

# The impact of talent management on public hospital performance based on knowledge management

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## Abstract

**Purpose:** This research eagerly investigates the intermediary function of knowledge management in relation to talent management and its impact on hospital performance.

**Design/methodology/approach:** A cross-sectional survey was utilized in this study to gather quantitative data from public hospitals and test the study's hypotheses using Partial Least Squares-Structural Equation Modelling).

**Findings:** There is a strong correlation between talent management, knowledge management, and hospital performance. Knowledge management mediation the relationship between Talent management and hospital performance in public hospitals.

**Research limitations/implications:** This study is one of the few empirically examining the relationship between TM, KM, and hospital performance in public organizations, specifically public hospitals. Although the research lacks a data collection process, future planning will address this limitation. The paper contributes theoretically by expanding the understanding of how TM, KM, and public hospital performance are interconnected and regionalized.

**Practical implications:** The findings have meaningful practical implications for policymakers and managers. Paying more attention to talent management work will elevate public hospital performance.

**Originality/value:** This study is based on literature to develop a research framework of two undeveloped public hospital capabilities, explaining their correlations, dynamics, and role in hospital performance promotion.

**Keywords:** Talent management (TM), Knowledge Management (KM), Hospital Performance

## Introduction

Healthcare organizations are closely linked to properties that require a high degree of knowledge, and hospital experts play a crucial role in delivering care of superior quality to patients (Khan, 2023; Nguyen et al., 2019a). The senior manager's key focus is enhancing knowledge management-enabled performance among healthcare workers. Based on the RBV, achieving KM-enabled performance should be based on identifying knowledge resources encompassing knowledge management. KM-enabled Performance is commonly characterized as the amalgamation of hospital performance (Quintero-Quintero et al., 2021; Hussin et al., 2020; Jumoke & Mutula, 2018).

In recent decades, hospitals have faced challenges such as rising costs and pressures to provide patient care (Buttigieg et al., 2017; Dubas-Jakóbczyk et al., 2022; He et al., 2023). The healthcare industry relies on intricate and ever-changing processes, encompassing both medical

and administrative aspects, which play a focal role in determining the efficiency and efficacy of healthcare providers (Mbau et al., 2023; Rella et al., 2023; J.-S. Wu, 2023).

Effective talent management is critical in improving the overall healthcare services' qualities (Achiambo et al., 2024; AlQershi et al., 2022; Kaleem, 2019). Skilled and motivated healthcare professionals intend to provide high-quality care, improving patient outcomes. TM practices such as continuous education, and career development opportunities can help healthcare staff stay updated with the latest medical advancements and provide evidence-based care (Mitosis et al., 2021).

This study presents a novel research model for investigating the connection between talent management, knowledge management, and performance in public hospital management, drawing upon the theoretical framework of the RBV Theory (Bharadwaj, 2000; Barney & Clark, 2007; Pitelis, 2007). The empirical analysis's findings suggest that the TM-enabled Performance model is a good fit for these components. There is a positive correlation between hospital personnel and TM-enabled Performance in the delivery of high-quality healthcare.

## **Literature Review**

### ***Talent management***

Talent management is a comprehensive process that involves a series of interconnected organizational activities. These activities include identifying, selecting, developing, and retaining top employees while also preparing them for key strategic positions. Furthermore, talent management involves helping employees utilize their strengths effectively, thereby increasing their engagement and contribution to the organization and ultimately leading to organizational benefits (Ahmed et al., 2021). Talent management today involves a comprehensive process of attracting, screening, selecting, engaging, developing, deploying, leading, and retaining high-potential and high-performing staff. The goal is to submit a continuous supply of talented individuals within the organization, ultimately increasing workforce productivity (Kafetzopoulos, 2023a; AlQershi et al., 2022; Almannai, 2017; McDonnell et al., 2017). Talent management aims to build a high-performance, sustainable organization that achieves its strategic and operational objectives. (Ramaditya et al., 2022; E. A. El Dahshan et al., 2018). Attracting, selecting, engaging, developing, and retaining employees are the primary focuses of talent management. The continuous demand for human capital will drive talent management to help companies gain a performance advantage (AlQershi et al., 2022; Kafetzopoulos, 2023b). It is a set of personnel management tools that stimulate organizations to attract, retain, and effectively use staff who significantly contribute to the organization's development, as shown in Table 2.1.

