



The Role of Talent Management Practices in Enhancing the Creative Work Behavior of Employees

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Abstract: The current research aims to verify the relationship between talent management practices represented by (attracting talent, investing talent, localizing talent, retaining talent) and the creative work behavior of employees represented by (exploratory creative work behavior, investment creative work behavior), among a sample of teaching staff in private universities and colleges in the Middle Euphrates region, numbering (276) instructors. The researchers adopted the descriptive analytical approach, taking the questionnaire as a basic mechanism for collecting the necessary data for the practical aspect of the study. The study concluded that there is a relationship between talent management practices and the creative work behavior of employees. As a result, the study reached a set of recommendations, the most prominent of which is that private universities and colleges must create a flexible academic environment that encourages innovation, such as remote work options or flexible work schedules, which supports work-life balance and makes room for creative thinking, in addition to implementing a periodic evaluation system to measure the level of employee engagement and creative behavior, and using the evaluation results to improve programs and practices. Continuously.

Keywords: Talent management practices, creative work behavior of employees, private universities and colleges in the Middle Euphrates region

1. INTRODUCTION

Talent management is one of the most important trends in the field of human resource management, as it focuses on attracting, developing, and motivating the best talents in institutions. This management is an integrated strategic process that focuses on attracting talent, appreciating individual contributions, and developing the skills necessary to meet the growing needs of businesses and competition in the labor market. Therefore, talent management practices are essential in modern organizations, as they contribute to creating a work environment that supports high performance and achieves satisfaction and excellence in providing services and products. Moreover, the movements of institutions towards talent management are in line with the needs of the modern world, where competition is increasing and the need for highly skilled and innovative employees becomes more important to ensure sustainability and growth (2014:174). (Al-Ariss)

Creative behavior at work is one of the important areas that deserve study, as understanding the psychological and behavioral dimensions of creative work overlaps with social and organizational variables. Creativity is considered the key to development and excellence in changing professional environments. By providing new ideas and innovative solutions, employees can enhance the competitiveness of institutions and thus achieve

exceptional results. Creativity also plays a vital role in the problem-solving process, enabling teams to overcome challenges in unconventional ways. Therefore, promoting creative work behavior in organizations is essential for their success and continuity in the contemporary work environment.

By stimulating creativity and innovation, organizations can grow and outperform competitors, reflecting the importance of achieving a high level of performance and productivity (Mitosis et al., 2021: 5).

2. LITERATURE REVIEW

First: Concept Of Talent Management

Plans Before delving into explaining the concept of talent management, the concept of "talent" itself should be clarified. It refers to the intelligence of individuals and their ability to perform a specific activity. Talent differs from ability in that talent is capable of development, while ability represents a limited rate of energy that cannot be exceeded (2016: 444, (Sabuncu, Karacay). Organizational management faces great difficulty in attracting and retaining talents. This is what prompted it to pay attention to this aspect and engage in strategic practices to retain useful employees and work to develop these talents in line with the work, as poor management of human resources reduces its competitive position (2014: 1150 Nisar & others). Therefore, there were multiple points of view regarding building an integrated concept of talent management. Al-Ariss (2014: 174) indicated that talent management is processes and activities that include developing a group of talents from current high-performing job holders through human resources engineering to facilitate filling positions with competent people and ensuring their continuity in this organization to achieve an advantage Sustainable for the organization.

Sparrow (2019:162) indicated that talent management is an advanced name for empowerment management and is defined as an integrated set of processes and procedures that would attract competencies in a systematic manner, develop them, and retain those who have an immediate and lasting positive impact in order to achieve the desired goals in the future.

Second: Importance Of Talent Management

The importance of talent management strategy lies in providing the conditions in which the skills of talented employees are recognized and used at the right time. Due to the lack of proper recognition of the capabilities of their employees, some organizations have not been able to achieve the expected results. Most of the re-employment, waste, lack of

motivation, lack of appropriate productivity, and distance from the designed programs are all due to the failure to recognize the talents of individuals in the organization's work area. The existence of such conditions leads to the disintegration of the organization and increases the possibility of losing talented forces, because employees do not think about entering the organization and staying in it until they retire (Shaemi, 2011: 231).

