

-RESEARCH ARTICLE-

## TALENT MANAGEMENT AND JOB ENGAGEMENT: THE MEDIATING EFFECT OF TRANSFORMATIONAL LEADERSHIP-AN ANALYSIS OF TIKRIT UNIVERSITY FACULTY PERSPECTIVES

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### —Abstract—

The work aimed to identify the facilitating character of transformational leadership in the association between talent management and job engagement through a logical analysis for the sentiments of a group of Tikrit University teachers. The investigation employed an exploratory approach to analysis to accomplish its aims. The population of the study includes (1945) teachers at Tikrit University, and the analysis sample involved 350 faculty associates who were randomly chosen from the analysis populations. Thus, the sample constituted of 17% of the population. The researcher used the (SPSSv21) program and the (AMOS) program to process the collected data. By using the multiple regression equation, multiple regression analysis, and path analysis, the analysis has presented a set of outcomes. The maximum prominent is the presence of a statistically suggestive influence at the significance level ( $\alpha \leq 0.05$ ) for the dimensions of talent management on job engagement among employees at Tikrit University from the opinion of the considered teachers. Effective leadership has been shown to have an independently significant influence, at a level of significance of  $\alpha \leq 0.05$ , on the interaction between talent management and work engagement among

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instructors at Tikrit University. Based on the analysis, the greatest prominent is the university analyzes its needs for talented people based on the challenges of the current situation and the future directions of the university.

**Keywords:** Transformational leadership, talent management, job engagement, an analytical study, teaching staff at Tikrit University.

## INTRODUCTION

In the era of knowledge and information technology, there were several management practices applied in organizations individually and sporadically because people were seen as a part of the organization's assets and not just a cost. However, in the era of talent management, these separate and interconnected practices have become more integrated and unified with each other. The relationships between these practices add continuous and lasting value to the organization, and all components of this management are supposed to integrate to achieve the goals (Lazq, 2019). We can see this transformation today more clearly than it was previously at the beginning of the nineteenth century, which was limited to some major companies in the United States of America and Europe. What we see today is a massive expansion in the reach of multinational companies and the ease of movement of goods, goods, services, and human and physical capital smoothly and efficiently throughout the globe. Consequently, the world began to witness a substantial economic relationship of reciprocity and dependence, which was reflected in the nature of human life; business organizations became an essential axis of our lives, where education, health, trade, service, and entertainment facilities are all within the framework of the business environment (Al-Amiri & Al-Ghalibi, 2015).

Using talent management strategies can enhance effectiveness and efficiency and lead to improved performance of both the individuals and the organization. In addition to enhancing employee engagement, a sense of belonging, commitment, loyalty, and trust lead to an organization with higher productivity, maintaining an organization in line with its vision and strategic goals, and making the organization more flexible and competitive in the market (Abdel Halim, 2019).

Leadership performs a significant and supportive character in job employment through affording the suitable organizational environment for improving job engagement in the organization. Transformational leaders attract strong feelings of recognition and belonging to the organizational identity of subordinates by adopting the fundamental dimension of transformational headship, which has the ideal effect for building managers who represent role models. It also creates excitement in the workplace and raises expectations, which is expressed in the second dimension- the inspirational motivation. It also creates interest and curiosity in new ideas and ways that will make

solutions to problems and confront work-related issues in more creative and innovative ways by adopting the third dimension is intellectual arousal (Aqta & Al-Wafi, 2017). It is worth noting that correctly managing talent works requires developing and retaining them by being aware of all the factors and areas that could be the reason for not satisfying the needs of employees and their thinking about leaving the organization. These factors include wages, performance evaluation, training and career development, integration of work teams, conflict between subordinates and superiors, and the exaggeration of functional restrictions, and this means that the organization is not working to support and enhance job engagement. Hence, the objective of this investigation is to determine the intermediary function of transformational leadership in the correlation between talent management and work engagement. This will be achieved via an analytical investigation of the viewpoints of a selected group of instructors at Tikrit University.