TM is focused on efficiency and effectiveness to achieve its optimum performance level in the healthcare industry (Rivera, 2015). It can enhance productive performance and employee satisfaction rather than being a process of reinforcing, hiring, and evaluating aptitude (Achiambo et al., 2024). Healthcare managers typically possess knowledge regarding the essential people within their firm and prioritize other strategies to effectively manage them (Pomaranik & Kludacz-Alessandri, 2023). The research findings suggest a positive link between recruitment, retention, teamwork, training and development, and information sharing, as evaluated by the managers in service organizations (Fong et al., 2011).

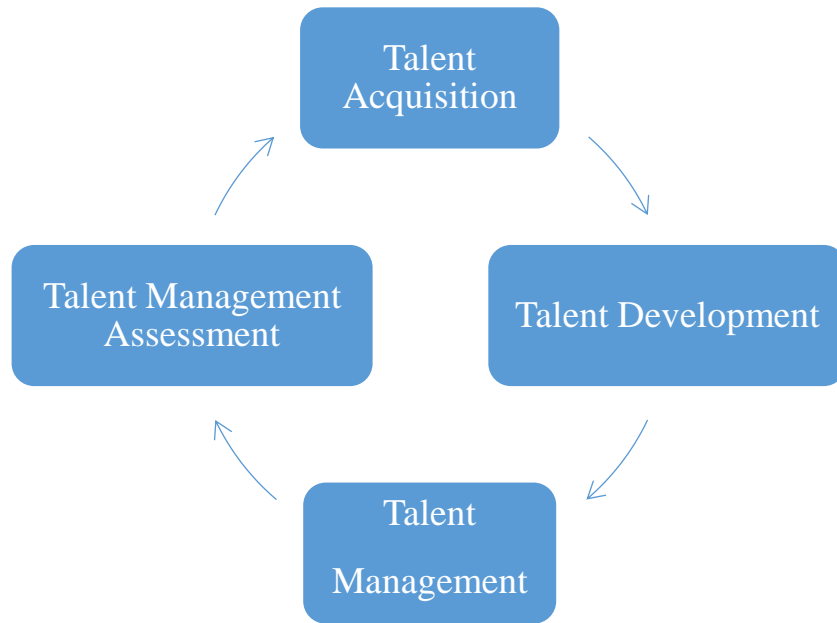


Figure 0.1 Talent Management Process

### ***Knowledge Management***

Knowledge Management is a structured as well as a methodical procedure that involves the creation, storage, distribution, and utilization of crucial components of intellectual capital that are necessary for the achievement of organizational success (Saif & Yunus, 2022; R., 2019; Razzaq et al., 2018). This process encompasses the strategic transformation of various intellectual assets into enhanced productivity, efficiency, and the generation of novel value (Nova et al., 2023; Karlun et al., 2020; Orlova et al., 2015a).

Healthcare organizations are commonly characterized by their knowledge-intensive nature. Medical personnel, such as physicians and nurses, are vital in affording patient care services and are recognized as knowledgeable professionals (Karlun et al., 2020). The term KM pertains to the procedures by which information is disseminated and modified in particular manners to facilitate predetermined objectives within an organization, which is interconnected with multilevel KM models and infrastructure (Serenko, 2021). Multiple reviews have been researched on the theme of knowledge management (KM) in healthcare. Clinical processes, tools, and implementation are among the various aspects addressed by these reviews (Karamitri et al., 2017; Shahmoradi et al., 2017). The objective of this research is to comprehend the connection between KM and organizational performance by identifying and summarizing the available evidence on how KM affects public performance. Researcher searching and summering from the literature as below.

