

THE IMPACT OF A KNOWLEDGE-BASED TALENT MANAGEMENT APPROACH ON ORGANIZATIONAL INNOVATION

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Abstract

In this study, talent management, which is extremely important for innovation, is examined from a knowledge-centric perspective and the impact of this approach on product and process innovation is discussed. The mediator role of an innovative culture is also evaluated in the study. All evaluations were assessed through a survey conducted with the participation of 102 mid or top-level HR managers from Turkey's largest 1000 industrial organizations. As a result of the research, it was found that the knowledge-based talent management approach has a positive impact on product and process innovation. The research's findings underscore the crucial role that knowledge-centric personnel management plays in fostering the development of new products and business models, and they opine that this impact may even outweigh that of innovative organizational cultures. To improve their ability to innovate and maintain competitiveness in the fast-paced business climate, organizations should give employees' knowledge and skill development top priority. Organizations should also be aware of the intricate relationships that exist between organizational culture, innovation outcomes, and talent management, and they should modify their tactics in accordance with these relationships.

Key words: Knowledge-based talent management, Product and process innovation, Innovative culture

BİLGİ TEMELLİ YETENEK YÖNETİMİ YAKLAŞIMININ ÖRGÜTSEL YENİLİK ÜZERİNE ETKİSİ

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Öz

Bu çalışmada, yenilik için son derece önemli olan yetenek yönetimi, bilgi odaklı bir perspektiften incelenmekte ve bu yaklaşımın ürün ve süreç yeniliği üzerindeki etkisi tartışılmaktadır. Çalışmada ayrıca yenilikçi kültürün aracı rolü de değerlendirilmektedir. Tüm değerlendirmeler, Türkiye'nin en büyük 1.000 sanayi kuruluşundan 102 orta veya üst düzey İK yöneticisinin katılımıyla gerçekleştirilen bir anket aracılığıyla yapılmıştır. Araştırma sonucunda, bilgi temelli yetenek yönetimi yaklaşımının ürün ve süreç yeniliği üzerinde olumlu bir etkiye sahip olduğu bulunmuştur. Araştırmanın bulguları, bilgi odaklı personel yönetiminin yeni ürünler ve iş modelleri geliştirme sürecinde oynadığı kritik rolü vurgulamakta ve bu etkinin, yenilikçi örgüt kültürlerinin etkisinden daha ağır basabileceği düşünülmektedir. Şirketlerin yenilik yapma yeteneklerini artırmak ve hızlı değişen iş ortamında rekabet güçlerini sürdürebilmeleri için, çalışanların bilgi ve beceri gelişimine öncelik vermelidirler. Örgütler, örgüt kültürü, yenilik sonuçları ve yetenek yönetimi arasındaki karmaşık ilişkilerin farkında olmalı ve taktiklerini bu ilişkilere göre ayarlamalıdır.

Anahtar Kelimeler: Bilgi temelli yetenek yönetimi, Ürün ve süreç yenilikçiliği, Yenilikçi kültür

INTRODUCTION

The ability of businesses to adapt to rapid changes in environmental circumstances is crucial to their success in the modern world. Organizations have experienced swift changes in many environmental conditions, particularly in recent decades. Companies can continue to succeed in competitive environments by adapting their current management practices to these changes as quickly as possible. Significant changes are occurring in practically every aspect of life. However, the most important factors that will impact how businesses manage their personnel include globalization, changes in the composition of the workforce, demographic shifts, technological advancements, and the information society.

The globalization of trade, supply networks, production value chains, consumption patterns, and consumption habits has produced numerous remarkable success stories on a worldwide scale and provided significant growth potential for businesses. On the other hand, businesses are now far more exposed to outside influences and risks from complex factors. Any country's political, military, or economic developments could have disastrous effects on a medium-sized company located in another country. Companies must use every resource they have wisely under these circumstances. Employees and their knowledge, skills, and abilities are at the top of this list of resources.

The term "globalization" was once applied to the expansion of trade, industry, and finance. However, with the current cross-border mobility of the workforce, talent has also quickly gone global. There are two aspects to the globalization of talent (Cheese et al., 2008). The first is the expansion of the global talent wars and the globalization of business talent requirements. The advent of a highly mobile talent pool that can change countries much more easily than in the past is the second factor. These two trends have elevated talent management to the level of a global management concern from a corporate, industry, or regional concern.

Companies now have access to talent on a worldwide scale thanks to talent globalization, but it also makes it harder to retain existing talent (Cheese et al., 2008). The employee-employer relationship in its traditional sense has become a more complex process, particularly in recent years with the advent of various working models like hybrid working, remote working, and so on.