Attracting, selecting, and developing individuals is the main axis in talent management in order to gain a competitive advantage. Although wages and benefits initially attract individuals, the leadership within the organization is tasked with developing and maintaining these talents, as leadership in selecting individuals is an important part of maintaining future excellence (Oladapo, 2014:2021). Developing talent to occupy leadership and key positions enables the internal system to enhance organizational performance and administrative behaviors followed in internal dealings by assessing strengths and weaknesses, then focusing on weaknesses and addressing them in response to the organization's needs. These resources are developed through the ability and talent of the workforce in projects, which are among the most important factors influencing the success of projects and are conditional on selecting competent managers to achieve organizational goals, as the project manager's competence and commitment not only lead to the success of the project, but also to the satisfaction and acceptance of the employer (Mahjoub et al., 2018:677).

Third: Talent Management Practices

a. Investing In Talent

Whether in the processes of discovering or attracting it or in the processes of recruitment and localization, because talent is expensive for organizations, and organizations must invest in it by knowing its added value, and determining scenarios and policies to operate it in the locations that have been attracted to enable it. This is where talent in organizations must be warned against being merely cosmetic and advertising tools in organizations, and if that happens, the expected benefits of attracting and employing it will turn against it (Alsawalhah, 2020: 77).

b. Retaining Talent

Especially in the general climate in which the talent war has become a reality in the world of contemporary competition, and each organization is well defined by its circumstances, capabilities and options, and therefore it must determine its methods of retaining its talents accordingly (Sparrow, 2015: 249).

c. Attracting Talent

Attracting talent is not an end in itself, and it must be within the actual needs of the organization as determined by its strategy, given the costs of this talent, which are by nature exorbitant. And the strategy of attracting talent from the market is among the determinants of needs explained in the first point (Alsawalhah, 2020: 77).

d. Localizing Talent

Adapting the talent attracted from outside the organization, which assumes: the value and cultural harmony between the values and culture of the attracted talents and the values and culture of the organization. Place the required talent in the required place and job (Alsawalhah, 2020: 77).

Fourth: Concept Of Creative Work Behavior

Creative work behavior is represented by what the individual shows in his ability to get rid of the traditional context in thinking and applying the procedures followed by the organization, by improving the mental characteristics represented by fluency, flexibility and originality, which in turn helps build the essence of interaction between the individual and the organization (Abu-Naser et al., 2020: 68), which enhances the exchange of knowledge between individuals, groups, teams, departments and organizations through knowledge sharing. If the organization shares knowledge, it will make its members communicate and enjoy high creativity, and thus there is a good relationship between knowledge exchange and organizational creativity. (Setiawan et al., 2020: 307) On the other hand, (Al-Azab and Al-Zaghbi, 2007: 71) see that creative work behavior plays an important role in improving the individual's awareness of situations that are undesirable by the organization and interest in collecting the necessary information needed to address these behaviors and evaluate the available alternatives to generate creativity in the organization. Creative work behavior plays an important role in implementing new and improved ideas, processes, practices, and policies that aim to achieve organizational effectiveness, business success, and long-term sustainability (Kwon & Kim, 2020:1).

Fifth: Importance Of Creative Work Behavior

The importance of creative work behavior emerges through the addition of a mentality that can be observed at the level of the individual, group or organization, and these groups can be the main axes of creativity (Hamdan et al., 2020: 95), and thus the importance of creative work behavior can be summarized in the following points (Daibat, 2016: 7):-

- a. Generating and implementing creative ideas for workers to respond to market changes or seize market opportunities
- b. Improving the competitive advantage of the organization
- c. Developing organizational performance by stimulating the job performance of workers in the organization
- d. Improving the ability of the individual (worker) and the leader of the work group and the work climate to use a set of concepts in a purposeful and creative manner from the concepts in order to develop work in the organization to raise it to the highest level.

Sixth: Dimensions Of Creative Behavior

a. Exploratory Creative Work Behavior

Exploratory creative work behavior refers to work behavior related to creativity, which includes exploring opportunities and generating new ideas. Exploratory creative work behavior can be measured through the following:-

1) Exploring Opportunities

Exploring and generating ideas includes searching for ways to improve current products or processes or solve problems by trying to think about them in alternative ways and integrating or reorganizing current information and concepts (Nijenhuis, 2015: 11).

