

International Journal of Research in Human Resource Management



E-ISSN: 2663-3361
P-ISSN: 2663-3213
IJRHRM 2024; 6(2): 252-260
www.humanresourcejournal.com
Received: 02-09-2024
Accepted: 04-10-2024

D Amer Ali Hamad
Professor, Faculty of
Administration and
Economics, Tikrit University,
Iraq

D Wesam Ali Husien
Professor, Faculty of
Administration and
Economics, University of
Fallujah, Iraq

Ahmed Majeed Hussein
Faculty of Administration and
Economics, University of
Fallujah, Iraq

Corresponding Author:
D Amer Ali Hamad
Professor, Faculty of
Administration and
Economics, Tikrit University,
Iraq

The role of digital knowledge management in improving creative performance by mediating talent management: An exploratory study on a sample of employees at the Al-Fallujah University

D Amer Ali Hamad, D Wesam Ali Husien and Ahmed Majeed Hussein

DOI: <https://doi.org/10.33545/26633213.2024.v6.i2c.221>

Abstract

Digital knowledge management and talent management for employees is one of the basic resources of organizations in building intangible resources, and due to the lack of research conducted on the role of digital knowledge management in improving creative performance by mediating talent management strategies, this study took pains to study the importance of digital knowledge management for the human resource across its dimensions (acquiring digital knowledge, organizing and preserving digital knowledge, distributing digital knowledge, and the application of digital knowledge) and its impact on improving the creative performance of the university across its dimensions (fluency, originality, problem sensitivity, and flexibility) through the mediating role of talent management strategies. A set of hypotheses were formulated and tested using a descriptive-analytical approach, which targeted the academic staff at Al-Fallujah University. A questionnaire was used as a primary tool for data collecting; the questionnaire was distributed to (65) participants, of which (61) were analyzed after excluding (4) for invalidity. The study employed several statistical methods for data analysis, including (approximate validity, inflation coefficient, Cornbrash's alpha coefficient, and regression analysis) additionally, the study used (AMOS v21) software to test and verify the validity of the proposed model. The study results indicated that digital knowledge management and the university's talent management strategies contribute positively to enhancing creative performance. Moreover, the findings indicated the existence of a weak (partial) mediation of talent management in strengthening the impact of digital knowledge management on creative performance in the researched context. The study provided a set of recommendations that the organization can adopt in order to improve its current and future situation and also can be exploited in order to face the shortage of qualified and talented individuals

Keywords: Digital knowledge management, creative performance, talent management

Introduction

The world is currently witnessing a state of rapid scientific and technological development and progress across various sectors. Over the last decade, there has been a revolution in the field of information and communication technologies, which has transformed the whole world into a digital society where temporal and spatial barriers are dissolved (Maarouf & Al-Kurdi, 2021: 415) ^[5]. The success of universities significantly hinges on their capacity to adapt to the transformations brought about by the technological and digital revolution, as well as their ability to organize and manage the massive amount of data and information in a way that assists in achieving their strategic goals (Abdul Rahman and Al-Mawla, 2020: 336) ^[1]. According to Zain (2021: 232) ^[35], higher education institutions must set specific goals for digital transformation, such as fostering a digital mindset, promoting a culture of digital transformation, building an advanced information memory, improving competition by providing services that transcend borders and aligning their outputs in line with the requirements of digital literacy. Furthermore, they should address the shortage of certain specializations by involving faculty members in the Continuous Digital Professional Development Program. Advancements in technology and the growth of the digital landscape, coupled with growing competition, are closely connected to talent management for employees, who are a vital asset for the organization's survival and ongoing operations (Dzimbiri & Molefakgotla, 2021: 1) ^[13].

Talent management is considered as an important source for higher education institutions to achieve competitive advantage Bartrop-Sackey *et al.*, 2022: 1) ^[7], as the performance of the organization is linked directly to the performance of its employees, especially when these employees possess unique competence that distinguishes them from the workforce of competing organizations. The task of retaining, managing, and organizing the human resources of the organization rests with the organization's leadership (Hongal & Kinange, 2020: 64) ^[14]. From the above, it is clear that organizations that seek to achieve creative performance must keep pace with technological development in order to be able to compete globally and not only at the local level since the higher education sector, in particular, is concerned with international competition. Hence, the importance of paying attention to talented individuals as the main pillar for the success of higher education institutions becomes crucial. In addition, technological developments and changes were a challenge that pushed the organization to invest in talented human resources. The research aims is to measure the mediating role of talent management between digital knowledge management and achieving creative performance.