The relationship between employees and employers has changed as a result of the increased value placed on knowledge. In an industrial society, the work and wage relationship between an employee and an employer could be streamlined. The tools are in place in current HRM practices to manage this straightforward concept successfully. Peter Drucker (1999) refers to the "knowledge worker" in the information society as having complicated, diverse, and numerous demands. The information society has brought about new requirements, and these needs are becoming more and more crucial for both businesses and employees daily (Liu, 2021). These needs include acquiring knowledge, expanding knowledge, improving knowledge, using knowledge, and transferring knowledge (Drucker, 1999).

According to the resource-based view, which forms the basis of many strategic human resources studies, businesses can maintain their competitive advantage by using their resources to their full potential (Collings and Mellahi, 2009). These resources are all of a firm's controllable assets, capabilities, organizational processes, firm attributes, information, knowledge, etc., that enable the firm to develop and implement strategies that increase its efficiency and effectiveness.

The degree to which a resource satisfies four criteria determines how strategic it is (Collings and Mellahi, 2009). First, the resources must be valuable. Valuable resources

increase the efficiency and effectiveness of the company in achieving its strategy and objectives. Second, a resource needs to be rare. Strategic resources are those that are difficult to find or unavailable to competitors. Third, a resource must be imperfectly imitable to be strategic. It should be challenging or impossible for rivals to duplicate it. Finally, a resource needs to be non-substitutable to be strategic. If a resource can be replaced by another non-rare resource, it cannot be strategic.

The capabilities and knowledge of an organization should be viewed as strategic resources in the current environment when analyzed in terms of these four components. Perhaps because of this, knowledge management and talent management have become contemporary topics of study that have drawn interest from both researchers and practitioners.

When academic research on talent management is studied, a large number of studies (Chen, 2012; Collings and Mellahi, 2009; Dries, 2013) demonstrate how talent management impacts an organization's success. Some of these studies focus on how talent management affects commercial concerns like profitability, innovation, and market superiority, while others concentrate on human concerns like employee engagement and corporate citizenship. There are very few studies using organizational theory to examine how talent management affects these outcomes. Academic studies on talent management need to diversify and differentiate, given that several of the dimensions and sub-dimensions employed in talent management research are ideas that have been debated in strategic HRM studies for many years.

It is clear from an analysis of the knowledge management literature (Collings and Mellahi, 2009) that two basic approaches predominate in knowledge management research. Technically oriented knowledge management techniques mainly focus on technical systems and procedures for organizing, storing, and disseminating knowledge. On the other hand, process- or people-oriented approaches to knowledge management view the movement of knowledge throughout the organization through the lens of social, political, and administrative processes. The knowledge that an organization holds is equivalent to or nearly equal to the information that the organization's members collectively possess. Human-centered academic research on knowledge management may

be insufficient for the ontological evaluation of knowledge, even though they explain the organizational processes of knowledge (Dries, 2013).

1. LITERATURE REVIEW

Throughout the history of human civilization, knowledge has always been priceless. Knowledge has consistently played a vital role in trade, politics, and the evolution of humans as thinking and learning creatures, from ancient times to the present. Since the philosophical works of Plato and Aristotle, one of the initial questions of classical philosophy is what knowledge is. From ancient times to the present day, humankind has been searching for the answer to this question, but knowledge has become an increasingly important asset in today's knowledge-based economies.

Knowledge management is becoming increasingly important in a variety of fields associated with knowledge, both academically and professionally, ranging from behavioral sciences to sociology, management to information, and even artificial intelligence. The number of professional publications devoted to knowledge management, as well as studies on various areas of knowledge management, trainings on the subject, and courses offered, is steadily expanding. It has been one of the most widely researched areas, particularly since the 1990s. Today, knowledge management still finds its place in the focus of many organizational studies (Lubit, 2001).

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Managing knowledge as an institutional resource becomes more vital for firms to obtain a competitive advantage (Davenport and Prusak, 1998). Knowledge must be seen as a strategic resource like raw materials, technology, infrastructure, and personnel. In today's world where knowledge-based economies have the advantage of scale, knowledge-related activities such as knowledge creation, acquisition, purchasing, and leveraging have become essential for enterprises to deliver long-term benefits.

Talent management has been a hot issue for academics and professionals for a few decades now. Talent management has evolved into a crucial management activity for many firms, despite the fact that certain perspectives still see it as a part of HRM. Talent and talent management remain one of the most crucial strategic challenges for any business worldwide in today's extremely dynamic and uncertain market environment, according to both academics and practitioners (Meyers and van Woerkom, 2014).

Although the ideas of talent and talent management have been conveyed in a variety of sources, the McKinsey "War for Talent" study, which was published in 1998, marked the mainstreaming of this topic. The "Talent Edge 2020" report, which was released by Deloitte years after the following report, demonstrates that talent management's significance has not faded for researchers or practitioners. According to the McKinsey study, which involved 20 large multinational corporations and 6,000 executives from 77 companies across various industries, organizations are experiencing a serious talent shortage, making talent management the top priority.

