their personal

satisfaction and sense of value (18). Psychological capital (PS), including dimensions such as efficacy, optimism, resilience, and hope, plays a pivotal role in improving nurses' job performance and personal development (19).

In conclusion, sustainable TM in nursing is crucial for enhancing performance in healthcare. TM and work engagement are central to nursing job performance, with PS acting as a key mediator in this relationship (16, 20, 21). Effective management of sustainable talent in nursing has become a strategic priority for healthcare managers, as it can increase motivation and provide a competitive advantage for organizations.

TM in Healthcare: Challenges and Strategies

TM has become a significant challenge, particularly in the current dynamic and ever-changing work environment (22). This is primarily due to the combination of both quantitative and qualitative skills required in TM. TM encompasses the process of placing the right person in the right position (12). When employees are placed in the right roles, their talents can be maximized, leading to optimal organizational success.

TM has garnered considerable attention from the public and private sectors due to its proven effectiveness in attracting, retaining, and developing employees (23). This process involves attracting, retaining, and developing staff through various procedures (24). Moreover, TM is vital in attracting and retaining skilled employees. By identifying and nurturing these individuals, organizations can pinpoint potential future leaders. This focus on TM highlights the importance of creating talent pools with strong leadership potential (23).

Moreover, TM is a strategy used to support organizational competencies through performance improvement, succession planning, career development, and employee development (25). The process of TM is a global challenge (12); talent scarcity has led to global competition among organizations for the same talent pool, making it a worldwide workforce market issue. The trend of global integration has led organizations to standardize their processes of attracting, developing, and managing talent to maintain competitive advantages and positions.

Earlier research has shown that TM can enhance organizational performance. Other factors that impact the connection between TM and organizational performance include performance management systems (PMS). These systems help align employees' efforts with the organization's mission and objectives (26, 27). PMS also motivates performance, enhances individual skill development, establishes a performance culture, determines promotions, eliminates underperforming employees, and helps implement business strategies (28). This study suggests that recruitment practices play an effective role in strengthening the relationship between attracting, retaining talent, and organizational performance. Therefore, this study

explores the impact of PMS on the relationship between TM and organizational performance in the healthcare sector.

In the healthcare sector, TM is more complex than in other industries due to factors such as high demand, talent shortages in various healthcare specialties, the geographical mobility of healthcare professionals, the diversity of healthcare providers' management structures, and negative external factors. Furthermore, the global disparity between the demand and supply of skilled workers necessitates a deeper understanding of spatial distribution, regulation, and global mobility (29). Ethical issues and challenges in recruitment, including the facilitation of healthcare workers' migration from source countries to target countries through international workforce representatives, further complicate the situation (30). Additionally, both managerial and clinical-level scrutiny of healthcare workers' output quality is a growing concern. These challenges necessitate empirical solutions to address talent issues in the healthcare sector.

An example of the challenges faced by TM is in Jordan's healthcare system. The sector is undergoing significant changes, such as employee dissatisfaction, high turnover rates, and pressure to provide high-quality healthcare (31). Employee dissatisfaction has become a critical issue in Jordan's public health systems, leading to low-quality healthcare services and a high turnover rate in public hospitals (32). These challenges have serious consequences for the healthcare sector in Jordan, as replacing licensed and experienced healthcare professionals is both time-consuming and costly (31, 33, 34).

Effective TM strategies are crucial to addressing the challenges of healthcare workforce shortages and organizational performance demands. These include attracting and retaining skilled healthcare professionals, implementing performance management systems, and navigating global talent competition.

TM is a critical strategy, especially in the healthcare sector, aimed at optimizing organizational success by placing the right employees in the right positions. It includes procedures to attract, retain, and develop skilled employees, enhancing performance (23, 24). However, the healthcare industry faces challenges such as talent shortages, mobility, and ethical issues (29, 30). In Jordan's healthcare sector, high turnover rates and low job satisfaction highlight the importance of effective TM strategies (31). TM has been shown to improve workforce retention, engagement, and organizational performance (22, 28). Performance management systems help develop individual skills, improve performance, and align organizational goals (26, 27). Therefore, implementing effective TM in challenging sectors like healthcare is crucial for maintaining a competitive edge and delivering high-quality services.

RESULTS

Development of TM in Nursing: 2019-2024

TM is of critical importance, particularly in the healthcare sector, in terms of employee engagement, job satisfaction, and organizational productivity. In healthcare, especially in nursing, TM practices can enhance the motivation of healthcare professionals, strengthen job satisfaction, and improve organizational success. Studies examine the effects of these practices on nurses' performance, commitment, and leadership effectiveness from various perspectives. Key Findings on TM and Leadership Development (2019-2024) are summarized in Table 1.