2) Generating Ideas

Creative work behavior begins with generating a useful idea in a specific field by the creators of new ideas (creative individuals) who can address problems or performance gaps from a different angle that depends primarily on collecting and reorganizing information and concepts based on solving problems or improving actual performance levels (Benedek, 2018: 33)..

b. Investment Creative Work Behavior

Investment creative work behavior includes directing work behavior towards implementing change and applying new knowledge or improving processes to enhance individual and/or organizational performance, and includes promoting the idea and implementing the idea.

1) Promoting The Idea

After generating ideas comes the second stage, which is promoting ideas. When the idea is generated, the individual who generated this idea will seek to find friends or entities that support the idea or build alliances of supporters. When he finds these supporters or a group of allies for these ideas, new ideas that have not yet been

implemented in the organization will be promoted, as the focus of the study is on support from the creativity process (Jong, 2007: 7).

2) Implementing The Idea

In this stage, the actual implementation of the adopted creative idea takes place in a final manner within the work role of the individual, group, work team, or organization as a whole, so that the latter can obtain real results and employ them to enhance its competitive gains. (Abbas et al., 2012: 2).

3. METHODS

First: - Problem Of The Study

Advanced countries have realized the problem of the talent war and dealt with it in light of the philosophy and systems of talent management, but our Arab institutions in general and local institutions in particular, still lack an understanding of the reality of this problem. Especially since they focus on managing threats by measuring the gap in performance and working to address it through training and development programs, thus achieving an acceptable level of performance and ignoring the management of opportunities that require less effort and cost, which work to achieve excellence and creativity through managing talents. The challenge facing the research laboratory today is embodied in the occasion between private universities and colleges in the Middle Euphrates region. From here, the problem of the study emerged to determine the extent of our local institutions in Iraq's understanding of the foundations and steps of the talent management system by focusing on universities as one of the most important institutions of higher education. The study specifically addressed private universities and colleges due to their major role in society and their position among different universities, as they have currently witnessed a tremendous quantitative expansion linked to the increasing number of students, and the escalation of awareness and openness to the manifestations of globalization (McDonnell et al., 2017: 92). Therefore, it was necessary to have systems for managing talents in private universities and colleges. Accordingly, the research problem can be limited to the following (to what extent do talent management practices contribute to enhancing the creative work behavior of employees in private universities and colleges in the Middle Euphrates region).

Second: - Study Objectives

The main objective of this study is to attempt to uncover a set of potential effects between the main dimensions of talent management practices and the creative work behavior of employees, through studying the following:

- a. Identifying the level of talent management practices in the private universities and colleges studied and the challenges they faced.
- b. Identifying the level and creative work behavior of employees in the private universities and colleges studied.

Third: - Importance Of The Study

Total quality management practices constitute one of the most important administrative methods that ensure the organization's survival and progress. It became clear through reviewing previous literature in this field that there is an abundance of studies that have examined the role of total quality management practices in sustainable institutional performance in all sectors, whether service or industrial, but focusing on the efficiency of the performance of service organizations was not sufficient, as enhancing performance efficiency contributes to raising the market share of organizations by exploiting the opportunities available in the market and thus raising their level of profitability.

Fourth: - Research hypotheses

The relationship between talent management practices and creative work behavior of employees can be understood, through which the following hypotheses can be developed:

- a. There is a statistically significant correlation between talent management practices and creative work behavior of employees.
 - 1) There is a statistically significant correlation between attracting talent and creative work behavior of employees in its individual or combined dimensions.
 - 2) There is a statistically significant correlation between investing in talent and creative work behavior of employees in its individual or combined dimensions.
 - 3) There is a statistically significant correlation between localizing talent and creative work behavior of employees in its individual or combined dimensions.
 - 4) There is a statistically significant correlation between retaining talent and creative work behavior of employees in its individual or combined dimensions.

- b. There is a statistically significant influence relationship between talent management practices and creative work behavior.
- 1) There is a statistically significant influence relationship between talent attraction and creative work behavior in its individual or combined dimensions.
 - 2) There is a statistically significant influence relationship between talent investment and creative work behavior in its individual or combined dimensions.
 - 3) There is a statistically significant influence relationship between talent localization and creative
 - 4) There is a statistically significant influence relationship between talent retention and creative work behavior in its individual or combined dimensions.