In the past, a career was thought of as a steady path that an employee would take over a long period. The globalization of labor and the economy, however, has made careers today unpredictable, unstable, and complex for talented people (Baruch and Vardi, 2017). Because of this, it is difficult for staff members to manage their careers and for businesses to create a career management strategy that supports employee engagement and satisfies organizational needs. In the context of talent management, career management refers to tasks that are carried out over the course of a person's employment, such as developing a career plan that will ensure that workers are happy in their jobs and advance their careers. Identifying viable candidates for key positions following strategic goals and the organization's vision, carrying out the necessary development activities to prepare candidates for these roles, and making the appropriate promotion decisions when necessary are all examples of career management (Hirsh and Jackson, 2004). This definition of career management puts a greater emphasis on organizations.

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The idea of training and development in human resources management literature is somewhat distinct from the idea of talent development in talent management. Giving people the information and skills, they need to perform their jobs is the primary goal of training and development in human resource management (Noe, 2017). According to the talent management theory, talent is a resource that, when cultivated, has the potential to have a significant impact on key business outcomes (innovativeness, sales, market share, profit, etc.) (Gallardo-Gallardo et al., 2013).

Innovation is defined as the use of a new or significantly improved product or service, process, marketing strategy, or organizational method, according to the "Oslo Manual" document released by the OECD (2005). Companies should have many organizational

capabilities in order to survive in current competitive conditions. Therefore, an organization's capacity to innovate has become the most important competitive advantage. Unlike other competitive advantages, it is extremely difficult for organizations to both gain and retain this advantage (Tidd and Bessant, 2020). Organizational innovativeness is perhaps the most important of these capabilities in today's knowledge economy era.

The effectiveness of innovation activities depends on a variety of circumstances despite being crucial for organizations. Some of the elements such as market conditions, technological changes, regulatory environment, social and cultural factors, access to resources, and political factors that influence an organization's capacity for innovation depend on variables beyond its control. Organizations with strong organizational innovation capabilities, however, are much more innovative than other organizations.

Innovation is more than just a flash of original and ground-breaking thoughts. Particularly for large firms, innovation is a management process that needs to be properly carried out. Two crucial resources are necessary for this approach to be successful (Tidd and Bessant, 2020): The first category is technical resources, which cover personnel, capital, tools, and know-how. The organization's capabilities make up the second category of resources, and to exploit these capabilities, knowledge is also necessary.

Organizational innovation gives businesses a consistent competitive advantage. In the resource-based view (RBV), only scarce and valuable resources may provide a sustained competitive advantage (Collings, and Mellahi, 2009). It cannot be expected to select the scarce and priceless resources for every firm. Both the organization's setting and its critical resources are tied to the organization. There is no denying the significance of knowledge in the innovation process. However, both the capacities of individuals and other organizational competencies are required in order to properly process this knowledge and turn it into innovation. Talent should be seen as another crucial resource needed for innovation.

2. METHOD

2. 1. Sample of the Study

The companies on the “100 Largest Industrial Organizations of the Aegean Region in 2021” list and the ISO500 2021 list, both published annually by the Istanbul Chamber of Industry, make up the bulk of this research. Based on net sales from production, both lists which make up the bulk of the research are created. The two lists, which are not based on non-production income, can be assessed as an appropriate framework for assessing product-process innovation and a knowledge-oriented people management strategy on a corporate basis.

The Human Resources managers of the companies on the lists were contacted via email, if their email addresses were known, and those whose e-mail addresses could not be located were contacted via the social media site LinkedIn. They were informed of the goal, methodology, and content of the research and given a link to participate in the survey. In this case, 104 responses were obtained from 432 middle or senior level managers; 2 of these were discarded due to a lack of responses, and 102 responses were used for the research. No information about the company, position, or industry was gathered from the participants in order to allay any potential worries regarding Law on the Protection of Personal Data and corporate information privacy rules.

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2.2. Measure

The Strategic Talent Management Scale created by (Chen, 2012) is one of the most extensive studies in this topic, despite the fact that many various scales and assessment tools have been established in the field of talent management. Later research has demonstrated that STMS has a favorable impact on entrepreneurial and vocal behaviors.

The actions that are referred regarded as talent acquisition, recruiting, or talent luring in many talent management studies are not included in the STMS scale that Kaya (2019) translated into Turkish. The ability of the business to acquire the appropriate resources is a significant strategic advantage from the RBV standpoint. For this reason, questions about talent acquisition were added to the model’s scale of perception of talent management sub-practices (Fegley, 2006). Under the heading of talent acquisition, 4 questions that were translated into Turkish (Şahin, 2015) were included in the study.

In the STMS, the SECI (socialization, externalization, combination, internalization) model was added under the heading of “knowledge utilization” as opposed to the heading for training and development. For measuring, Farnese et al. (2019) devised a scale.

