

## Appreciative Leadership Style and Its Role in Development of Innovative Work Behavior and Talent Management among Nursing Staff

Asmaa Farghaly Ali<sup>1</sup>, Faten Ali Ahmed<sup>2</sup>, Shereen Faiyez Gabra<sup>3</sup>

<sup>1</sup> Assistant Professor of Nursing Administration, Faculty of Nursing, Minia University, Egypt

<sup>2</sup> Lecturer of Nursing Administration, Faculty of Nursing, Minia University, Egypt

<sup>3</sup> Assistant Professor of Nursing Administration, Faculty of Nursing, Minia University, Egypt

### Abstract

**Background:** Appreciative leaders can create new ideas, be innovative, can communicate with nurses' effectively, and manage talented people to ensure high-quality care. **Aims:** examines the appreciative leadership style and its role in the development of innovative work behavior and talent management among nursing staff. **Design of the research:** A descriptive correlational research design. **Setting:** Minia Health Insurance Hospital, Egypt **Subjects:** A convenient sample was utilized, involved all nurses who consented to share in the study were enrolled at the time of data collection. The sum of the numbers was (n=199 nurses). **Tools:** Three tools were utilized to gather data for the present research: the appreciative leadership scale, the innovative work behavior scale, and the talent management scale. **Results:** The current research revealed that nearly half of the study sample had a moderate level of appreciative leadership style, while more than half of them had moderate innovative work behavior and moderate level of talent management in their work. **Conclusion:** The present study illustrates that nurses had moderate level of appreciative leadership, innovative work behavior, and talent management, while there was a moderate positive correlation between appreciative leadership with innovative work behavior and talent management among nursing staff. **Recommendations:** Encourage the use of appreciative leadership behaviors, as encouraging regular feedback, acknowledging successes, and cultivating a culture of support at work that improves innovation and can manage employees talently.

**Keywords:** Appreciative Leadership Style, Innovative Work Behavior Nursing staff, Talent Management.

### Introduction:

Modern trade must adapt constantly, to stay up with the commercial climate. The capacity to come up with fresh concepts, be creative when challenging team members, and then maintain them is possessed by appreciative leaders. To accomplish the objectives of the organization, they force the team members to stray from their comfort zones and assist them reach their full potential. As a result, a lack of respect and gratitude for the worker, who is supposed to comply, poses a risk to one's self-worth and causes them to quit their job. (Chakraborty & Ganguly, 2019; Mukherjee, 2023).

As a result, the buffer effect of appreciative leadership emphasizes how crucial leadership conduct is in reducing turnover intention. It is advised that managers value their staff members' accomplishments and attributes and refrain from giving them illegal assignments (Chakraborty, Mishra, & Chakraborty, 2023). Nurses' creative work practices are crucial to providing high-quality, reasonably priced healthcare. It is described as the effective and practical use of novel concepts in line with organizational goals or to enhance the fulfillment

of recently established work-related needs (Ali & Anwar, 2021 & Utomo et al., 2023).

Also, different studies have demonstrated that leaders have a significant influence on workers' inventiveness and creative work habits, which may be improved when managers demand excellence and subsequently acknowledge the effort put forth. Managers have a responsibility to cultivate an atmosphere that encourages innovation (Chen et al., 2017). Giving staff rewards, however, was associated with innovativeness; nonetheless, this is not the same as innovativeness. Accordingly, the two crucial leadership processes are fostering new concepts and solutions by improving ideas and objectives for work. Therefore, employee innovation and creativity are fostered through an appreciative leadership style (Chen & Jiang, 2018).

Talent management in many institutions can be seen as a reply to modifications influence the workplace, as healthcare institutions need to and are eager to manage skilled individuals to guarantee superior treatment, sustained competitiveness, sustainable prosperity, and ongoing development. This is to achieve the goal of health care, which is delivering efficient, safe, effective, timely, and suitable health care (Nakato,

**Mazibuko, & James, 2020**). Talent management is a proactive management process that involves recruitment choosing, onboarding, practice management, as well as career development (**Hongal & Kinange, 2020**).

A flatter hierarchical structure is the goal of appreciative leaders in order to engage all employees in responding the main good questions at hand, draw in and keep top talent, and provide them the freedom to develop and produce what is required to advance the organization (**Porter-O'Grady & Malloch, 2021**)

#### **Significance of the research**

The organization's adaptability, profitability, and insistence on self-rebooting are all shaped by appreciative leaders. Appreciative leaders are able to generate fresh concepts, act creatively when challenging team members, and then maintain them. In order to accomplish the organization's objectives, they force the team members to leave their comfort zone and assist them reach their full potential (**Chen et al., 2018**).