4. RESULTS

Data normality test

After ensuring that the data is free of missing and abnormal values, comes the data normalization stage, which aims to test the extent to which the data is distributed normally. All statistical tests used to test the study hypotheses, such as the simple Pearson correlation coefficient and regression analysis, are tests that rely on the assumption of the existence of parameter data. This type of data relies on a set of main assumptions, the most important of which is the assumption of the normal distribution of the study data, i.e. the study sample data is extracted from a community whose data follow the normal distribution. (Hair et al., 2010: 70). The normal distribution of the data can be examined through the Kolmogorov-Smirnov and Shapiro-Wilk tests. These two tests are verified by the (P-value), which is acceptable when it is greater than (0.05) (Brown, 1997:20-22).

Table (1) Results of the normal distribution of the study variable

Variables		Men	S.D	Kol-Smi			Z	Sig.
				absolute	positive	negative		
Talent Management Practices	Talent Attraction	3.33	0.716	0.212	0.148	-0.3	3.722	0.211
	Talent Investment	3.39	0.626	0.141	0.151	-0.12	2.814	0.161
	Talent Localization	3.24	0.826	0.136	0.131	-0.121	2.433	0.146
	Talent Retention	3.32	0.916	0.225	0.133	-0.200	3.725	0.220
Creative Work Behavior of Employees	Explorational Creative Work Behavior	3.24	0.830	0.172	0.187	-0.133	2.438	0.162
	Investmental Creative Work Behavior	3.40	0.848	0.193	0.136	-0.104	2.246	0.143

Testing The Reliability And Validity Of The Measurement Tool

Reliability aims to measure the consistency of the study tool with the answers of the teaching staff in private universities and colleges in the Middle Euphrates region over different time periods, and structural reliability is verified by using the Cronbach's alpha test, and this test takes upon itself to provide the conditions of stability in the questionnaire data when its value is higher than (70%) (George & Mallery, 2019), and the strength of the Cronbach's alpha test can be measured through Table (2).

Table (2) Stability and reliability of study variables

Variables		Number of paragraphs	Cronbach's alpha coefficients		Structural validity coefficient	
Talent Management Practices	Talent Attraction	6	0.778	0.928	0.873	0.939
	Talent Investment	6	0.739		0.824	
	Talent Localization	6	0.891		0.919	
	Talent Retention	6	0.840		0.941	
Creative Work Behavior of Employees	Explorational Creative Work Behavior	10	0.963	0.923	0.931	0.871
	Investmental Creative Work Behavior	10	0.958		0.923	

Description And Diagnosis Of The Variable Of Talent Management

Practices The results of Table (3) show that the general arithmetic mean of the variable of talent management practices is trending towards agreement and with a high response level of (3.45) and a standard deviation of (0.871). This variable was measured through four dimensions with an arithmetic mean ranging between (3.46-3.52).

Table (3) Descriptive statistics of talent management practices

N	Dimension	Men	S.D	Relative importance	Paragraph order
1	Talent Attraction	3.52	0.808	70%	2
2	Talent Investment	3.52	0.801	70%	1
3	Talent Localization	3.46	0.809	69%	4
4	Talent Retention	3.51	0.820	70%	3
Talent Management Practices		3.45	0.871	%69	

Description And Diagnosis Of The Variable Of Creative Work Behavior Of Workers

The results of Table (4) show that the general arithmetic mean of the variable of creative work behavior of workers tends towards agreement and with a high response level

of (3.57) and a standard deviation of (0.738). This variable was measured through two dimensions with an arithmetic mean ranging between (3.51-3.50).

Table (4) Descriptive statistics of creative work behavior of employees

N	Dimension	Men	S.D	Relative importance	Paragraph order
1	Explorational Creative Work Behavior	3.51	0.776	70%	1
2	Investmental Creative Work Behavior	3.50	0.760	70%	2
Creative Work Behavior of Employees		3.50	0.730	%70	

Hypothesis Testing

The meaning of this hypothesis states that (there is a statistically significant correlation between talent management practices and employees' creative work behavior).