The literature has scales for assessing organizational innovation under a variety of names, including inventive work behavior, organizational innovation, perceived innovation, and organizational creativity (Zhou et al., 2021). The validity of the research will be impacted by the fact that assessments of organizational innovativeness are generally based on facts rather than perceptions. For this reason, the scale created by (Wang and Ahmed, 2004) was utilized to evaluate organizational innovativeness using the categories of product innovativeness and process innovativeness. The scale’s questions focus on innovation as a real organizational result as opposed to an imagined organizational quality.

The Impact of a creative culture on an organization's capacity for Innovation will be examined as part of this study. Items created for innovative culture by O’Cass and Viet Ngo (2007) will be utilized.

2.3. Data Analysis

The data was examined using structural equation modeling (SEM), a multivariate analysis method capable of simultaneously determining the effects of multiple variables (Tabachnick and Fidell, 2013). Observed variables are those directly answered by participants, while unobserved variables represent underlying structures. In this study, knowledge-centric talent management, innovative organizational climate, and product and process innovation were treated as unobserved variables. For clarity and space efficiency, only these unobserved variables are depicted in the model figures.

R, a programming language specifically designed for statistical analysis (Ihaka and Gentleman, 1996), was utilized for data analysis. This open-source and freely distributed language has gained widespread acceptance and use since its introduction in 1997 (Field, Miles and Field, 2012). R’s programming capabilities allow users to develop packages for specific analyses (Beaujean, 2014), resulting in a vast library of over 12,500 packages. As such, R is capable of performing virtually any statistical analysis developed by humans. Commonly used methods in social sciences, such as exploratory and confirmatory factor analysis, structural equation modeling, meta-analysis, Rasch analysis, multiple linear and hierarchical regression analysis, and time series analysis, can

all be conducted using R. This eliminates the need for separate programs for each analysis, and even commercial software like IBM SPSS benefits from R's capabilities through plugins.

In this study, the lavaan package (Rosseel, 2012) was employed for SEM, using robust maximum likelihood estimation as recommended by Kline (2012). In order to determine the effect of the scales, 3 different models were established with SEM using maximum likelihood estimation method. The intervals of fit indices at Table 1 according to Hooper, Coughlan and Mullen (2008), Hu and Bentler (1999) were used to determine if the models are compatible with the data.

Table 1. The Intervals of Fit Indices

Fit Indices	Perfect Fit	Acceptable Fit
χ^2/df	$0 \leq \chi^2/df \leq 2$	$2 \leq \chi^2/df \leq 3$
CFI	$.95 \leq CFI \leq 1.00$	$.90 \leq CFI \leq 0.95$
TLI	$.95 \leq TLI \leq 1.00$	$.90 \leq TLI \leq 0.95$
IFI	$.95 \leq IFI \leq 1.00$	$.90 \leq IFI \leq 0.95$
RMSEA	$.00 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$
SRMR	$.00 \leq SRMR \leq .05$	$.05 \leq SRMR \leq .10$

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3. FINDINGS

Descriptive statistics of the scales are presented at Table 2. The means of the scales talent definition (TD), talent acquisition (TA), performance evaluation (PE), career management (CM), compensation and benefits (CB), socialization externalization combination internalization (SECI), product and process innovation (PTPS), innovative organizational culture (IOC), knowledge-centric talent management (KCTM) vary between 3.78 and 4.21, and it has been determined that they have acceptable skewness and kurtosis coefficients (Table 2). Skewness values between +1 and -1 and kurtosis values between +2 and -1 indicate that the data are normally distributed (Huck, 2012).

Table 2. Descriptive Statistics of The Scales

	Cronbach's α	Mean	SD	Skewness		Kurtosis	
				Skewness	SE	Kurtosis	SE
TD	0.84	3.78	0.79	-0.21	0.24	-0.90	0.47
TA	0.76	4.16	0.63	-0.53	0.24	-0.28	0.47
PE	0.71	4.06	0.61	-0.43	0.24	-0.38	0.47
CM	0.78	3.89	0.65	-0.45	0.24	-0.07	0.47
CB	0.74	3.95	0.56	-0.82	0.24	2.18	0.48
SECI	0.87	4.01	0.50	-0.53	0.24	-0.03	0.48
KCTM	0.94	3.97	0.50	-0.62	0.24	0.23	0.48
PTPS	0.84	4.10	0.51	-0.53	0.24	0.29	0.47
IOC	0.34	4.13	0.34	-0.13	0.24	-0.44	0.47

The correlations among the scales shown at Table 3 are at statistically significant levels ($p < 0.001$).