Theoretical Framework of the Study

Digital Knowledge Management

Several studies indicate that knowledge is related to the perceptions, information and ideas accumulated by individuals, which were formed as a result of scientific research, learning, field research and other forms of intellectual production (Al-Kurdi *et al.*, 2021: 421) ^[5], while digital knowledge management is related to the activities of individuals in acquiring digital knowledge from its sources, storing it and applying it in their various activities, thereby enhancing their skills and abilities to fulfill the goals of the organization (Utecht & Keller, 2019: 121) ^[32]. Digital knowledge management is related to communication theory, the ability to quickly learn and relearn, and the intelligent use of digital programs, and diverse methods of acquiring and connecting information, as well as how to apply it. The process of digital knowledge management is a dynamic process related to generating and acquiring digital knowledge and determining the mechanisms of storing it and making it available to be used when needed (Shafait *et al.*, 2021:4). The study of Korachi & Bounabat (2020: 505) ^[20] indicates that organizations seeking digital transformation should pay attention to two aspects: First: defining a specific strategy for the governance of their information and management towards digital transformation. Second, to identify the shared elements between the digital transformation strategy and the organization's strategic awareness of the importance of digital transformation, including strategic business planning, the digital transformation team, setting information technology priorities, the organizational structure of information technology, the decisions related to the investment in information technology, strategic planning for information technology, budget allocation for information technology, and preparing detailed reports on Information technology, reviewing the ability to respond to information technology, and the strategy followed by management. Digital knowledge management is a way to manage personal or individual ideas and transform them into shared knowledge (Prawira *et al.*, 2023: 176) ^[23]. Banta *et al.*

(2020: 41) state that in organizations, there are two types of knowledge: tacit knowledge, which is the intuitive knowledge of individuals working in the organization, as it is neither specific nor documented, and explicit knowledge that is clearly documented and easily accessible by everyone in the organization and regardless of the source from which knowledge is gathered, it forms the foundation for innovation development.

Digital Knowledge Management and Creative Performance

Creativity involves a cognitive process that leads to the generation of innovative ideas, whether at an individual or collective level (Waples & Friedrich, 2011: 368) ^[33]. Innovative performance encompasses the capacity of employees to identify solutions to problems and use unconventional approaches in carrying out tasks. Employees are often driven to systematically generate and suggest novel ideas within the framework of their work practices, so practicing a proactive attitude towards creating new tasks and revising existing ones (Pudjiarti, 2018: 2) ^[24], Javed *et al.*, (2019: 12) ^[17] emphasize that the environmental complexity resulting from new technological changes represents the motivation for organizations to be innovative in their products, processes, operations and services as creativity is a daily challenge for members of the organization to respond successfully to issues and problems, facing unforeseen events, generating new ideas to improve work processes and producing and developing new services and products.

De Faria (2021: 99) ^[10] points out that by using knowledge management, creative managers can become strategic thinkers. With the advent of the digital era which improved the quality of innovation, organizations have begun to focus on internal knowledge and exposing it to external knowledge which is not enough to drive innovation, as organizations must streamline their digital knowledge management processes. In the context of creative services, knowledge has become an integral part of daily working life as the potential loss of knowledge due to poor management is unimaginable. (Prawira *et al.* 2023: 176) ^[23] point out the importance of the role played by digital knowledge management in generating creative ideas. Thus it requires digital business professionals' to effective systems for managing digital knowledge must be implemented by organizations to ensure that these intangible assets are preserved in explicit forms, thereby ensuring that they are accessible even when employees transition between positions within the organization. Thus, we conclude with the following hypothesis.

H₁ There is a significant impact of digital knowledge management on creative performance

Digital Knowledge Management and Talent Management

Talent management is a strategic activity that goes beyond attracting talented human resources but rather providing the means and creating the environment to retain these individuals Kwon & Jang (2022: 112) ^[21] indicate that when designing talent management practices, organizations must meet a variety of personal needs of talented individuals within the organization, as the next generation can benefit from emerging data analytics and modeling techniques associated with the technological revolution. Furthermore,

Big data analytics, machine learning, algorithmic management, and artificial intelligence can be influential in the design and implementation of requirements of individuals.