Additionally, most researchers agree that leadership can influence innovative behavior; however, rewarding staff was linked to innovativeness, but this doesn't connect with innovativeness. Accordingly, the twice key processes for leadership as well as innovation are encouraging ideas and values for work and stimulating new ideas and solutions. The significance of leadership and incorporate for innovation is thorough and focused, which achieves staff innovation to enhance creativity (**Afsar & Umrani, 2020 & Batanova, 2024**).

Moreover, **Jahanmiri et al. (2021)** benefit from talent management for the employee as enhanced performance, increased training and reskilling possibilities, career progression, enhanced onboarding experience, and management employee experience, and recruiting in-demand talent. Additionally, minimizing disruptions, improving productivity, lowering costs, and innovating are considered benefits. Talent management can enhance the practice of organizations by incorporate the awareness capital of institution in different sectors and impacting issues as awareness absorptive abilities and innovation ideas (**Saba & Batool, 2025**).

From the researchers' point of view, appreciative leader as a strategy that gives a good value to the nursing job, which enhance nurses' innovation, satisfaction and sustainable development attitude results in their workplace.

Consequently, understanding as terms in the context of the healthcare settings, moreover it assists to establish new connects between leaders and their employees which manage them talent and enhance quality of the workplace. Nevertheless, there is a low number of evidence in the area of appreciative leadership, innovation and talent management among healthcare tems. Therefore, the researchers introduce this research to assess appreciative leadership style and its role in development of innovation and talent management among nursing staff.

#### **Aim of the study**

This study aimed to assess appreciative leadership style and its role in the development of innovative work behavior and talent management among nursing staff.

#### **Research Questions:**

- **Q1:** What is the level of appreciative leadership, innovative work behavior, and talent management among nursing staff?
- **Q2:** Is there a relationship between appreciative leadership, innovative work behavior, and talent management among nursing staff?

#### **Subjects and Methods**

##### **Research design:**

The research was carried out using a descriptive correlational research design.

##### **Setting**

The hospital was chosen at random from the entire hospitals to serve as the setting. It gives every hospital a fair and equal chance of being selected. The Ministry of Health-affiliated Minia Health Insurance Hospital served as the study's site, Minia City, Egypt.

##### **Subjects:**

A convenient sample was utilized, involved all nurses who worked in Minia Health Insurance Hospital via data gathering, with at least 6 months of experience. Their total number was 199 nurses.

**Data Collection Tools:** In this research, three instruments were used.

**Tool (1): Appreciative leadership Scale (ALS):-** it composed of two next parts:

**Part I: Demographic data sheet** that used to gather data about the demographic traits of the research participants. It was included items age, gender, educational qualification, area of work, years of experience, as well as marital status.

**Part 2: Appreciative Leadership Scale (ALS):** This scale was developed by **Moon (2012)**,

**Bashaireh & David (2019)** and the researchers was adopted and translated into Arabic languish. It was used to determine the nurses' perceptions of their nurse leader's gratitude. It consisted of 18-items under three dimensions: inclusive inquiry (6), inspiring illumination (7), and integrity (5). Each item on the test was rated using a five-point Likert scale (1 being all not so and 5 being very different from). A higher score meant that nurses felt their nurse leader valued them more. The score system ranged from 18 to 90, it were categorized into three levels: low level (from 18 to 42), moderate level (from 43 to 66), and high level (from 67 to 90) of nurses' view of their nurse leader's gratitude.

**Tool (2): Innovative Work Behavior Scale (IWB):**

This scale was measured by using the nine-question scale created by **Janssen (2000)** and translated by the researchers.it Consisted of 9 items in three subgroups: idea exploration (three items), idea generation (three items), and idea implementation (three items). Each statement was be measured by a 5-point Likert scale ranged from one (strongly disagree) to five (strongly agree.). The scoring system ranged from 9 to 45 and categorized into three levels: scores (9:21) are considered a low level of innovative work behavior, while scores (22:33) are considered moderate and high levels of innovative work behavior from (34:45) scores.

**Tool (3): Talent management scale:**

This scale was developed by **Chen (2012)**, translated into Arabic and modified by the researchers. it was used to find out how nurses felt about their talent management. It consisted of a 26-items under four dimensions of talent management, namely, identifying critical positions (four items), competence training (six items), development (five items), as well as reward management (eleven items). Each item on the scale was rated using a five-point likert scale (from 1= never to 5= always). The scoring system ranged from 26 to 130, categorized into three levels: low level (from 26 to 60), moderate level (from 61 to 95), and high level (from 96 to 130) of talent management.