Table 3. Correlation Matrix

	TD	TA	PE	CM	CB	SECI	KCTM	PTPS
TA	0.74							
PE	0.59	0.54						
CM	0.57	0.55	0.54					
CB	0.46	0.57	0.53	0.60				
SECI	0.57	0.72	0.55	0.54	0.51			
KCTM	0.84	0.86	0.77	0.79	0.75	0.79		
PTPS	0.61	0.70	0.65	0.63	0.64	0.77	0.81	
IOC	0.56	0.47	0.51	0.44	0.35	0.50	0.59	0.57

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3.1. Structural Equation Models

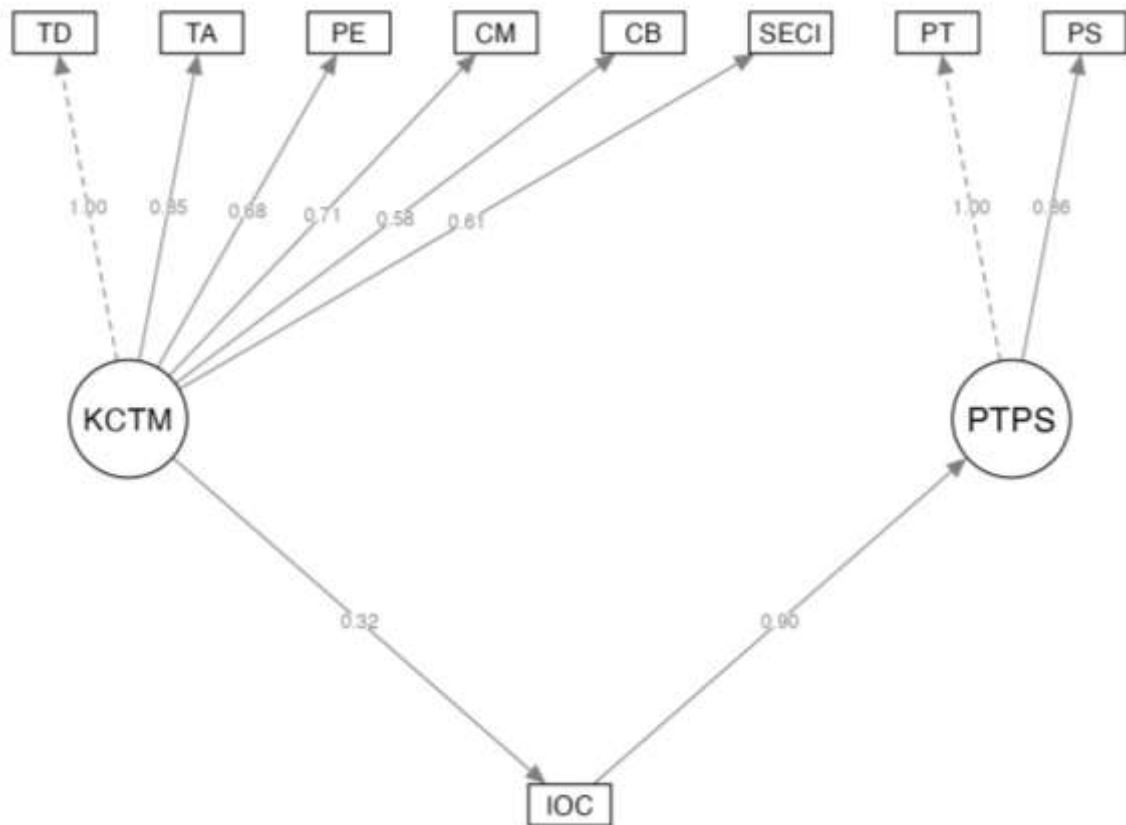
3.1.1. The First Model

In the first model to determine the mediator role of innovative organizational culture (IOC) between knowledge-centric talent management (KCTM) and product and process innovation (PTPS), a compatible structure was not achieved according to the goodness of fit indices of the established model ($X^2/df = 5.11$, $p < 0.001$, $CFI = 0.82$, $TLI = 0.75$, $RMSEA = 0.20$, $SRMR = 0.19$).

Path diagrams of the first model shown in Figure 1 indicate that the mediator role of innovative organizational culture (IOC) between knowledge-centric talent management (KCTM) and product and process innovation (PTPS) appears to be vague considering the effect of KCTM on IOC is at a low level (0.32). However, IOC affects PTPS at a very high level (0.90). Considering the fit indices of the first model are not within the

acceptable intervals, the second model was structured to see if the mediator role of IOC between KCTM and PTPS fades away.