According to Prawira *et al.* (2023: 177) ^[23], the digital world is so dynamic that digital business professionals must effectively update their knowledge and experience; therefore, digital knowledge management is of strategic importance, as it is difficult for others to understand tacit individual knowledge, so the application of knowledge management is part of the organization's strategy requiring the participation of all human resources within the organization. Utecht & Keller (2019:112) ^[32] points out that digital knowledge has become measured in organizations at the speed and extent of information learning, acquisition, and retrieval in the face of rapid changes. Timely implementation of changes in organizations enables the exchange of extensive digital information between managers and employees. Sánchez (215: 138) adds that organizations that possess, acquire, and manage this knowledge continuously by adopting the appropriate digital knowledge management strategy maintain their position among their competitors. Based on this, we derive the following hypothesis:

H₂: There is a significant impact of digital knowledge management on talent management

Talent Management and Creative Performance

Scholarly studies suggest that the notion of talent management originated in the 1990s, and at that period, talent management was seen as an extra duty of human resource managers in firms. Nevertheless, as a result of the current competitive landscape, organizational management has started giving priority to talent management inside their organizational structures (Hongal & Kinange, 2020: 65) ^[14]. The current debates on contemporary talent management center around the following main domains:

- a) The difficulty posed by open labor markets, encompassing concerns about employee retention and the wider task of handling unpredictability.
- b) Novel strategies for intra-organizational personnel mobility across different positions.
- c) Strategic positions where talent management investments are expected to generate the most beneficial outcomes (Cappelli & Keller, 2014: 405) ^[9].

According to Kaliannan *et al.* (2023: 1) ^[18], organizations generally prioritize exclusive talent development strategies instead of fostering the talent pool comprehensively. By "exclusive," they mean that organizations tend to hire highly skilled external personnel exclusively when there is a specific need. Nevertheless, when organizations are required to search for candidates from inside, they frequently choose only individuals who have been pre-identified as belonging to their elite inner circle. An essential factor for achieving success in an organization is to guarantee the recognition and retention of highly skilled workers by establishing a work environment that encourages critical thinking, idea sharing, and empowerment to accomplish established goals (Ali *et al.*, 2017: 249) ^[4].

According to Suseno *et al.* (2020: 1) ^[31], it is crucial for organizations to develop human resource procedures that

effectively identify proactive and creative individuals during the process of recruiting and selection. Furthermore, there is an emphasis on creating work settings that acknowledge the necessity of social support in order to maximize creative work behavior. A study by Sobia *et al.* (2020: 335) ^[30] confirms that the implementation of talent management strategies has a beneficial effect on employee performance. In conclusion, we put forth the following hypothesis:

H₃: There is a significant impact of talent management on creative performance

The Mediating Role of Talent Management in the Relationship between Digital Knowledge Management and Creative Performance

Organizational digital transformation, together with the instruments employed to facilitate it, offers a full strategic solution for directing business governance from an operational standpoint. The implementation of digital knowledge management, along with the objectives pursued by the organization, is of paramount importance in augmenting the technology embraced in the workplace and the necessary resources for these endeavors. It also facilitates the development of strategies for disseminating digital knowledge among all employees, therefore assisting managers in their decision-making processes. Talent management tools simultaneously facilitate process improvement, directing the firm toward creative and sustainable business models that achieve maximum performance (Buntak *et al.*, 2020: 45) ^[8].

Organizations that implement digital knowledge management often establish "open" platforms to facilitate the unrestricted sharing of information and the distribution of knowledge. By utilizing the organization's capabilities and embracing innovative approaches, an organization can encourage more sustainable behaviors, so enhancing its social responsibility and optimizing its reputation among stakeholders (Di Vaio *et al.*, 2021: 228) ^[11]. Talent management, outlined by Ali *et al.* (2017: 249) ^[4], is the methodical and deliberate identification of key positions inside an organization that provide distinct contributions to its long-term competitive advantage. This encompasses the cultivation of a pool of highly promising individuals, which entails the recruitment of highly skilled individuals to fill crucial positions and the establishment of a phenomenal team to guarantee that these central responsibilities are filled by competent professionals who will continue to demonstrate their commitment to the organization. Such positions optimize performance by distinguishing between high-performing and low-performing individuals, with the higher performers making a greater contribution to the competitive performance of the organization.

From the previously mentioned, it can be inferred that talent management acts as an intermediary between digital knowledge management and creative performance. According to a study conducted by Karam *et al.* (2017: 22) ^[19], talent management performs a complete mediating role in the relationship between knowledge management and organizational success. The study's results also emphasize the impact of Internet technologies on organizational structure, thereby influencing talent management and facilitating organizational performance.