Table 0.1 Summary of KM Effects on Performance of Healthcare Industry

Authors	Purpose	Study design	Respondents
(Lee, 2017) Kore	Investigating the effects of KM enablers.	Survey n = 779	Tertiary hospitals employees
(Tang, 2017) China	The objective is to determine the influence of KM on organizational culture and effectiveness.	Survey n = 266	Doctors and medical professionals in hospital
(Ajanaku & Mutula, 2018)	To investigate how knowledge management	Survey n = 320	Nurses in hospital

South West Nigeria	impacts the performance of nursing care.		
(Najmi et al., 2018) Indonesia	To identify the influence of KM and strategic leadership on hospital performance.	Survey n = 100	Leaders in hospitals
(Popa et al., 2018) Romania	To examine how KM affects the satisfaction of healthcare system employees.	Survey n = 459	Healthcare professionals in hospitals
(Karlton et al., 2020) European	The goal is to find ways in which hospital managers can improve clinical QI conditions.	Survey n = 96	Clinical managers and clinical staff in hospitals
(Fadaie et al., 2023) Haji Abad City	The goal is to find ways for hospital managers to improve clinical QI conditions while acknowledging the distinct multilevel and professional interactions in different healthcare systems.	Survey n = 211	Physicians, nurses, and technicians in hospitals

### ***Hospital Performance***

Performance assessment is a method that always tracks the performance of healthcare professionals by using various key indicators that are aligned with specific corporate objectives. Robust performance assessment has been demonstrated as a crucial method for obtaining cost reductions and enhancing quality in several contexts, including hospitals (Levesque & Sutherland, 2020). The concept of “value-driven healthcare” has emerged as the guiding principle for evaluating hospital performance. This approach emphasizes two key priorities: the quality of treatment provided and the cost of care incurred (He et al., 2023).

Hospital performance encompasses both patient outcomes and financial indicators (Abu Jaber & Nashwan, 2022; Rawashdeh, 2018; Hee et al., 2016; I.-L. Wu et al., 2012). The concept delineates three subconstructs to measure financial performance: asset utilization, new revenue opportunities, and profitability. The construct of patient performance can be divided into three subcategories: service qualities, patient relationships, and hospital image (I.-L. Wu et al., 2012). Abu Jaber & Nashwan, (2022) have created and tested a thorough framework, based on the BSC approach, to accurately assess hospital performance. The utilization of the balanced scorecard concept in healthcare companies has been experiencing a notable rise, similar to other industries (Gurd & Gao, 2008; Porporato et al., 2017).

The healthcare sector is characterized by its reliance on a significant amount of specialized knowledge. Medical expertise is crucial for making informed clinical decisions and, ultimately, for achieving improved patient outcomes. The significance of medical knowledge has been emphasized in the current efforts to advance evidence-based medicine (Glasziou et al., 2011; Guyatt, 1992; Sackett et al., 1996) and clinical quality improvement (Batalden & Davidoff, 2007; Lavelle et al., 2015).

This study aims to explore the strategies that hospital managers can use to enhance clinical quality improvement, taking into account the intricate dynamics of interactions at different levels and among healthcare professionals in various healthcare systems. These ideas are based on knowledge management frameworks as part of the pursuit of this goal. We choose a suitable research model for conducting this study. As can be seen in Figure 2.1.