Figure 1. Path diagrams of the first model



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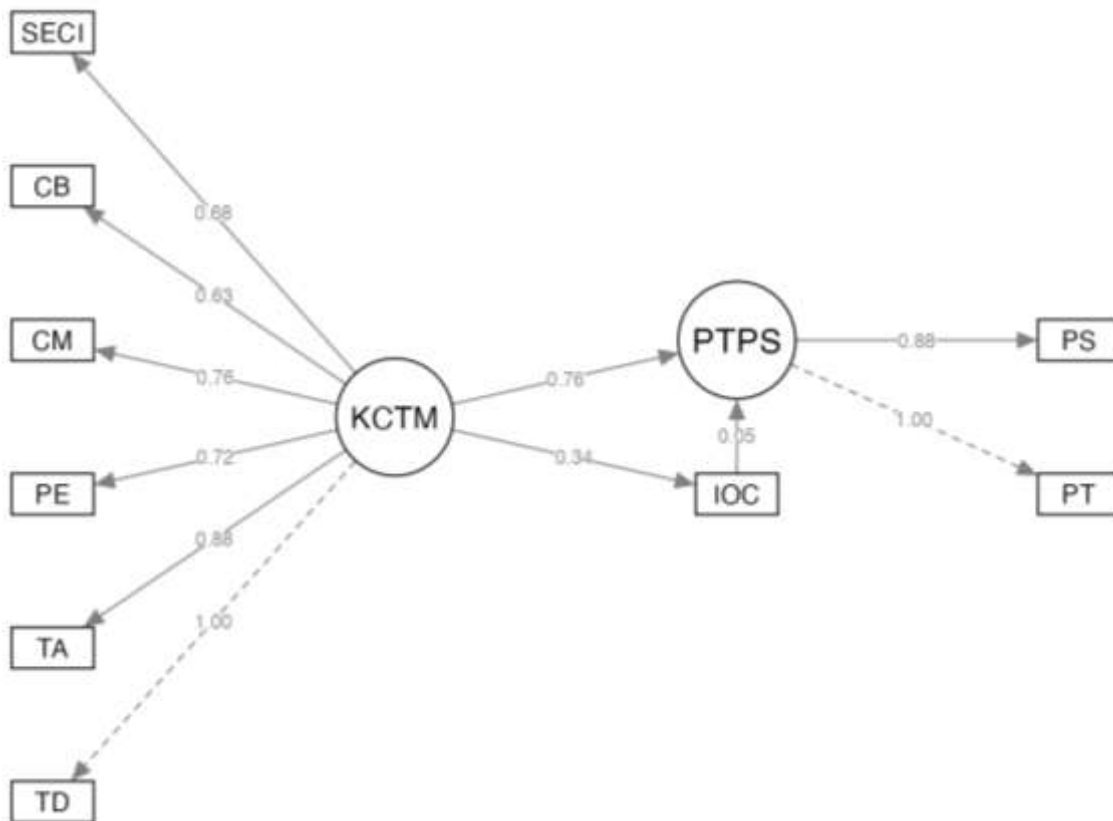
3.1.2. The Second Model

In the second model to test the mediator role of innovative organizational culture (IOC) between knowledge-centric talent management (KCTM) and product and process innovation (PTPS), a compatible structure was achieved according to the fit indices of the established model ($X^2/df = 2.11$, $p < 0.001$, $CFI = 0.95$, $TLI = 0.93$, $RMSEA = 0.10$, $SRMR = 0.04$).

Path diagrams of the second model shown in Figure 2 indicate that the mediator role of innovative organizational culture (IOC) between knowledge-centric talent management (KCTM) and product and process innovation (PTPS) appears to be non-existent considering the effect of IOC on PTPS is near zero (0.05). However, this effect was

reduced from a very high level in the first model. This indicates that the indirect effect of KCTM on PTPS was accounted for the effect of IOC on PTPS in the first model. Therefore, the final model should not include any indirect effect.