**Validity of the research scales:**

A panel of five nursing administration specialists from Minia University's nursing faculty evaluated the instruments' content validity. The instrument's content coverage, clarity, wording, length, and general appearance were all to be evaluated by the expert panels. And the appropriate changes were made.

**Reliability of the research scales:**

The scales tested for internal reliability through Cronbach's Alpha coefficient test, confirming their consistency. In each case, the corresponding values for internal consistency were 0.91, 0.89, and 0.87 for the appreciative leadership scale, innovative work behavior scale, and talent management scale, respectively.

**Pilot Study:**

A pilot study was applied on ten percent of the total sample (20 nurses) before the beginning of actual data collection to test the feasibility, clarity, thoroughness, accessibility, as well as applicability of the research tools and to estimate the required time needed to fill the scales, in addition to finding out any obstacles and problems that might interfere with data gathering. The pilot research was involved in the main study sample.

**Ethical considerations:**

- Minia University's Faculty of Nursing's ethics committee was provided written consent (ethics committee code: REC2024107).
- The dean of Minia University's Faculty of Nursing gave permission to carry out the study.
- The hospital's director and the nursing directors (Minia Health Insurance Hospital) gave their permission and assent.
- The department head and head nurse (Minia Health Insurance Hospital) gave their permission and consent.
- Following a discussion of the study's nature and objectives, participants who were willing to share gave their oral consent prior to the start of both the pilot and the main trial.
- Without any justification, study participants were free to decline participation or leave the research at any moment. Privacy of research participants was taken into account as data was being gathered.
- Participants were given the assurance that all of their information would be kept completely private; to further ensure anonymity, each nurse was given a number rather than their names.

**Fieldwork**

- The dean of Minia University of Nursing formally authorized the study's conduct. The research tools have been translated into Arabic languish by the researchers.

To improve cooperation via the research execution phase, the researchers gave each participant an explanation of the aim, quality, and importance of the study. Each research participant gave their oral agreement once the study's parameters were made clear to them during data collection. After distributing the scales to each participant in their unit separately, the researchers gave them the scale sheets and instructed them to complete them which take 25 to 30 minutes were spent filling out the questions. After the participants finished the forms and were prepared to respond to any inquiries, the researchers waited. Post completion of filling the instruments sheet, the researchers gathered them and double-checked to ensure that the nurse had accomplished all of the tools items. Data was gathered during the morning and afternoon shifts for two months (from the beginning of November to the end of December 2024).

#### Statistical Analysis:

Data was accessed and analyzed using a personal computer. The Statistical Package for Social Studies (SPSS) version 25 was employed. Descriptive data included mean, standard deviation, frequency, and percentage distribution. The data were compared using the ANOVA test and the Fisher-exact test. The correlation between the variables was evaluated using Pearson's correlation coefficient ( $r$ ). The significance level was established at  $p < 0.05$  in order to interpret the results of tests of significance.

#### Results and research data analysis

**Table (1)** mention that less than half (40.1%) of the samples are between the ages of 30 and 40 years with a mean  $\pm$  SD of  $32.3 \pm 7.0$ . Concerning

educational qualification, 39.2% of them have a technical institute, and 43.2% of them have  $1 < 10$  years of experience with a mean  $\pm$  SD of  $11.8 \pm 7.5$  years, and more than half (50.8%) work in a general area

**Figure (1)** show that more than two-third of nurses (68.3%) of nurses were female, while (31.7%) of them were male.

**Figure (2):** explains that, (73%) of the staff nurses are married while (24%) of them are single and (2.50%) of them are divorce.

**Figure (3)** show that, nearly half (49.9%) of the studied sample has a moderate level of nurses' perception of their nurse leader's appreciation, while (25.5%) of them have high level of nurses' perception of their nurse leader's appreciation and (24.6%) low.

**Figure (4)** show that, above half of nurses (50.7%) of nurses have moderate innovative work behavior while, (45.7%) of them high and (3.5%) is low.