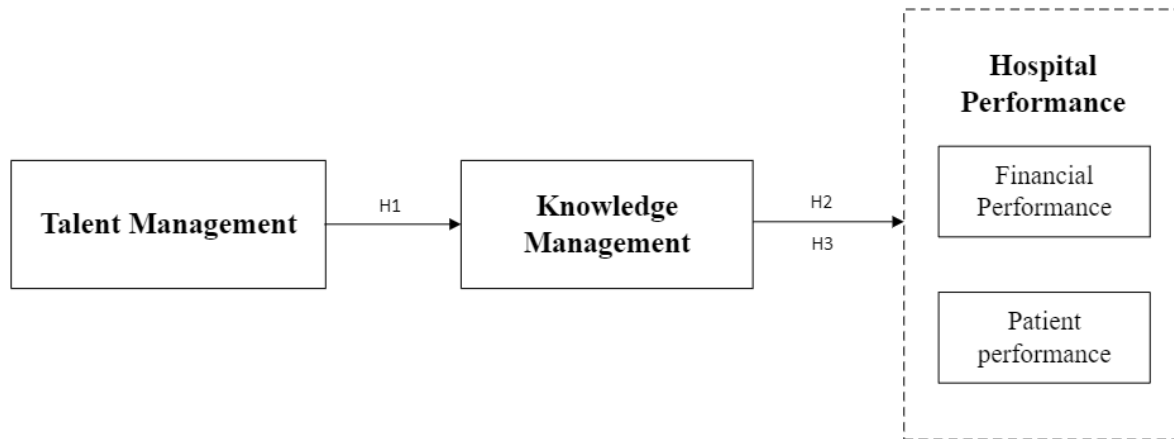


Figure 0.2 Research model and hypotheses

## Hypothesis Development

### *The Impact of Talent Management on the Knowledge Management*

According to Cheraisi & Busolo, (2020), The amount of an organization's competitive edge relies on the technical expertise of its staff; it is crucial to recognize the vocal need to recruit and retain competent staff. Attracting and retaining talent involves acquiring external resources and skills and transferring intellectual resources through a dynamic capability process. The improvement of organizational effectiveness is aided by the interaction between knowledge application and protection, as well as individual and managerial skills training. The effectiveness of organizations is enhanced by the interaction between knowledge acquisition, application, and protection, as well as process skills training (Abd Rahman et al., 2013). Prior research has revealed that individuals' willingness to share important information and expertise in a work setting is influenced by both internal and external motivations, which vary depending on the circumstances (Feng et al., 2022; Murayama, 2022; Nguyen et al., 2019b; Sun et al., 2021). The Resource-Based View (RBV) perspective of the company provides a suitable framework for comprehending the connection between talent capabilities and performance. According to (DeCarolis, 1999), this approach proposes that greater performance may stem from the development, consolidation, and application of knowledge. Next, it is necessary to elucidate the correlation between TM (Time Management) and KM (Knowledge Management). We supposed:

**H1: Talent management positively effects knowledge management in public hospitals.**

### *The Impact of Knowledge Management on Hospital Performance*

Public healthcare organizations used to be classified into the distinct categories of non-profit organizations (Coulter & Magee, 2003). Healthcare industry encompass a multitude of stakeholders, Various stakeholders, including patients, families, healthcare providers, insurers, and the public, are involved in healthcare. The principal objective of this organization is to deliver patients with care of exceptional quality. Prior research (Gao et al., 2018; Kokanuch & Tuntrabundit, 2017) has highlighted the importance of knowledge management as a fundamental aspect of an organization's endeavors to enhance productivity and performance. In order to elevate the quality of care, it is imperative to provide support and facilitate the efforts of nurses to enhance the dissemination of information inside hospitals. Knowledge management (KM) can enhance the service level of treatment by assisting nurses in managing the fragmented knowledge present in the clinical setting (Ghosh & Scott, 2006). Wang & Wang, (2012) study the connection between knowledge management, innovation, and firm performance. They surveyed 150 high-tech companies and found explicit and tacit KM



positively impacts firm performance. The study also found that innovation speed and quality affect operational and financial performance. The authors suggest that knowledge sharing facilitates innovation processes and is essential for creating innovative ideas within the organization. Aljaaidis et al., (2020) indicated that seminal work on knowledge management has been highly influential in the field, as evidenced by its substantial number of citations. Their focus on how organizations manage knowledge is foundational in the context of collaborative research, emphasizing the importance of effective knowledge utilization and sharing.

The study highlights the vocal impact of KM and its influence on hospital performance. To identify the relationship between the constructs, the hypothesis is proposed:

**H2: Knowledge management positively effects on hospital performance.**

**H2a: Knowledge management positively effects on financial performance.**

**H2b: Knowledge management positively effects on patient performance.**

### ***The Mediation Impacts of Knowledge Management between Talent Management and Hospital Performance***

The talent management process enhances employees' study, motivation, and retention for the knowledge management process, which, from a strategic sight, improves organizational and industry performance (Gope et al., 2018). Research-oriented articles examine the potential achievement and competitive standing that can be achieved through effective talent attraction and retention. This involves selecting individuals with the appropriate skills and expertise to fill gaps and meet specific job requirements (Karunathilaka, 2020). Talent management (TM) encompasses the ongoing process of identifying, nurturing, utilizing, and retaining individuals within an organization who possess exceptional value, either due to their significant potential for the organization's future or their ability to address crucial business and operational challenges. The knowledge management system encompasses all the interconnected and interdependent components related to the monitoring and regulation of knowledge, such as processes, databases, supporting software, organizational structures, and more. These elements collectively contribute to enabling the company to accomplish its objectives (Orlova et al., 2015b). Therefore, the hypothesis is expressed in the following manner:

**H3: The positive impacts of Talent management on hospital performance through the mediating role of knowledge management.**

**H3a: The positive impacts of TM on financial performance through the mediating role of knowledge management.**

**H3b: The positive impact of TM on patient performance through the mediating role of knowledge management.**

## **Methods**

### ***Research design and sample***

A cross-sectional research design was used for this study. A questionnaire survey was conducted to test the hypotheses on a sample of participants from public hospitals. Tertiary and secondary public hospitals were selected as the stratified sampling method. The questionnaire cover letter outlined the selection requirements and criteria. The questionnaire had filter questions at the end to verify that the selected respondents met the requirements. The G\*Power application was utilized to ascertain the minimum sample size. For This study, the F-test of regression was used via the G\*Power application.

The primary entity and the source of data collection are the elements of an analysis unit. It can be an entire organization, department, workgroup, or individual (Zikmund, 2003). The unit of analysis for this study is the public hospital. The final questionnaire will subsequently be

completed with managers or leadership from tertiary and secondary hospitals. All the hypotheses developed were tested using the Partial Least Square-Structural Equation Modeling (PLS-SEM) after screening the data obtained using SPSS Version 29 software. Finally, the findings were discussed and documented after the results were presented and interpreted.

### ***Measurements***

The study utilized TM as the independent variable. These scales were developed from items used in previous studies by (Kravariti et al., 2023). The measurement of DV in this research were financial and patient performance, which was also adapted from previous studies (I.-L. Wu & Hu, 2012). The mediator variable is KM; its scale adapted from Darroch, (2003). In this study, all the scales will be measured on a 5-point Likert scale, which ranges from “weaker” 1 to “stronger”5. It should be noted that a Likert scale that evaluates respondents’ opinions by measuring how much their agreement (Davenport & Prusak, 1998).

### **Findings**

The transmission of knowledge can occur through either direct means, involving interpersonal communication, or indirect means, characterized by minimal or no personal interaction. Talent staffing systems have the potential to enhance knowledge transfer among employees. Mentoring serves as a mechanism for the transfer of crucial knowledge among individuals. However, the engagement of existing employees in mentoring activities may be hindered by their workload constraints. Utilizing employees as trainers in the staffing of training programs is a viable method for knowledge transfer and employee retention. The concept of job rotation has been in existence for a considerable duration, but its significance is heightened when examined through the lens of knowledge transfer. In this context, job shadowing presents some advantages akin to job rotation, but without the enduring expenses and obligations.

Organizations that are actively pursuing a personalization strategy must consider significant implications for their talent staffing systems. Initially, it is imperative for firms to prioritize the recruitment of individuals who possess a range of knowledge, skills, abilities, and other attributes (KSAOs), including but not limited to critical and analytical capabilities, as well as the capacity to effectively disseminate knowledge through interpersonal communication. Valuable individuals would encompass those who possess problem-solving skills, exhibit tolerance towards ambiguity, and demonstrate the ability to coach others. Through this methodology, everyone inside the organization assumes the dual role of both an instructor and a learner. Usually, firms will want to enhance the level of awareness of individuals' knowledge and project involvement within the company. The achievement of this objective can be facilitated by employing skill profiling tools and corporate directories. Furthermore, the utilization of communities of practice, specialized help desks centered around certain knowledge areas, and knowledge fairs can be employed as strategies to effectively gather and enhance the accessibility of knowledge (Cross et al., 2002).

In a similar vein, expatriate staffing assignments offer a valuable avenue for the transmission of information from the parent firm to local employees, while also facilitating the importation of knowledge into the organization through the social networks of the expatriates. Employees in knowledge-intensive organizations often assume various team roles as part of their responsibilities. This necessitates the recruitment of individuals who possess a strong organizational fit and can make flexible contributions as and when required. In knowledge-intensive organizations, effective succession planning necessitates a strategic emphasis on cultivating a continuous and replenishable pipeline of organizational capabilities that can be readily deployed. Furthermore, ultimately, communities of practice might be formed as unofficially staffed mechanisms for transferring knowledge within an enterprise. Talent

management systems can serve as a crucial mechanism for facilitating knowledge transfer within an organizational context.