Figure 2. Path diagrams of the second model



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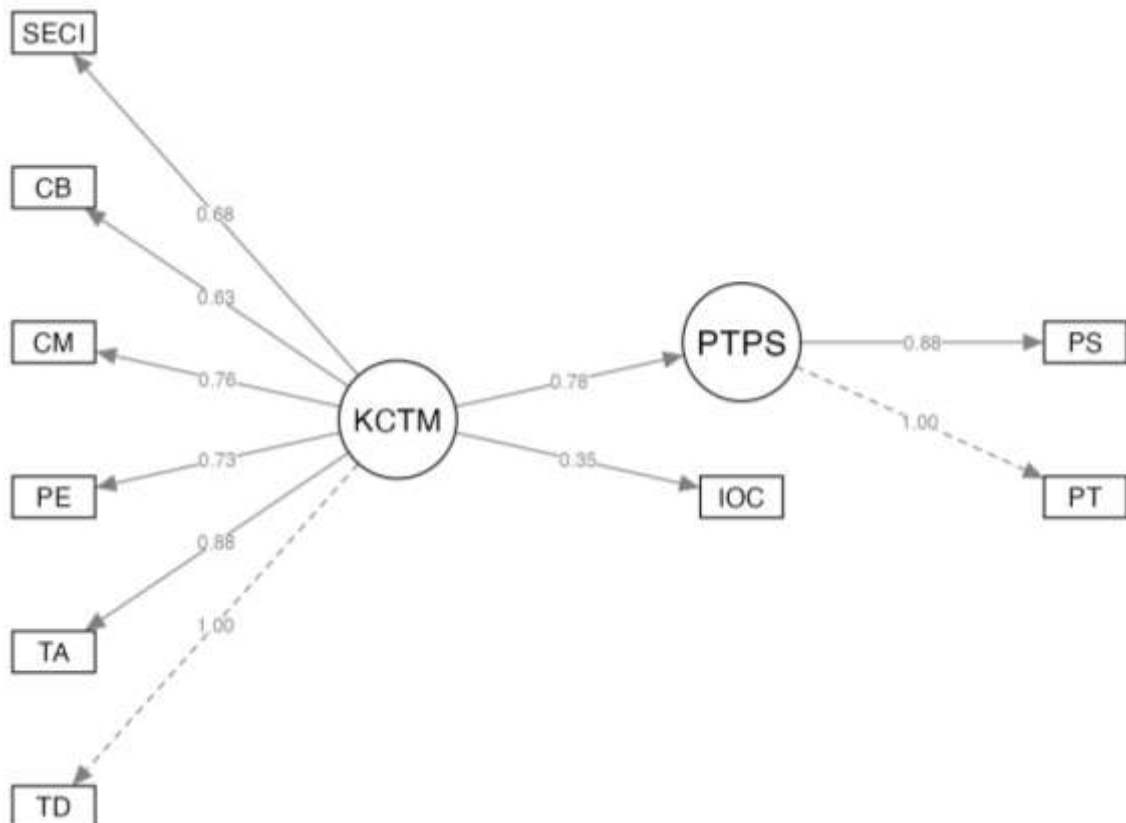
3.1.3. The Third Model

In the third model to determine the effects of knowledge-centric talent management (KCTM) on innovative organizational culture (IOC) and product and process innovation (PTPS), a slightly better structure was achieved according to the fit indices of the established model ($X^2/df = 2.04$, $p = 0.001$, $CFI = 0.95$, $TLI = 0.94$, $RMSEA = 0.10$, $SRMR = 0.04$).

Path diagrams of the third model shown in Figure 3 indicate that the effects of KCTM on IOC and PTPS are statistically significant and noteworthy. The effect of KCTM on IOC

is at a moderate level (0.35) while the effect of KCTM on PTPS is at a relatively high level (0.78). Since this model has the most compatible fit indices, the analyses concluded that KCTM affects PTPS more than it affects IOC and IOC does not affect PTPS in the presence of KCTM.

Figure 3. Path Diagrams of The Third Model



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CONCLUSION

A creative organizational culture can significantly affect an organization's ability to innovate its products and processes, providing a potent way to boost competitiveness and promote long-term success. Organizations may maximize the potential of their human capital and lay a solid basis for success in the fast-paced business climate of today by cultivating a culture of creativity, risk-taking, cooperation, and continuous development.

Knowledge-centric personnel management can have a substantial impact on an organization's capacity to innovate in terms of both products and processes, providing a potent way to boost competitiveness and promote long-term success. Organizations can

unleash the full potential of their human capital and lay a solid foundation for success in today's dynamic business environment by investing in employee development, fostering a culture of continuous learning and knowledge sharing, and encouraging collaboration and experimentation.

The creation of an innovative organizational culture can be strongly influenced by knowledge-centric talent management, which also has positive implications on the competitiveness and performance of the business (Fachrunnisa et al., 2020). Organizations can maximize the potential of their human capital and promote sustainable growth in the contemporary business climate by making investments in staff development, developing a culture of ongoing learning and knowledge sharing, and encouraging cooperation and risk-taking. Organizational learning positively impacts organizational innovation (Haile and Tüzüner, 2022). Furthermore, organizational innovation and organizational learning have a positive and significant impact on organizational performance (Soomro et al., 2021).

According to the study's findings, knowledge-centric people management has a greater impact on product and process innovation than on innovative organizational culture. Furthermore, it appears that the influence of an innovative organizational culture on new product and process innovation is diminished by the presence of talent management that is knowledge centric. This finding has a number of ramifications for businesses looking to promote innovation and strengthen their competitive edge. This finding is also similar to the one that found knowledge management shows a significant positive association with organizational innovation (Abbas et al., 2020).

The study emphasizes the significance of knowledge-centric talent management in fostering the development of new products and procedures. Organizations may successfully increase their capacity to innovate and adapt to the quickly changing business environment by investing in the development and retention of their workers' knowledge and skills (Davenport and Prusak, 1998). This finding highlights the importance for businesses to concentrate on hiring, training, and retaining employees who have the necessary knowledge and skills to develop original ideas and apply creative solutions.

Second, the data reveals that when knowledge-centric personnel management is in place, innovative organizational culture may not be as effective at fostering new product and process development. This conclusion suggests that businesses should give employees' knowledge and skill growth top priority because it can have a bigger impact on the outcomes of innovation. While fostering an innovative culture is still important, it might not be enough to promote innovation if staff members lack the knowledge and abilities needed to take advantage of the advantages such a culture offers (Schein, 2010).