In light of this, the following hypothesis is formulated:

H4: Talent management plays a mediating role in the relationship between digital knowledge management and creative performance

Measurement Tool (Questionnaire) Testing

The current study utilized the following measurement scales to gather data related to the variables under investigation:

The research employed the measurement scale devised by Al-Kurdi and Wa'am (2021: 422) ^[5] for Digital Knowledge Management. This scale comprises 22 items that are strategically distributed over four dimensions: The first dimension is the Acquisition of Digital Knowledge, consisting of elements 1-6. The second dimension, namely the Organization and Storage of Digital Knowledge, comprises elements 7-13. Items 14-17 pertain to the third dimension, Distribution of Digital Knowledge. Applications of Digital Knowledge (Items 18-22) constitute the fourth dimension.

The talent management measurement was derived from the research conducted by Osinga (2009) ^[22], Al-Abadi (2011) ^[3], and Shaw (2022) ^[29]. It has 14 components that are distributed over three dimensions: The first dimension is Attracting Talent, which consists of items 23-25. Retaining Talent, the second dimension, comprised elements 28-32. The third dimension, Talent Development, includes items 33-36. Regarding Creative Performance: Based on the research by Al-Shahri (2022) ^[6], 19 items were used to measure creative performance across four dimensions: Items 37-40 comprise the first dimension, Fluency. Items 41-44 represent the second dimension, Problem Sensitivity. Flexibility, the third dimension, spans items 45-49. Items 50-55 comprise the fourth dimension, which is Originality.

Participants in the survey submitted their responses using a five-point Likert scale, with options ranging from (Strongly disagree) 1 to (Strongly agree) 5.

Data Analysis

Stages and Criteria for Evaluating the Research Model According to PLS-SEM

The study model was evaluated using Partial Least Squares Structural Equation Modeling (PLS-SEM) in two distinct stages:

1. **Evaluation of the Measurement Model:** This phase involves evaluating the reliability of the variables and the validity of the measures.
2. **Evaluation of the Structural Model:** This phase evaluates the quality and tests the relationships between variables within the research model, adhering to specific criteria and procedures under PLS-SEM for both phases.

Evaluating the Measurement Model

An evaluation of the measurement model is performed by assessing reflective measurement models using the composite reliability criterion for internal consistency, the individual indicator reliability criterion, and the Average Variance Extracted (AVE) criterion for convergent validity (Approximate validity).

Convergent validity refers to the extent to which a measured variable is positively correlated to its indicators the convergent validity of variables is assessed based on two criteria:

- (a) AVE should be greater than 0.5.
- (b) Outer loadings for each variable indicator should be above 0.70.

The results from the table show that most of the variables' indicators have outer loading values above the required threshold of 0.7.

Table 1: Exploratory Factor Analysis

Indicator	Talent Acquisition	Knowledge Acquisition	Talent Retention	Originality	Problem Sensitivity	Fluency	Flexibility	Knowledge Application	Talent Development	Knowledge Organization and Retention	Knowledge Distribution
q1		0.745									
q11											0.764
q12											0.757
q13											0.797
q14											0.776
q16								0.827			
q17								0.858			
q18								0.808			
q19								0.754			
q2		0.809									
q20								0.730			
q22	0.791										
q23	0.841										
q24	0.790										
q25	0.756										
q26			0.793								
q28			0.790								
q29			0.812								
q3		0.705									
q30			0.825								
q31									0.845		
q32									0.819		
q33									0.823		
q34									0.746		
q35									0.613		
q36						0.749					
q37						0.757					
q38						0.769					
q39						0.837					
q4		0.738									

q40					0.739					
q42					0.712					
q43					0.835					
q44					0.754					
q45					0.764					
q46						0.861				
q47						0.786				
q48						0.822				
q49						0.746				
q5		0.744								
q50						0.823				
q51				0.797						
q54				0.767						
q55				0.767						
q6									0.891	
q7									0.774	
q8									0.832	
q9									0.831	

Validity and Reliability of the Study Tool

Every necessary element was taken into account during the development of the questions to guarantee consistency among the different dimensions. Next, the questionnaire was evaluated by several experts to ensure its construct validity, and all their suggestions and recommendations were followed. Questionnaire reliability refers to the capacity of a

questionnaire to yield the same results when applied many times consecutively consistently. To assess the reliability of the study's questionnaire, the researchers employed Cronbach's Alpha coefficient. In the table below, the results indicated that all coefficients were statistically significant, with Cronbach's Alpha coefficients ranging from 0.672 to 0.867.