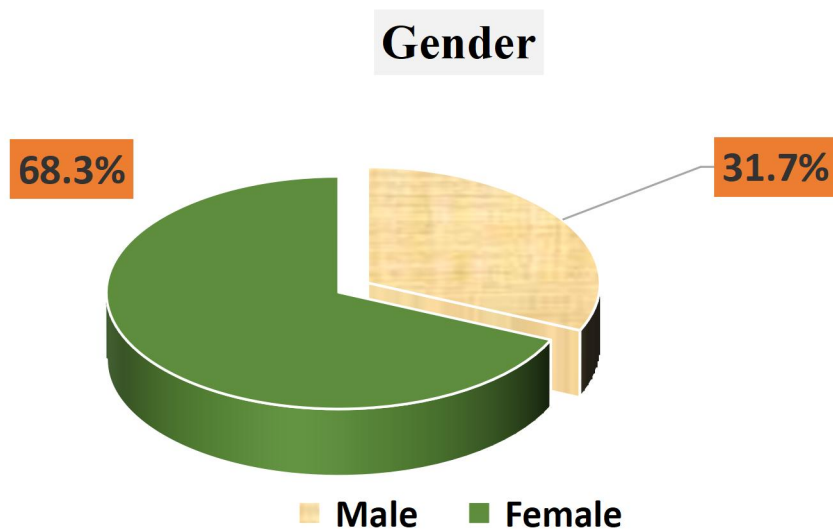
**Figure (5)** show that, more than half of nurses (53.7%) have moderate talent managements while, (35.6%) of them high and (10.5%) is low.

**Table (2):** discuss that ,the total mean scores of appreciative leaders were  $86.9 \pm 13.6$ , and the greatest mean was regard to integrity and inclusive inquiry. For total innovative behavior, the mean is  $403.4 \pm 22.0$ , as well as the greatest means are regard to idea exploration, generation, and idea implementation. While the total means for talent management were  $97.3 \pm 20.0$ , the greatest means for talent management are regard to development.

**Table (3):** displays that, a moderate positive correlation between appreciative leadership with innovative behavior as well as talent management ( $P$  – value  $< 0.001$ ).

**Table (1): Percentage distribution of the demographic data of the sample (n = 199)**

Demographic data	No.	%
<b>Age</b>		
20 - < 30	79	39.7
30- < 40	81	<b>40.7</b>
40- < 50	39	19.6
Mean ± SD	32.3 ± 7.0	
<b>Educational Qualification</b>		
Diploma of nursing	70	35.2
Technical institute of nursing	78	<b>39.2</b>
Bachelor of nursing	51	25.6
Others	0	0
<b>Years of experience</b>		
1 < 10	86	<b>43.2</b>
10 < 20	86	43.2
20 < 30	27	13.6
Mean ± SD	11.8 ± 7.5 years	
<b>Area of work</b>		
General area	101	<b>50.8</b>
Critical area	98	49.2

**Figure (1): Distribution of the nursing staff related to their gender (n = 199).**

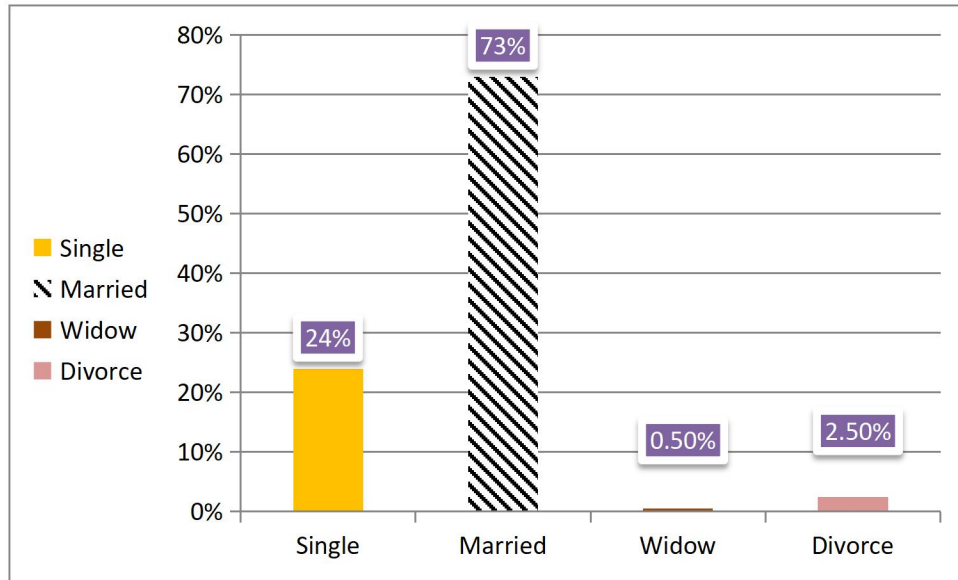


Figure (2) Percentage distribution of the staff nurses related their marital status (no.=199).