In general, talent management inside hospitals has been found to significantly impact hospital performance, with this relationship mediated by the presence of effective talent management practices. The study reveals noteworthy discoveries regarding the interconnected dynamics between knowledge management and performance within public hospitals. Additionally, it highlights the effective approach of talent management in augmenting patient and financial performance through the knowledge management strategy process.

### **Discussion and Conclusion**

The research has significant implications for healthcare practitioners. Talent management (TM) issues impact various areas, and there is an increased focus on understanding the effects of TM on patient and financial performance through knowledge management (KM).

Even though TM plays a crucial role in elevating better performance, just limited number of public hospitals fully understand how TM can influence special performance delivery. Human talent management has replaced traditional human resource management and has become a main player at the long-term planning table to gain a advantage competitive seat. Today's healthcare environment requires practitioners to constantly learn and expand their knowledge base, and this resource provides the necessary education and training.

### ***Theoretical Implications***

Our study offers a unique perspective on how TM and KM can impact the performance of public hospitals. It is a significant contribution to the healthcare management industry because there exist a research gap in this area worldwide. Several studies have commended the portal of TM on public hospitals' performance in the healthcare industry, but none has researched the link between TM, KM, and patient financial performance. Moreover, our study seeks to expand the existing body of knowledge management on sustainable performance in the healthcare industry by specifically examining the talent initiatives used in public hospitals to boost sustainable performance. Knowledge management is a crucial factor in attaining financial and patient performance in hospitals. The hospital's total performance can only be meaningfully influenced after a prolonged period of attentive nurturing. Clinic specialists should recognize the significant impact of knowledge management (KM) in the process of improvement to better medical performance, which not only financial performance but also patient performance. This concept is essential for knowledge management techniques in hospitals, where personnel are acknowledged as knowledge carrier who could significantly enhance the quality of care. Thus, making substantial expenditures in KM can enhance the performance that is enabled by KM. When making decisions about investing in KM, it is crucial to take into account the time-lag effect on receive KM-enabled performance. Notable and comparable enhancements in financial and patient outcomes were noted in KM-enabled value creation, as well as in the development of a more substantively performance measurement system for hospital tangible and intangible assets management. In addition, this study introduces two separate metrics to evaluate the success of hospital organizations: financial and patient indicators. This technique aids in mitigating the presence of contradictory or incongruous results frequently encountered in previous studies based on the effect of knowledge management. Essentially, this research presents a novel theoretical framework that aids healthcare workers in gaining a deeper comprehension of KM-enabled Performance.

### ***Practical and Social Implications***

The primary aim of this article is to uncover for senior management of public hospitals and policy makers with a comprehensive sight of the significance of TM in addressing the issue of



inadequate performance in the healthcare sector. This problem has negative effects on the healthcare system due to low expenditure. To improve sustainable performance in public hospitals, talented employees should be invested and more intentional steps should be taken. This paper unveils the relationship between TM and hospital performance, as well as the mediating role of knowledge management, contributing to best practices. This finding contributes by implication of their commitment to TM and KM for patient performance and financial performance in public hospitals. Professionals in the healthcare industry need to make a concentrated effort to promote talent and improve knowledge management skills in order to achieve better patient relationships and overall performance. This means that professionals' learning and growth are crucial in achieving effective performance. This notion is crucial for enhancing knowledge management in hospitals since it allows skilled staff to make valuable contributions towards increasing the quality of care. To achieve maximum performance through knowledge management, it is essential to invest heavily in KM and TM. Finally, the process of creating value with the help of TM leads to significant improvements in both financial and patient performance. This approach proposes a substantive and priority performance improvement mechanism for public hospital management.

### ***Limitations and Suggestions for Future Research***

This study can be conducted as a basis for subsequent future research. We conducted an extensive sample survey to empirically examine this research framework. Future research could use a longitudinal case study to achieve an advance exploring of the research model. This study is solely focused on the healthcare industry, which is a sector that requires extensive knowledge. Nevertheless, advanced research should prioritize the study of knowledge-intensive sectors to comprehensively comprehend their distinctions and parallels across multiple dimensions. It is important to note that we have not yet collected data in public hospitals for this paper, but we intend to do so in future research.

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