Table 2: Validity and Reliability Test of the Study Tool

Dimension	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Talent Acquisition	0.806	0.806	0.873	0.632
Knowledge Acquisition	0.804	0.805	0.864	0.561
Talent Retention	0.819	0.823	0.880	0.648
Originality	0.672	0.672	0.821	0.604
Problem Sensitivity	0.767	0.776	0.851	0.589
Fluency	0.830	0.841	0.880	0.595
Flexibility	0.867	0.872	0.904	0.654
Knowledge Application	0.855	0.861	0.896	0.635
Talent Development	0.829	0.842	0.881	0.599
Knowledge Organization	0.852	0.857	0.900	0.694
Knowledge Distribution	0.777	0.782	0.856	0.598

Prepared by the researchers from the field study data (2024) The results mentioned earlier demonstrate that all aspects of the questionnaire display internal consistency reliability, as evidenced by Cronbach's alpha values over the threshold of 0.70. Hence, it can be inferred that the measurement instruments employed in this study are reliable and consistent when assessing the variables under investigation.

Normality Tests: Prior to using regression analysis to investigate the study hypotheses, several tests were performed to confirm that the data met the assumptions of regression analysis. Among the tests performed was the examination of multicollinearity using the Variance Inflation Factor (VIF). Valid values of VIF must not surpass 10. The results of the test are presented in the table below.

Table 3: Normality Tests

Dimension	Talent Acquisition	Talent Retention	Originality	Problem Sensitivity	Fluency	Flexibility	Talent Development
Knowledge Acquisition	2.590	2.590	2.590	2.590	2.590	2.590	2.590
Knowledge Application	3.848	3.848	3.848	3.848	3.848	3.848	3.848
Knowledge Organization	2.435	2.435	2.435	2.435	2.435	2.435	2.435
Knowledge Distribution	4.539	4.539	4.539	4.539	4.539	4.539	4.539

Prepared by the researchers from the field study data (2024) The findings presented in Table (3) demonstrate that the Variance Inflation Factor (VIF) values for all variables were below the allowed 10 threshold, indicating that there are no multicollinearity issues among the variables (Emad *et al.*, 2020) [2].

Hypothesis Testing

The research utilized Structural Equation Modeling (SEM) techniques, particularly Path Analysis, to explore the study's

hypotheses. The reason for selecting this method was its capacity to examine both direct and indirect linear relationships between latent and observed variables. Path analysis is an extension of multiple regression and offers significant benefits such as addressing interactions among variables, non-linearity, measurement errors, and multicollinearity among independent variables. The following figure shows the proposed research model and the hypotheses tested.