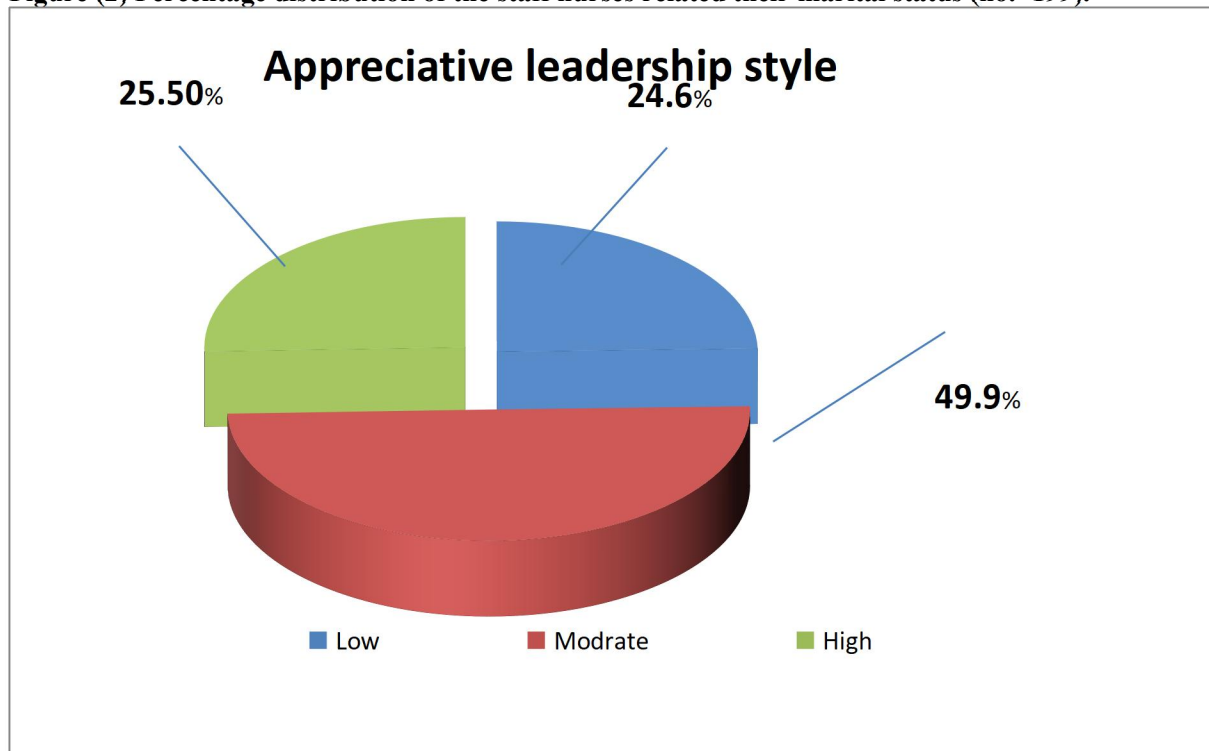


Figure (3): Frequency distribution of the total appreciative leadership style, level among the sample (n = 199)

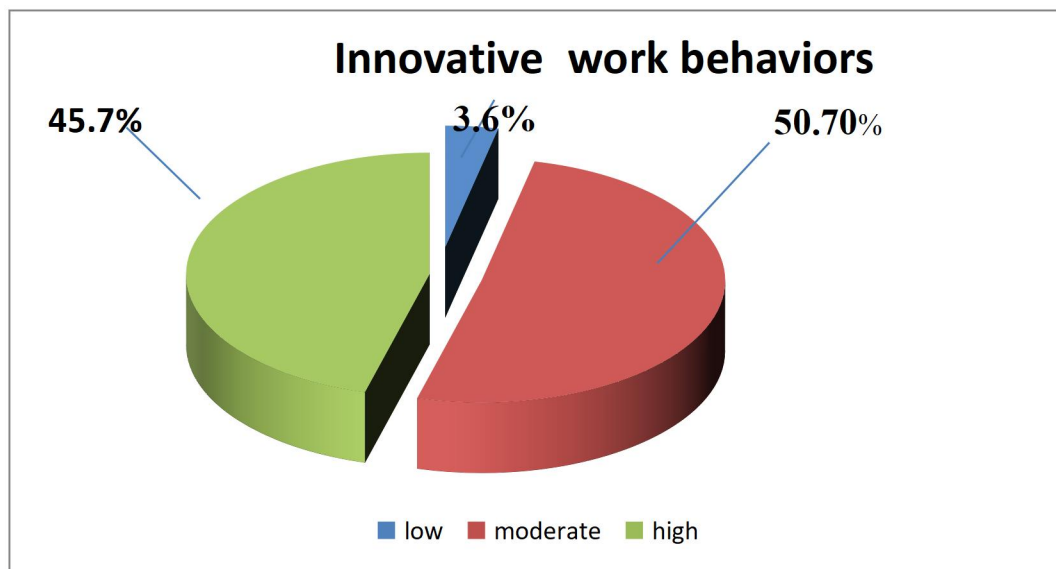


Figure (4): Distribution of the nurses related to innovative behavior (n = 199).