### **The Problem of Study**

By informing the researcher of prior analysis with hypothetical works associated with the topic of the current analysis, he discovered that there needs to be clearer regarding the topics of transformational leadership, talent management, and job engagement. Earlier findings that linked these variables should have addressed the Iraqi educational sector. Depending on the recommendations of previous studies and their results, a study showed that each type of talent has one or more leadership styles for dealing with them. Another Al-Athba (2020) also showed that increasing interest in talent management contributes to enhancing the association between the staffs and the corporation in which they work. The problem of the current study revolves around Iraqi universities suffering from weak job affiliation. This weakness leads the talented people to migrate from various specializations outside the country, as a result of many repulsive factors. In addition, the universities' lack of mechanisms that work to develop their teachers in a way that enhances job affiliation has caused difficulties facing Iraqi universities in retaining talented individuals. At the technical and academic level, and based on the critical role that the leadership style can achieve that reflects positively the performance and behavior of the talents and increases the level of benefit expected from achieving the leadership style, we can summarize the difficulty of the investigation across the following central question: what is the mediating role of transformational leadership? What is the association between talent management and job engagement from the point of view of a sample of Tikrit University teachers?

### **The Study objectives**

The main objective for this investigation is to identify the character of talent administration in employees' job engagement through a field study with transformational leadership as a mediating variable.

## The Importance of studying

The importance of this study is represented by providing bases and references that contribute to supplementing research databases regarding the topics of talent management, job engagement, and transformational leadership. This makes it easier for researchers and workers in human resources management to refer to it and use it in the future. Thus, this study may enrich the Arab library in the fields of talent management, job engagement, and transformational leadership in general.

## The Study definitions

### Transformational leadership:

A management type that aims to alter and transform staffs through a set of leadership practices and behaviors affects employees' perceptions by encouraging them to make changes in their habits, values, personal interests. It also includes everything that would help employees exceed their expectations toward a better performance that exceeds initial or previous performance expectations (Northouse 2015), and the subsequent sub-dimensions are obtained from it:

- **Idealized influence:** It is one of the dimensions of transformational leadership, as the transformational leader appears to enhance and consolidate values and ethics through direct dealings with employees on the basis of clarity, accuracy, commitment, trust, and participation (Popli & Rizvi, 2016).
- **Inspirational motivation:** It is a behavior practiced by a transformational leader through which they encourage the spirit of cooperation and participation among employees by clarifying the visualization, goals, and mission of management. Also, it instills a spirit of enthusiasm and drive to work to achieve the general goals (Puni et al., 2018).
- **Intellectual stimulation:** It is a behavioral pattern of a transformational leader who uses innovative and modern methods to solve problems and motivate employees. This is with the aim of achieving a high level of achievement and directing employees' energies to achieve management goals and the public interest (Farahnak et al., 2020).
- **Caring for the individual:** It is one of the behaviors of a transformational leader who considers the differences between employees. This leader deals with them according to those differences, cares about and respects the needs and desires of employees, develops their skills and abilities, and evaluates their performance objectively and professionally (Keskes et al., 2018).

### **Talent management:**

It develops an essential element of the human resources plans of companies that have increased their interest in the subject of individual resources administration research / human resource development, and the subsequent sub-dimensions expand from it:

- **Selection and appointment of talented people:** It searches for a distinguished person with talent suitable for the job, interviewing and test, and appointing them if suitable for the job.
- **Training and developing the gifted:** It helps the gifted gain new skills and abilities that improve their performance and increase their effectiveness.
- **Preserving the gifted:** It is used in listening and showing interest in the gifted with passion while supporting and strengthening self-confidence within an appropriate environment.

### **Job engagement:**

The staff members and the business have a mutually beneficial and favorable association. Both parties are aware of the other's needs and support each other (Wefald, 2008). This engagement is divided into the following sub-dimensions:

- **Vitality:** It is a high energy, flexibility with the worker's willingness to provide the entire power in employment, not to feel tired quickly, and to persevere in the face of difficulties (Mondy & Mondy, 2012).
- **Dedication:** It is strong participation, enthusiasm, and a sense of pride and inspiration at work (Wefald, 2008).
- **Absorption:** It is a state of the employee's integration into work in which they feel that time is passing quickly and does not want to leave work (Mondy & Mondy, 2012).