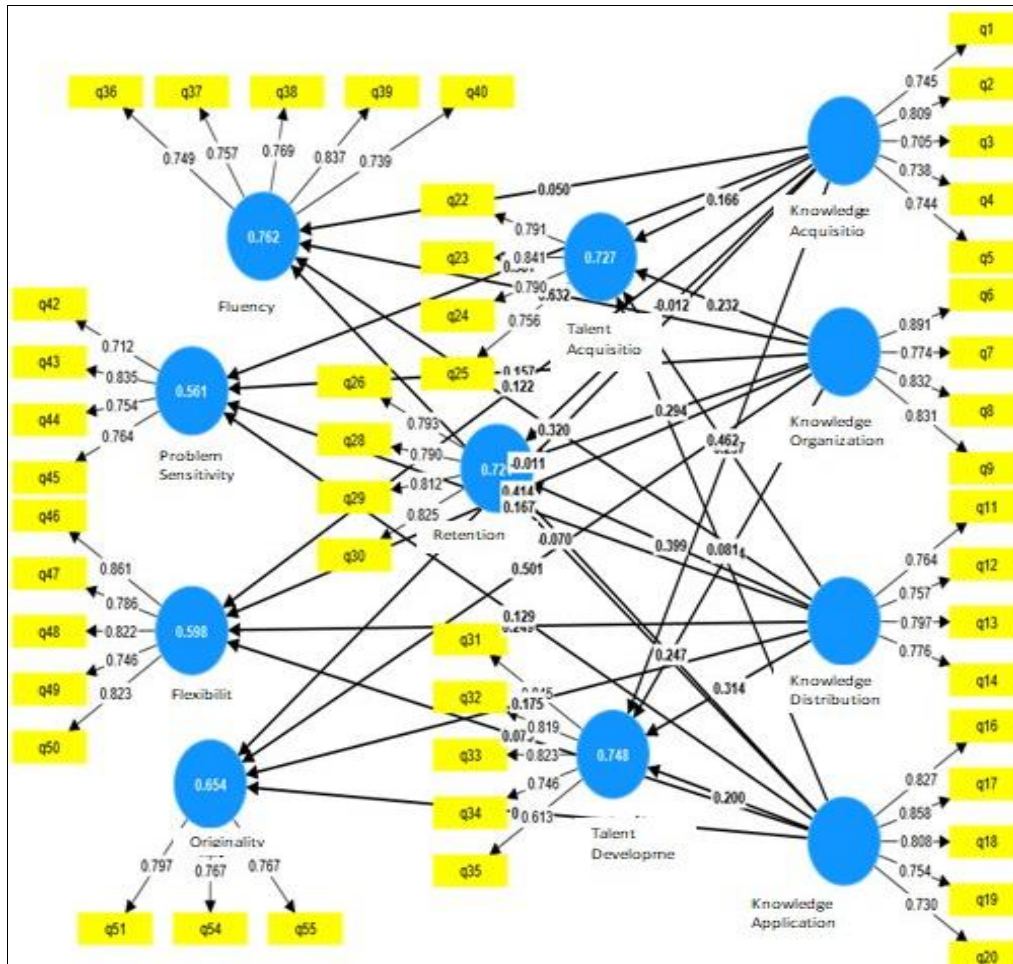


Fig 1: Research Model and Hypotheses Testing

Prepared by the researchers from the field study data (2024) Path analysis was conducted using the AMOS software (Analysis of Moment Structures) to evaluate the study's hypotheses. The objective of the study was to investigate the impact of digital knowledge management on enhancing creative performance mediated by talent management. The researcher used regression coefficients (Estimate) to determine the expected change in the dependent variable

resulting from a change of one unit in the independent variable. The R-value was used as well to evaluate the model's ability to explain the relationships between the independent, mediating, and dependent variables. A significance level of 0.05 was used to determine the statistical significance of the relationships, and the significance levels were compared to this threshold. The results of the path analysis are below.

Table 4: Path analysis results for the effect of digital knowledge management on creative performance, mediated by talent management

Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Effect
0.381	0.350	0.147	2.587	0.010	Effect exists (Digital knowledge management -> Creative performance)
0.257	0.268	0.110	2.340	0.019	Effect exists (Digital knowledge management -> Talent management)
0.294	0.275	0.101	2.913	0.004	Effect exists (Talent management -> Creative performance)

Source: Prepared by the researcher using field study data, 2024.

From the data in the table above, and based on the significance level of 0.05, the following conclusions can be drawn:

1. There is a statistically significant effect ($p < 0.05$) of digital knowledge management on creative performance, as the p-value is 0.010.
2. There is a statistically significant effect ($p < 0.05$) of digital knowledge management on talent management, as the p-value is 0.019.
3. Considering the p-value of 0.004, it can be concluded that talent management has a statistically significant effect ($p < 0.05$) on creative performance.

Experimental investigation of the mediation effect between digital knowledge management and creative performance through talent management.

In order to better understand the indirect relationship and examine the mediation role of talent management in the connection between the independent variable (digital knowledge management) and the dependent variable (creative performance), the study utilized the BOOT-STRAP approach using the AMOS v21 software. The purpose of this study was to examine the potential mediating role of talent management in the relationship between digital knowledge management and creative performance. A Path Analysis of the Mediating Role of Talent

Management in the Relationship between Creative Performance and Talent Management.

Table 5: Model Fit Indicators

RMSEA	IFI	NFI	GFI	CFI	Chi2
0.019	0.943	0.933	0.942	0.946	1.788

Source: Prepared by the researcher using SPSS results

The table above shows that the model has a good fit with the

Table 6: Path analysis results for the direct and indirect effects of digital knowledge management on creative performance, with talent management as a mediating variable

Effect	Direct Effect Coefficient		Indirect Effect Coefficient
	Effect of Digital Knowledge Management on Creative Performance, Mediated by Talent Management	Effect of Digital Knowledge Management on Talent Management	
Effect of Digital Knowledge Management on Creative Performance		0.786	
Effect of Talent Management on Creative Performance		0.917	

Source: Prepared by the researcher using SPSS results.

The findings indicate that the BOOTSTRAP path analysis conducted using AMOS v21 demonstrates that talent management plays as mediator, partially in the link between creative performance and digital knowledge management. This is evidenced by the significant indirect link between creative performance and digital knowledge management, that is mediated by talent management. The significant direct relationship between digital knowledge management and creative performance suggests that talent management plays a partial mediating function.

The table reveals that the direct impact of digital knowledge management on talent management is 0.688, indicating the importance of digital knowledge management in influencing the developing skills of employees. He direct effect of digital knowledge management on creative performance is 0.786, indicating that the creative performance of employees is positively influenced by their awareness and implementation of digital knowledge. Similarly, the coefficient of 0.917 for the direct effect of talent management on creative performance suggests that talent management has a beneficial influence on employee performance.