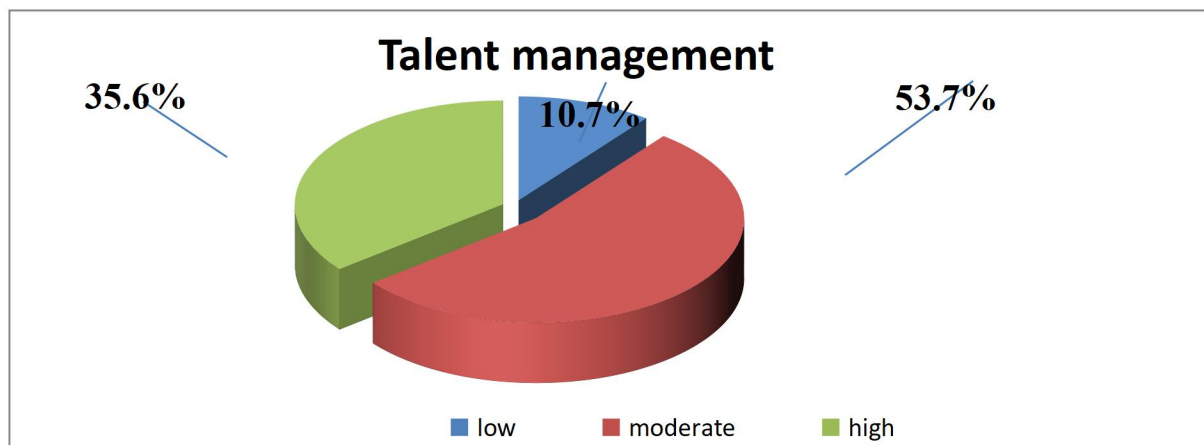


Figure (5): Distribution of the nurses related to talent managements (n = 199).

Table (2): Mean and standard deviation of the hospital appreciative leadership, innovative work behavior, talent management and subdomains among the sample (n = 199).

Items	Mean ± SD
<b>Appreciative Leadership</b>	<b>86.9 ± 13.6</b>
Inclusive Inquiry	14.8 ± 2.6
Inspiring Illumination	12.8 ± 3.4
Integrity	19.1 ± 4.7
<b>Innovative Work Behavior</b>	<b>403.4 ± 22.0</b>
Idea Exploration,	70.2 ± 2.7
Idea Generation,	66.9 ± 5.4
Idea Implementation	60.7 ± 3.8
<b>Talent managements</b>	<b>97.3 ± 20.0</b>
Identifying Critical Positions	12.2 ± 4.8
Development	26.1 ± 7.5
Reward Management	11.4 ± 3.8
Competence Training	22.3 ± 7.4

**Table (3): Correlation matrix between appreciative leadership style, innovative work behavior, and talent management of the sample (n = 199).**

		Appreciative leadership	Innovative work behavior	talent management
Appreciative leadership	R	1		
	P-value			
Innovative work behavior	R	0.403	1	
	P-value	<.001**		
talent management	R	.363	0.168	1
	P-value	<.001**	.018*	

\*\* Correlation is significant at the 0.01 level \*Correlation is significant at the 0.05 level.

### Discussion

The development of future leaders is a matter that has aware a lot of attention in the healthcare industry lately. Effective appreciating leadership that improved connections, self-awareness, and the capacity to reflect on one's job, as well as fostering an environment of ongoing learning and development and facilitating more empathetic and respectful workplace conversations (Alicia et al., 2019). Additionally, by rejecting deficit and problem-based models and allowing employees to come up with fresh, creative ideas, this approach encourages creative work across the entire organization (Orr & Cleveland-Innes, 2015).

Appreciative leaders are able to come up with fresh concepts, be creative, retain outstanding nurses while challenging team personnel, and then support them thereafter; they enable the team personnel to reach their full potential while forcing them to leave their comfort zone in order to accomplish it. Nurses must exhibit innovative work practices in order to provide high-quality, reasonably priced healthcare services. According to organizational objectives, it is the "practical application of novel concepts in a successful manner" or for the improved performance of recently established work-related requirements (Ali, & Anwar, 2021&Utomo et al., 2023).