### **Building study hypotheses and models through previous studies**

After reviewing many previous studies, the researcher found that there is a need for more field studies that deal with studying the association between the three variables to make up the present investigation together: transformational leadership, job integration, and talent management. Therefore, the current study sought to link variables that previous research and studies have yet to link among them, especially in the Iraqi and Arab environments. This study is also distinguished in that it sought to observe the influence of talent supervision on job engagement; we find that few previous investigations have studying the relationship between the two variables in Iraq, which would participate in connecting the break in the management works in general and talent management in particular. Many studies have emphasized the responsibility of transformational headship and talent supervision in creating positive administrative

results and several reviews have emphasized the prominent character of leadership in influencing employees in terms of the dimensions of belonging, motivation, productivity, and even in terms of job integration. Yet, the study contributes to adding more to the field studies that combined these three variables to quantify the influence of transformational headship on talent management and job situation in the educational sector, with the character of transformational leadership (the mediating variable) in the relationship between talent management and job engagement, particularly in growing republics such as Iraq.

Leadership contributes significantly and constructively to employee engagement by fostering the ideal organizational climate that encourages employee participation. Transformational leaders attract strong feelings of recognition and belonging to the organizational identity among subordinates by embracing the initial facet of transformational leadership. The ideal influence—leaders can be developed into individuals who exemplify exemplary behavior. It also creates excitement in the workplace and raises expectations, which is expressed in the second dimension, which is inspirational motivation. It also creates interest and curiosity in new ideas and methods that will reach solutions to problems and confront work-related issues in more creative and innovative ways by adopting the third dimension, which is intellectual stimulation. Transformational leadership is also interested in building healthy individual relationships with followers showing high levels of empathy according to the fourth dimension, which is individual consideration (Gautam & Enslin, 2019). A positive correlation has been observed between transformational leadership and employee engagement, as transformational leadership focuses on expanding individual responsibilities for employees to bear more significant challenges in the workplace, along with the particularly effective character of transformational headship in connecting individuals in the organization with the availability of an inspiring vision along with finding meaning for work. Additionally, there is a positive correlation between the presence of psychological stability within the context of an organization and increased levels of employee engagement (Chin et al., 2019). The researcher believes that transformational headship may ensure a constructive contribution to enhancing job engagement in the organization, as transformational leaders enhance the intrinsic motivation of subordinates, show interest in their needs, and provide support to individuals to expand their responsibilities to take on more significant challenges, which may contribute to improving the level of job engagement (Wang et al., 2017). From here, the researcher believes that transformational leaders are the most prepared, appropriate, open, and flexible to create an organizational context capable of stimulating the motivation of individuals in the organization towards the work roles they perform by focusing on making the work meaningful. It also has a positive contribution both to the organization and to society alike. In addition, this leadership style gives the worker freedom of action (to an acceptable extent and in line with the interests of the organization and the individual at the same time). It encourages him to perform his work

in the way he deems appropriate, which may enhance his integration into his work and his sincerity and dedication to the tasks he performs. This is one of the contributions that this investigation is trying to achieve.

### **The association between talent management with job engagement**

Organizations are interested in measuring employees' feelings about their jobs to measure the extent of employee job satisfaction. It views job satisfaction as an important factor in achieving business effectiveness, which would create high levels of job engagement among employees, which in turn contributed to reducing the employee turnover rate and achieving a distinguished reputation and a high ability to attract high-quality talents to apply to fill its vacancies because it is an attractive environment for work (Spector, 1997). Attracting and obtaining highly skilled and talented employees is becoming more difficult with time as talented employees seek to go to organizations that offer them real and strong opportunities to grow and develop their skills and career paths. Because of the difficulty in attracting talented employees, labor organizations have worked to focus more and more on retaining the talented workforce by reviewing the entire employment cycle, from attracting, hiring, and developing to long-term engagement and integration (Al-Rahahla, 2020). Talent management is considered a vital practice that helps organizations achieve success, develop their employees, motivate them, and increase their productivity. It requires a continuous work on updating practices, techniques, and tools to achieve the desired benefits, which may contribute to increasing the level of job engagement among employees. Talent management aims to develop a culture of professionalization in institutions, improve professional practices, and improve and update employees' knowledge, skills, and administrative and personal capabilities, which leads to achieving job engagement for employees and identifying sub-dimensions that can be used to measure the standard of talent administration in various universities. The researcher reviewed previous studies dealing with talent management, such as the studies of (Al-Jundi et al., 2022; Hantash & Al-Hamamdeh, 2022; Al-Rahahla, 2020; Al-Athba, 2020; Aqta & Al-Wafi, 2017). It is possible to measure talent management in universities through the following sub-dimensions: selecting and appointing talented people, training, and developing talented people and retaining talented people. The researcher also reviewed the theoretical literature and previous works related to the topic of job engagement, such as the studies (Al-Dhaheeri & Al-Bashabsha, 2022; Hamad & Dehliz, 2016; Muhammad & Dehliz Khalid A, 2016). The researcher found that the possibility of measuring job engagement through absorption, dedication, and vitality, and based on that, the hypothesis can be formulated. The initial main and secondary possibilities utilize the following relationship between both dependent and independent variables:

**H1:** *Based on the perspective of its faculty members, the various aspects of talent administration (choosing and assigning the talented, developing and educating the*

*talented, and maintaining the talented) have a highly significant effect ( $\alpha \leq 0.05$ ) on worker engagement at Tikrit University.*

### **The association between talent administration and transformational headship**

The importance of talent management is highlighted in its consideration of latent energies and a significant driver of competitive advantage within the organization. Here, investment in human resources is one of the priorities in order to ensure achieving a high level of quality of the products and services provided by that organization. It also draws a road map that clarifies the challenges facing the organization. At the present and future, problems in the long term emerge, this helps in making human resources decisions to obtain positive solutions to those challenges and problems. Therefore, talent management performs its work by applying three leading practices that enable it to attain the desired target of emerging and increasing the performance of individuals within organizations. Many successful organizations view their organizational culture as an essential source of their sustainable competitive advantages. Therefore, they make diligent efforts to instill and integrate their core values into their organizational culture. Among those core values that are guarded for instilling are the principles of talent management and its processes, such as effective methods for attracting and employing talent and developing leaders, performance management and practical benefits and compensation systems. The degree of complexity of talent management increases for organizations that operate in several countries and under diverse cultural environments, as the organization must learn how to respond to local demand while maintaining a coherent strategic and administrative direction, as many international organizations. It sets global performance standards for itself, the implementation of which is supported by competent leaders with a global leadership style, and the unified methods, processes, and tools for evaluating performance. Therefore, a balance must be achieved between these requirements and attracting and employing talent locally. Based on the information provided, we may build a hypothesis regarding the impact of the variable that is independent on the mediator in the following manner:

**H2:** *According to the instructors at Tikrit University, the concept of transformational leadership is influenced by the talent acquisition aspects related to hiring and choosing talented individuals, educating, and developing them, and upholding them. This impact is highly probable at the significance level ( $\alpha \leq 0.05$ ).*

### **Transformational leadership and job engagement**

Many studies confirm that transformational headship and its association with job engagement are linked to positive business results, including a study conducted by Buil and his colleagues (Buil et al., 2019) on transformational headship and operative performance: the character of integration, recognition, and practical behaviour. The connection among transformational management and job achievement was slightly influenced by recognition and commitment, whereas the interaction involving

innovative management and organizational citizenship actions was totally controlled by recognition and engagement. The researcher believes that transformational headship may have an optimistic contribution to enhancing job engagement in the organization, as transformational leaders enhance the intrinsic motivation of subordinates, show interest in their needs, and provide support to individuals to expand their responsibilities to take on more significant challenges, which may contribute to improving the level of job engagement. The level of leadership in the organization is linked to functional engagement, as management's practice of an appropriate leadership style contributes to improving the level of trust among employees in management, which makes them enjoy a high level of cooperation and interaction with it, and this can help enhancing the attitude of direction and control in the organization. Workplace engagement is favourably correlated with transformative headship, according to research (Tims et al., 2011).

Leaders of modern firms are becoming more cognizant of the need of fostering workplace environments that exhibit flexibility, agility, promptness in responding, and adaptability (Denning, 2013). To maintain their competitiveness, they need human resources and competencies that are more involved in their employment and own extraordinary attitude of vitality, dedication, and immersion. Employee engagement is closely correlated with crucial business results such as innovative thinking and creativity, customer happiness, favourable financial performance, and decreased absence caused by sickness (Van Wingerden et al., 2017). Transformational leadership can help in improving the level of innovation and creativity, as practicing transformational leadership contributes to providing support, motivation, and belonging to employees. The feeling of support and motivation helps improve the level of creative thinking and the superiority and innovation of the benefits delivered through the institution, which positively reflects on the employees' connection with the institution. Considering the information provided, an assumption was formulated to investigate the impact of the mediation variable on the variable in question:

**H3:** *The aspects of transformational management, which include excellent impact motivational speaking, intellectual stimulation, and empathy for the person in question, have a noticeable impact on work satisfaction among Tikrit university staff as perceived by instructors, at a significance level ( $\alpha \leq 0.05$ ).*

### **Innovative leadership mediates the link between personnel management and work participation**

Many business organizations with all their specializations witness the absence of competencies and talents capable of enhancing the strategy of those organizations due to the weakness of human resources management procedures represented by their inability to achieve job satisfaction in their application of human talent management strategies through practices specific to attracting, discovering, developing, and retaining

talents. It weakens the organization and makes at risk of losing part of its human resources. There are almost no opportunities to improve the performance of these organizations and enhance their competitiveness in the local and global markets. Talent administration refers to the systematic approach of nurturing, aligning, and incorporating the abilities and knowledge that workers possess to enhance competitiveness, cultivate fresh talent, retain existing talent, and recruit highly experienced individuals to work in organizations. Institutions also face many challenges in any organization, and one of the most important of these challenges is the ability of that institution to retain the positive energies of its human resources resulting from attracting, developing, and retaining talent. If that institution falters in accessing those positive energies of talent, its outputs will be threatened by danger. In the long run, it will face multiple obstacles on the way to its progress and success. Leaders also face many challenges to achieve job engagement. This is due to a number of reasons to which we can attribute the difficulty of this challenge (Sekaran, 1989) indication that : staffs frequently connect the institute with them their standards towards work. As individuals engage with their employment and the working environment, they are faced with a situation where their personal beliefs and the ideals of the company may align or clash. This can occur owing to the nature of their job requirements and the impact of other components of the organization. Additionally, he observed that people with disabilities, drawing on their previous encounters, subsequently make intentional decisions concerning the level of involvement they desire in their employment and the amount of effort they put into their work. Achieving employee job engagement is also crucial if the organization wants to retain employees who are productive and effective in their performance by adopting an appropriate leadership style that may contribute to enhancing job satisfaction (Long et al., 2014). Khan and his colleagues pointed out in a recent study Khan et al. (2020) that job engagement is of such importance due to its status as a key metric for assessing organizational efficiency. It has significant importance.

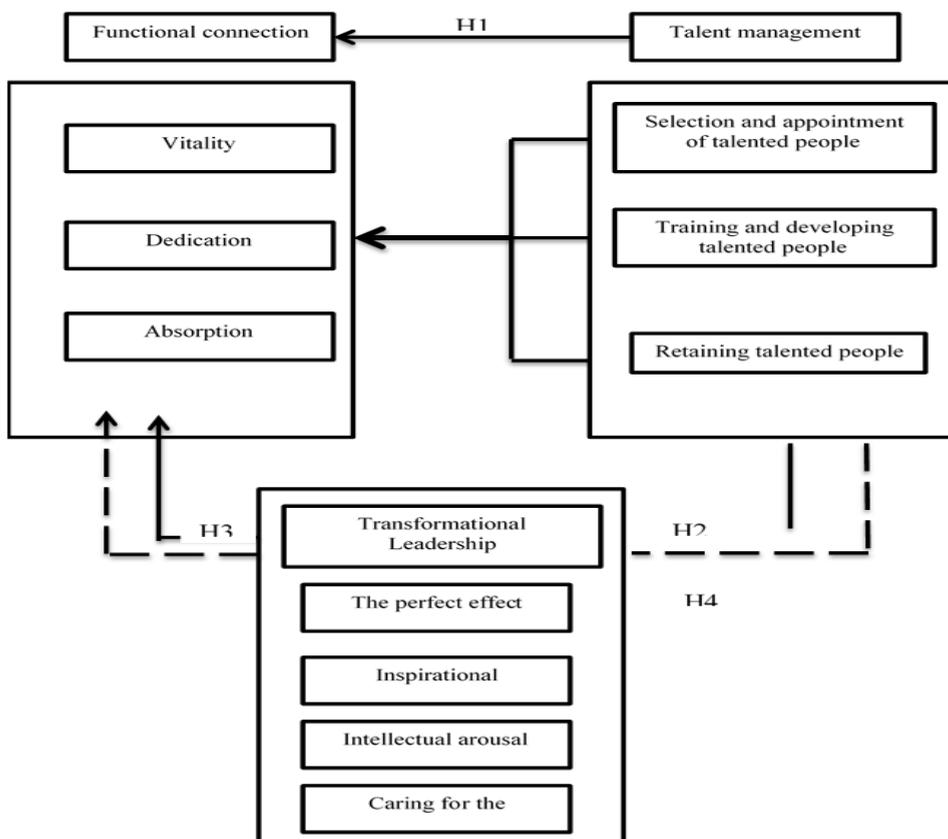
Transformational leadership behaviour needs a significant and confident association per job engagement in terms of the perception and awareness of both the leader and the subordinate. It is confirmed that the satisfaction and happiness of employees in organizations lead to an improvement in organizational performance. The researcher believes that if you cause a state of attachment through your interaction or dealing, it is natural for this to be reflected in and felt by the employee. Because it is an exchange process between parties with a mutual or shared relationship, which is inevitably true; not only that, but the researcher assumes that the connection made by transformational leaders, those with ethical leadership, or servant leadership (which are all close and have common characteristics), the satisfaction of the followers is reflected in them and the feeling of happiness. The supposed reason for this is that their attempt to please others is among their goals. When it is achieved, they feel satisfied, too. It may also be a mutual, interactive, and cumulative process because it encourages both parties to