The indirect effect of digital knowledge management on creative performance, partially mediated by talent management, is 0.489**. This implies that talent management has a mediating role in 48.9% of the relationship between digital knowledge management and creative performance. Thus, there is evidence for the idea that talent management serves as a partial mediator between digital knowledge management and creative performance.

Conclusion

- The leadership of Al-Fallujah University places significant emphasis on the factors of digital knowledge management, talent management, and creative performance. This is evident from the responses of the university's academic staff to the questionnaire.
- The effect of digital knowledge management, through its many dimensions, on creative performance is significant.
- There is a significant effect of digital knowledge management, through its dimensions, on talent management.
- The management of talent has significant effects on the creativity performance.

data. The Chi2 value is less than 2, at 1.788, which confirms model alignment. Additionally, the CFI value is 0.942, and the GFI value is 0.942, both of which are close to 1, indicating a strong model fit. The NFI value of 0.933 and IFI value of 0.943 further support the model's validity. The RMSEA value of 0.019, which approaches zero, suggests a strong fit. Overall, the model fits the data well, confirming that the research model is appropriate for the surveyed sample.

- Talent management serves as a partial mediator in the relationship between digital knowledge management and creative performance.

Recommendations

To maintain a high level of performance in digital knowledge management, talent management, and creative performance, the leadership of Al-Fallujah University should consider the following:

The leadership of the university should persist in its efforts to maintain the highest levels of knowledge management, talent management, and creative performance by:

- a. Establishing:

- Suitable setting for employee training and implementing electronic methods to gather information and knowledge from their sources and to extract them for problem-solving purposes.
 - Assigning suitable resources to create a repository of digital information that can be referenced.
 - Establishing precise procedures for human resources management to attract, develop, and retain talented human resources with the aim of attaining a competitive edge by enhancing and elevating organizational performance levels.
 - Designating experts to evaluate the cognitive capacities of the organization's members by exposing them to complex problems and scenarios and studying their problem-solving methodology. It is imperative that the leadership of the university take advantage of the direct influence that knowledge management systems have in order to improve the university members in terms of their creative performance.
1. University leadership should leverage the influence of knowledge management systems to enhance focus on talent management among faculty members.
 2. University management should strengthen talent management by prioritizing the development and improvement of individuals' capacities through the provision of new skills and instruction of new abilities. This would significantly contribute to the improvement of creative performance among faculty members.
 3. The university administration may leverage the indirect impact or partial mediation of the talent management factor in the relationship between knowledge management processes and creative performance,

therefore rectifying deficiencies in the aspects that were not influenced.