Regarding a socio-demographic traits of the nurse, the actual study shows that under half of the samples were between the ages of 30 as well as 40 years with a mean  $\pm$  SD (32.3  $\pm$  7.0); concerning educational qualification, more than one-third of them had technical institutes, under half of them had 1 < 10 years of experience with a mean  $\pm$  SD (11.8  $\pm$  7.5) years, and above half work

in a general area; over two-thirds of nurses are female, and under three-quarters of staff nurses are married.

In addition, this study revealed that nearly fifty percent of the study sample had a moderate level of appreciative leadership style, while above half of them had a moderate level of innovative work behavior and a moderate level of talent management in their work. That answers the first question. According to the study, this may have to do with adaptability, profitability, and flexibility while requiring their leader to self-reboot in order to assist mold the company into a more grateful leadership style. Additionally, they are capable of coming up with fresh concepts, being creative when challenging teammates, and maintaining them afterward.

Also, an organizational culture that uses appreciation supports innovative work behavior and encourages risk-taking and participation in decision-making. That is the secret to save subordinates satisfied in their work and saving their practice level up, enforcing strong communication skills to foster collaboration and transparency, helping organizations identify new growth opportunities, and attracting as well as retaining the best-talented employees.

The actual study is approved by Zhou & Wu (2018), who had a study about how humble leadership fosters staff innovation work behavior: A two-way perception on the leader-staff interaction who reported that appreciative leaders supported through a range of relation-emphasis initiatives to enhance the experience of service and developing new creative and innovative strategies to building relationships that influenced caring, also it positively affects employee innovation behavior. Also, this is agreed with Xie et al.



(2018). Who conducted research on leadership style as well as the innovation climate in businesses; found that successful leadership has a good relationship with staff innovative practices and talent management by inspiring their subordinates to promote sustainability in order to attain TM effectiveness.

Additionally, **Apostel et al., (2018)** they revealing that for workers under appreciative leadership, gratitude serves as a resource that can reduce stress and promote adaptable and creative work practices. Similarly, the **Chakraborty & Ganguly (2019)** study on crafting engaged staff through a good work circumstance: Perspectives of staff Engagement mentioned that appreciative leaders can generate recent ideas, be innovative while confronting staff, as well as sustain them subsequently.

Moreover, this is related to **Ali & Ahmad, (2019)** Appreciative leadership has a positive influence on workplace belongingness and efficient commitment, according to a study on job crafting and appreciative leadership. This is because nurses who feel safe and secure at work exhibit innovative and creative work behaviors. According to **Bos et al., (2019)** study on the missing link the leadership and line manager roles in implementing talent management nurse leaders make the most of their followers' abilities.

This is agreed in **Wang et al., (2020)** According to a study on the daily motivators of pleasant job events, psychological requirements satisfaction, and job engagement, appreciating leaders can assist in meeting the psychological needs of their workforce, which in turn fosters positive, creative behavior, attitudes, and social support. Additionally, a number of studies (**Ahmed Iqbal et al., 2020; Zhang & Yang, 2020; and Rizvi et al., 2022**) discovered that nurses feel compelled to assist others by demonstrating creativity and extra-role behaviors when they have a positive perception of their leadership and are content with how their organizations treat them that are also supported by **Siriattakul et al., (2020) and Pfister et al. (2020a)**.

The matter agreed with the positive findings of **Ali and Jaaffar (2020)** about the influence of organizational justice, job crafting, as well as appreciative leadership on workplace belongingness, supporting this study, as the positive influence of job crafting and using innovative work rather than the traditional one has a significant influence on workplace belongingness.

Also, **Ameer and Zubair (2020)**, it was reported that positive feedback from supervisors facilitates innovation in their work and improves the productivity of the organizations. These results are consistent with **Bos et al., (2020)**.

Additionally, leaders have to create a conducive, stable working environment that encourages career development, highly influences effective talent management, and provides organizational support, satisfaction, and fosters sustainable development, as confirmed by (**Iqbal et al., 2020**), **Nakato, Mazibuko & James (2020)**, and factors affecting efficient personnel management in Ugandan public health facilities.

Hence, it was recommended by **Jibril & Yeşiltaş (2022)** that appreciative leaders can build more appealing workplaces to inform the administration on how to enhance staff to be engaged to sustainable care. Talent practices were found to have a significant and favorable effect on work settings that improved employees' skills. As the same as **Barr & Nathenson (2022)** study a comprehensive transcendental leadership model for improving innovation, creativity, and well-being in the healthcare industry, innovation and creativity can only take place in safe, secure settings where staff members are encouraged to push the boundaries and venture into uncharted territory.