Table 1. Key Findings on TM and Leadership Development (2019-2024)

Year	Main Topics	Findings
2019	TM and Leadership Development	TM supports leadership development; coaching and mentoring are essential.
2020	The Relationship Between TM and Equality/Collectivism	Even in equal environments, TM can demonstrate preferential approaches.
2021	Impact of Training Programs	TM training increases nurse managers' leadership effectiveness, competence, and job commitment.
2022	The Relationship Between TM and Job Satisfaction	In institutions where TM practices are effective, employee job satisfaction and motivation increase.
2023	Digitalization and TM	Digital TM tools support healthcare professionals' performance management and career development.
2024	TM and Sustainable Healthcare Management	TM is crucial in creating a sustainable human resource strategy in nursing management.

TM plays a crucial role in the training and development processes of nurses. Abdrabou and El-Sayed Ghonem (35) stated that TM training programs for nurse managers significantly increased their leadership effectiveness. Similarly, Abd El Baky and colleagues (36) highlighted that leadership effectiveness and emotional intelligence of nurse managers improved, leading to a positive impact on overall organizational success. These training programs not only improve nurses' skills in managing talent but also strengthen their organizational commitment.

A study conducted by Tyskbo (37) indicated that a hospital's preferential approach to TM, which evaluated nurses based on informal criteria rather than formal performance assessments, consistent with the strategic objectives of the organizational context. These findings demonstrate that TM is critical not only for employees but also for the success of organizational strategies. Numerous studies show that such strategies can enhance not only individual success but also the sustainability of the healthcare system. For example, Schlosser and colleagues (38) emphasized that effective nursing TM is crucial for sustainable healthcare systems and that the development of such processes ensures nurse participation and retention.

On the other hand, Job satisfaction and organizational commitment serve as key indicators of the impact of talent management practices on nurses. Gül and colleagues (39) found that TM had significant effects on job satisfaction and commitment, particularly on emotional

commitment and continuance commitment. In this context, TM supports not only individual development but also the achievement of organizational goals.

Furthermore, the management of international nurses continues to be an important issue in the healthcare sector. Ryan and colleagues (40) presented a contemporary approach to developing TM practices for international nurses. Such a strategy helps nurses define their career paths while assisting organizations in building a workforce with the appropriate qualifications. Additionally, this process facilitates the integration of international nurses into local healthcare systems, allowing them to work more effectively.

Lerotholi and Bezuidenhout (41) reported that in the South African healthcare sector, TM practices had significant effects on job motivation and organizational trust. Studies show that strategic TM practices play an effective role in increasing nurses' work motivation and improving organizational outcomes.

Moreover, organizational success demonstrates that TM is not only a process that fosters the individual development of nurses but also enables organizations to achieve their goals. Thomas (42) examined strategies for guiding the career paths and organizational development of nurses and midwives by establishing a TM support network in London, emphasizing the role of such networks in enhancing organizational success. Further research is needed on how TM practices impact nurses' job satisfaction and commitment, as well as the quality of patient care and employee productivity.

Finally, another important finding is that TM positively impacts nurses' job performance and organizational productivity. Khalil and colleagues (43) found that nurse managers' job performance significantly improved with TM training, contributing to organizational productivity. These training programs not only help nurses develop their leadership skills but also improve the operational processes of hospitals and healthcare institutions.

CONCLUSION

The findings from 2019 to 2024 emphasize the evolving role of TM in healthcare, particularly in nursing leadership. Over the years, TM has consistently demonstrated its importance in enhancing leadership development, job satisfaction, and organizational performance. The integration of coaching, mentoring, and digital tools further supports career development and performance management. Additionally, the focus on equality and sustainable human resource strategies highlights the need for long-term planning in nursing management to ensure a skilled and motivated workforce. To optimize TM and leadership development in healthcare, organizations should prioritize enhancing coaching and mentorship programs, as they are key drivers of leadership growth and organizational success. It's also essential to ensure that TM practices are truly inclusive, addressing potential biases even in environments that promote equality. Investing in leadership training for nurse managers can significantly improve their effectiveness, job satisfaction, and overall impact on their teams. Furthermore, incorporating

digital tools for performance management and career development will allow healthcare professionals to receive real-time feedback and opportunities for growth. Institutions should also focus on creating sustainable human resource strategies to retain skilled employees and develop a stable, high-performing workforce in nursing management. Finally, aligning TM practices with employee satisfaction and motivation will ensure a dedicated and engaged workforce, contributing to both individual and organizational success.

Scientific Responsibility Statement

The author declares that they have contributed to the scientific content of this article, including study design, data collection, analysis, interpretation, manuscript writing, and scientific review. They confirm their responsibility for the article's final version and approve its content for publication.

Ethics Approval and Consent

Since this study is a review article, ethical approval is not required.

Conflict of Interest

The author declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Author Contributions

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