References

1. Abdel Rahman MJA, Abdel Maoula MJ. The role of knowledge management in developing and supporting the dimensions of digital citizenship among students of the Faculty of Education, Aswan University. *Fayoum Univ J Educ Psychol Sci.* 2020;14(10):334-405.
2. Abou EAE, Ali IE, Afifi OM, Ismail MM. Justification for choosing the mediation and moderation variables in social sciences on entrepreneurship intention for Sudanese university students; c2020. Available from: DOI: 10.26389/AJSRP.I220919.
3. Al-Abadi HF. Diagnosing indicators of inertia for formulating a talent management strategy in the context of the vital field of management. [Master's Thesis]. Baghdad: College of Administration and Economics; c2011.
4. Ali M, Lei SH, Hussain ST. Relationship of external knowledge management and performance of Chinese manufacturing firms: The mediating role of talent management. *Int. Bus Res.* 2017;10(6):248-258.
5. Al-Kurdi A, Amin W, Wiam. A proposed strategy based on digital knowledge management to enhance competitive abilities among university youth. *J Home Econ.* 2021;37(2):415-464.
6. Al-Shehri FA. The role of talent management in enhancing creative performance in the Ministry of Foreign Affairs in Jeddah. *J Econ Admin Legal Sci.* 2022;6(21):119-144.
7. Bartrop-Sackey M, Boakye AO, Muah P, Oppong NY. Exploring the talent retention strategies of Cape Coast Technical University in Ghana. *SA J Hum Res Manag.* 2022;20:1865.
8. Buntak K, Kovačić M, Martinčević I. Impact of digital transformation on knowledge management in organizations. *Adv. Bus Relat. Sci. Res. J.* 2020;11(1):36-47.
9. Cappelli P, Keller JR. Talent management: conceptual approaches and practical challenges. *Annu. Rev. Organ Psychol. Organ Behav.* 2014;1(1):305-331.
10. De Faria VF, Santos VP, Zaidan FH. The business model innovation and lean startup process supporting startup sustainability. *Procedia Comput Sci.* 2021;181:93-101.
11. Di Vaio A, Palladino R, Pezzi A, Kalisz DE. The role of digital innovation in knowledge management systems: A systematic literature review. *J Bus Res.* 2021;123:220-231.
12. Al-Hamdani SN, Saeed HK, Hamed SA, Kat'aa MI. The relationship between trusted leadership and knowledge sharing through the mediating role of creative work behaviors: an applied study on a sample of managers at the Ministry of Labor and Social Affairs in Baghdad. *J Bus Econ Appl Res.* 2021;1(1):26.
13. Dzimbiri GL, Molefakgotla A. Talent management and its impact on innovative work behaviour among registered nurses in public hospitals of Malawi. *Afr. J Nurs. Midwifery.* 2021;23(1):21.
14. Hongal P, Kinange U. A study on talent management and its impact on organization performance: an empirical review. *Int J Eng Manag Res.,* 2020, 10.
15. Zain S. Digital transformation trends in education. In: Future directions in digital information. Chandos Publishing; c2021. p. 223-234.
16. Ismail A, Al-Shahat Gomaa Mohamed A. Content delivery strategy in the electronic training environment to develop digital knowledge management skills among secondary school teachers and their technological acceptance. *Peer-Rev J Egyptian Assoc Educ Comput.,* 2023, 11(1).
17. Javed B, Abdullah I, Zaffar MA, Haque UA, Rubab U. Inclusive leadership and innovative work behavior: the role of psychological empowerment. *J Manag Organ.* 2019;25(4):554-571.
18. Kaliannan M, Darmalinggam D, Dorasamy M, Abraham M. Inclusive talent development as a key talent management approach: A systematic literature review. *Hum Resour Manag Rev.* 2023;33(1):100926.
19. Karam AKD, Ab Yazid MS, Khatibi A, Azam SF. Measuring the mediating role of talent management, HRM, and organizational success in UAE. *Eur. J Hum Res Manag Stud;* c2017.
20. Korachi Z, Bounabat B. General approach for formulating a digital transformation strategy. *J Comput. Sci.* 2020;16(4):493-507.
21. Kwon K, Jang S. There is no good war for talent: a critical review of the literature on talent management. *Employee Relat Int J.* 2022;44(1):94-120.
22. Osinga S. Talent management & Oracle HCM. HCM3 Group thought leader oracle and HCM consultancy; c2009.
23. Prawira LHA, Ummah AF, Aditiya MR, Nugroho DW. Knowledge management: efforts to create an excellent digital creative industry. *Startupreneur Bus Digit (SABDA J).* 2023;2(2):172-181.
24. Pudjiarti ES. Elements of entrepreneurship in private universities: organizational change capacity, innovative capability, and the performance. *J Entrepreneurship Educ.* 2018;21(2):1-15.
25. Pudjiarti ES, Hutomo PT. Innovative work behaviour: an integrative investigation of person-job fit, person-organization fit, and person-group fit. *Bus Theory Pract.* 2020;21(1):39-47.
26. Salah Mohamed R, Raif. Designing a learning environment based on artificial intelligence applications in fuzzy logic to develop digital knowledge management skills and convergent deductive thinking among student teachers. *Fayoum Univ. J Educ. Psychol. Sci.* 2024;18(1):40-168.
27. Sánchez AA, Marín GS, Morales AM. The mediating effect of strategic human resource practices on knowledge management and firm performance. *Rev Eur Direc Econ Empresa.* 2015;24(3):138-148.
28. Shafait Z, Khan MA, Bilan Y, Oláh J. Modeling the mediating roles of self-directed learning and knowledge management processes between emotional intelligence and learning outcomes in higher education. *PLoS One,* 2021, 16(7).
29. Shaw EF. Retention strategies for human service nonprofit employees. [Doctoral dissertation]. Walden University; c2022.
30. Sobia S, Kurniawan DT, Elvia N, Narmaditya BS. Does talent management affect employee performance? The moderating role of work engagement. *Asian Finance, Economics and Business J.* 2020;7(7):335-341.
31. Suseno Y, Standing C, Gengatharen D, Nguyen D.

- Innovative work behaviour in the public sector: The roles of task characteristics, social support, and proactivity. *Aust J Public Admin.* 2020;79(1):41-59.
32. Utecht J, Keller D. Becoming relevant again: Applying connectivism learning theory to today's classrooms. *Crit. Q Educ.* 2019;10(2):107-119.
 33. Waples EP, Friedrich TL. Managing creative performance: Important strategies for leaders of creative efforts. *Adv. Develop Hum Resour.* 2011;13(3):366-385.