It is crucial to remember that there will probably be complicated and subtle interactions between knowledge-centric talent management, innovative organizational culture, and innovation outcomes. Depending on the exact context and attributes of a business, such as its size, industry, and competitive environment, the interaction between these components may change (Tidd et al., 2005). As a result, businesses should give considerable thought to the particular environment in which they function when creating and putting into practice people management policies meant to promote creativity.

The research's findings underscore the crucial role that knowledge-centric personnel management plays in fostering the development of new products and business models, and they opine that this impact may even outweigh that of innovative organizational cultures. To improve their ability to innovate and maintain competitiveness in the fast-paced business climate, organizations should give employees' knowledge and skill development top priority. Organizations should also be aware of the intricate relationships that exist between organizational culture, innovation outcomes, and talent management, and they should modify their tactics in accordance with these relationships.

SUGGESTIONS

The study's findings, which show that knowledge-centric talent management has a greater impact on product and process innovation than it does on innovative organizational culture and that product and process innovation is unaffected by innovative organizational culture in the presence of knowledge-centric talent management, open up a number of avenues for additional research and provide useful organizational recommendations:

1. Examine how knowledge-centric talent management and innovative organizational culture interact. Future research could examine the precise mechanisms by which these

two factors interact and pinpoint the circumstances in which knowledge-centric talent management may still benefit product and process innovation.

2. Examine the influence of industry and context. Depending on the particular industry and organizational situation, the effects of knowledge-centric talent management and innovative organizational culture on innovation outcomes may differ. To gain a deeper knowledge of their effects, future research could look at these linkages in various organizational contexts and industries.
3. Create targeted personnel management strategies. Organizations should place a high priority on employee development and retention in order to foster the development of new products and processes. This may entail funding professional development programs for staff members, such as mentoring and training, as well as putting in place efficient performance management systems to recognize and reward high-potential workers.
4. Encourage a culture of lifelong learning. Businesses should work to promote a learning-focused culture that values and encourages employees' continued knowledge and skill development. This can be done by fostering open communication, knowledge sharing, and giving staff members the chance to gain knowledge from both achievements and failures.
5. Maintaining a balance between creativity and risk-taking and the requirement for operational stability and efficiency is just as vital for firms as maintaining an innovative corporate culture. This can entail putting in place procedures and controls that let the business efficiently manage innovation initiatives without affecting regular business operations.
6. Develop unique innovation strategies. Businesses should understand that there is no one-size-fits-all strategy for promoting innovation. Taking into mind the intricate interplay between knowledge-centric personnel management, innovative organizational culture, and innovation outcomes, they should build customized strategies based on their unique setting, industry, and organizational capabilities.

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Organizations can develop better strategies for fostering innovation and preserving a competitive edge in the market by pursuing these avenues in order to deepen their understanding of the relationship between knowledge-centric talent management, innovative organizational culture, and product and process innovation.

Given that innovative organizational culture does not affect product and process innovation when knowledge-centric talent management is present and that innovative organizational culture has a greater impact on product and process innovation than on innovative organizational culture, the following recommendations can be made to researchers:

1. Research potential moderating factors that may have an impact on the relationship between knowledge-centric talent management, innovative organizational culture, and product and process innovation. These variables may include market dynamics, firm size, industry-specific traits, and external elements like the regulatory and economic climate.
2. Researchers could better understand how interactions between knowledge-centric personnel management and innovative organizational culture develop over time and how these changes impact product and process innovation over the long term by conducting longitudinal research designs.
3. Research into the precise processes through which knowledge-centric talent management and innovative organizational culture interact and affect product and process innovation could be gained from in-depth case studies and comparative assessments of various firms.
4. Examine how leadership influences the relationships between knowledge-centric talent management, innovative organizational culture, and product and process innovation. Examples of such leadership styles include transformational and transactional leadership.
5. Given how quickly technology is developing, academics may want to look at how it affects the interactions among knowledge-centric talent management, innovative organizational cultures, and product and process innovation.
6. Researchers and practitioners could benefit from examining the effects of various organizational structures, such as centralized or decentralized decision-making, on the connections between knowledge-centric personnel management, innovative organizational culture, and product and process innovation.
7. Researchers ought to keep improving the measurement and operationalization of important factors, including knowledge-centric personnel management, innovative organizational cultures, and product and process innovation. This will guarantee that

subsequent research develops on a strong basis and yields trustworthy and legitimate findings.

By examining these suggestions, researchers can help to better understand the intricate connections between knowledge-centric talent management, innovative organizational culture, and product and process innovation. In turn, this will aid organizations in creating more practical strategies for fostering innovation and preserving a competitive edge in the marketplace.

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