The results of the table show the existence of a statistically significant correlation between talent management practices and employees' creative work behavior, as the correlation value reached (0.953) at a significance level less than (0.01). This relationship is considered a strong direct relationship according to the scale (Cohen et al., 1983: 2), which indicates the importance of the organization's interest in talent management practices to enhance creative work behavior. Moreover, the results indicate the existence of a correlation between talent management practices and the dimensions of creative work behavior, as the correlation value reached (0.892) for the dimension of exploratory creative work behavior and (0.918) for the dimension of investment creative work behavior. This means that the organization's interest in enhancing talent management practices contributes significantly to enhancing employees' creative work behavior.

Table (5) correlation matrix between the dimensions of talent management practices and the dimensions of employees' creative work behavior

Variables	Talent Attraction	Talent Investment	Talent Localization	Talent Retention	Talent Management Practices	Explorational Creative Work Behavior	Investmental Creative Work Behavior	Creative Work Behavior of Employees
Talent Attraction	1							
Talent Investment	.761**	1						
Talent Localization	.774**	.791**	1					
Talent Retention	.768**	.792**	.826**	1				
Talent Management Practices	.901**	.913**	.926**	.925**	1			
Explorational Creative Work Behavior	.844**	.866**	.786**	.775**	.892**	1		

Investmental Creative Work Behavior	.778**	.876**	.888**	.820**	.918**	.805**	1	
Creative Work Behavior of Employees	.854**	.917**	.881**	.840**	.953**	.951**	.949**	1
** . Correlation is significant at the 0.01 level (2-tailed).								
Sig. (2-tailed) = 0.000					N = 276			

This hypothesis states that (there is a statistically significant influence relationship between talent management practices and employees' creative work behavior).

The results of Table (6) indicate that there is an influence of talent management practices on employees' creative work behavior, as talent management practices contributed to explaining (0.907) of the issues that limit the ability of private universities and colleges in the Middle Euphrates region to care about employees' creative work behavior, which indicates that increasing talent management practices by one unit leads to an increase in employees' creative work behavior by a value of (0.936) with a standard error of (0.018) and a critical value of (52.000), which means that developing talent management practices at a rate of (0.093) will motivate faculty members to keep pace with change.

Table (6) Results of the analysis of the impact of the dimensions of talent management practices on the creative work behavior of employees

path		Standard Weights	Standard Error	Critical Ratio	R ²	(P)	
Talent Management Practices	<---	Creative Work Behavior of Employees	0.936	0.018	52.000	0.907	0.001

5. DISCUSSION

Conclusions

- The results showed that identifying and evaluating academic talents among faculty members enhances their ability to achieve better educational outcomes, which contributes to improving the quality of education.
- Providing training and professional development programs for faculty members is a vital investment that helps them develop their skills and increase their level of immersion in their work.
- The results showed that applying performance appreciation practices and innovative initiatives contributes to increasing faculty members' immersion, which motivates them to give their best.

- d. The sample surveyed realized that creating a flexible educational environment that supports creative thinking and enhances faculty members' ability to innovate will have a positive impact on their immersion and creativity.
- e. Implementing policies that support work-life balance is an essential part of attracting talent, ensuring their immersion, and motivating them to perform well.
- f. Providing opportunities for faculty members to participate in academic decision-making enhances their sense of ownership and responsibility and increases their immersion.
- g. Supporting research activities and academic initiatives opens up new areas for faculty members to innovate and excel, which enhances their immersion and creativity.

Recommendations

- a. The need to create specific strategies that focus on stimulating creativity, such as organizing specialized workshops and courses, which help enhance the innovative thinking capabilities of faculty members.
- b. Focusing on applying fair and transparent performance evaluation methods that help identify the strengths and weaknesses of faculty members, which contributes to enhancing creativity and responding to academic needs.
- c. Enhancing the process of supporting research and innovation activities encourages faculty members to explore and apply new ideas, which contributes to the development of distinguished academic programs.
- d. Private universities and colleges must involve faculty members in the academic decision-making process, which empowers them and increases their sense of responsibility and belonging, which enhances innovative behavior.
- e. The need to develop policies that support the balance between work and personal life, which is essential to increasing faculty members' immersion, which positively affects their creativity and productivity.
- f. Private universities and colleges should provide options for remote work or flexible schedules, which enhances the balance between work and personal life and contributes to increasing immersion and productivity. 7- Private universities and colleges should activate mechanisms that allow faculty members to participate in making academic and administrative decisions, which enhances their immersion and sense of responsibility.

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