The existing study is congruent with **Asim et al., (2022)** study on how appreciative leadership influence staffs' helping behaviors as well as **Saleh et al., (2024)** related to the workplace Nurses' Affective Commitment, Workplace Belongingness, and Appreciative Leadership: According to The Mediating Role of Job Crafting, job-crafting behaviors, helpful behaviors, and emotional responses are all greatly enhanced by appreciating leadership, leading to more creative behavior that builds trust.

The present finding found that the total mean scores of appreciative leaders were  $86.9 \pm 13.6$ , and the greatest mean was regard to integrity. From the investigator's point of view, Integrity often ranks as a critical trait for effective leaders, influencing trust, ethical decision-making, and the overall culture within an organization. The finding is in line with **Ganguly & RoyBardhan (2020)** who studied the role of appreciative leadership in institution enhancement and found that the highest mean for appreciative dimensions was integrity. This finding disagrees with **Porter-O'Grady &**

**Malloch (2021)**, who found that the highest mean for appreciative dimensions was Inclusive Inquiry.

The present finding found that the total innovative work behavior mean was  $403.4 \pm 22.0$ , and the greatest mean was regard to idea exploration. From the investigator's perception, this could reflect a workplace or team that encourages creativity, new ideas, and problem-solving, and this phase is critical for innovation because it allows for the generation and broadening of creative solutions. It is not surprising that this component would score highest, as idea generation and exploration are often foundational to innovation. This finding was similar to **Garbuio & Lin (2021)**, who found that the highest mean for innovative work behavior dimensions was idea exploration.

According to, the total means for talent management was  $97.3 \pm 20.0$ , and the greatest means for talent management are regard to development. That might be due to efforts to enhance employees' skills, competencies, career paths, and growth, through training programs, mentorship, also other development opportunities to foster greater innovation and organizational adaptability. This result is consistent with **Kaliannan et al., (2023)** who emphasized that the development aspect of talent management is essential for creating a learning culture within organizations.

The finding of the actual study summarized a moderate positive correlation between appreciative leadership with innovative behavior and talent that is answers the second question. From the researcher's perception of view, appreciative leadership encourages the nurse's commitment, efficient, and feel of value, and encourages creativity and innovation moreover, appreciative leadership enhances talent management by creating a workplace where staff feel recognized, motivated, and empowered to participate their best.

This finding is consistent with **Ali & Ab Hamid (2021)** and **Abudaqa, Hilmi, & Dahalan (2021)** who revealed that there is a direct correlation between appreciating leadership and affective commitment. Also, it has a favorable relationship that encourages innovative and talented employees.

These findings are consistent with those of **Hamzah (2020)** who found a positive relationship between feelings of belonging at work, inventive behavior, and job crafting. This also aligns with

**Yogarasa (2020)** who noted that an appreciation climate enhances the staff's resilience and innovative job behavior, which in turn significantly moderates the relation between staff resilience and innovative job behavior, as well as talent management and satisfaction.

Furthermore, this aligns with **Umair et al., (2024)** and **Shahi et al., (2020)** Cultivating sustainable circumstances practices: The function of green talent management as well as the findings that human resource capital and green employee efforts, such as the use of appreciative leadership to govern employee participation with green initiatives, are the primary factors that determine an organization's ability to perform sustainably

#### **Conclusion:**

The actual study revealed that above half of the study sample had moderate appreciative leadership style, innovative behavior, and also moderate talent management in their work. Also, indicates a moderate positive correlation between appreciative leadership, innovative behavior, and talent management ( $P - \text{value} < 0.001$ ).

#### **Recommendation**

- Conduct an educational program about appreciative leadership for head nurses in all health sectors, and talent management, to improve the quality of care.
- Encourage using of appreciative leadership behaviors, as giving regular feedback, knowing achievements, and cultivating a culture of support at work.
- Organizations can enhance the design and innovation of jobs among nurses by offering chances for autonomy, skill enhancement, and flexibility in job roles and enforcing talent management at work.

#### **Further research**

- The Relationship between Appreciative Leadership Style, work engagement and quality of work life among nurses.
- Effect of Talent Management on work immersion, innovative work behavior and professionalism among nursing staff.

#### **Limitation:**

- Appreciative leadership style is a new concept and expression in health care, for this reason; there are no adequate references about its application in health care organizations.
- The sample is not adequate to generalize the findings of the current research.
- Also need for further studies at different health care organizations.

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