continue and increase their attempts to satisfy each other with the aim of returning the favor and maximizing mutual gains. These logical explanations must be subjected to field studies to verify their levels and reality. Accordingly, the fourth central assumption can be expressed as follows:

**H4:** *According to the professors at Tikrit University, revolutionary leadership has a notable impact on the connection involving talent administration and work commitment, and this influence is highly significant at the  $\alpha \leq 0.05$  level.*

### The Study Model

The relationship between the work variables can be illustrated in Figure No. (1):



**Figure 1.** Framework model.

Source: Produced by the investigator after referencing prior studies.

### The Study Method

The methodology of the research was based on the descriptive quantitative approach.

## Study population and sample

The total number of instructors at Tikrit University who participated in the research was 1945. The research sample size was selected based on the table (Sekaran, 1989) to ensure an appropriate representation of the general population. Therefore, the researcher distributed the questionnaire through an electronic link to (400) faculty members, and the number of responses to the link was (350) responses. Therefore, the study sample was constructed by randomly selecting 350 lecturers from the population under study. This subset of the population is 17%. Table 1 shows how the study's sample participants were distributed across several functional and personal factors.

**Table 1.** Spreading the research sample based on individual and practical variables.

Gender	No.	%	Education Level	No.	%	Experience (years)	No.	%	Academic Rank	No.	%
Male	240	68.6	M.Sc.	167	47.7	< 5	74	21.1	Professor	45	12.9
Female	110	31.4	Ph.D.	183	52.3	5-15	109	31.1	Assistant Professor	87	24.9
Total	350	100.0	Total	350	100.0	15-20	87	24.9	Lecturer	90	25.7
						≥20	80	22.9	Assistant Lecturer	128	36.6
						Total	350	100.0	Total	350	100.0

## DATA COLLECTION

The researcher utilized two main sources to acquire the vital details and data required for the investigation, namely:

### Secondary sources:

The materials used comprised a collection of publications and periodicals pertaining to the study subject, together with the material accessible on the issue from authorized domains on the web.

### Primary sources:

To collect the essential data for the investigation, a survey was created. It was designed according to the conceptual framework of the current research and past relevant studies.

### Study Implements

After conducting a thorough analysis of the scientific literature and prior studies, the investigator created and constructed the study application as a questionnaire. For the development of the questionnaire subsections, past studies were consulted that focused on similar themes to the subject of this study. The purpose of this survey was to investigate the function of innovative leadership in regulating the link amongst recruiting and hiring and job satisfaction. This survey was specifically designed to align with the aims of the present investigation. These inquiries were answered using a Likert scale with five points, with scores assigned as follows: A score of (1) indicates a significant disagreement with the response, while (2) a disagreement. A score of (3) is

a moderate agreement and a score of (4) (Subedi, 2016):

$$\text{Class length} = (\text{maximum substitute} - \text{minimum substitute}) / \text{number of levels} = (5-1)/3 = 1.33$$

Therefore, the arithmetic averages can be divided as subsequent:

**First class:**

If the arithmetic averages range from 1 to 2.33, the evaluation level is low.

**Second class:**

If the arithmetic averages are between 2.33 and 3.66, there is an average evaluation level.

**Third class:**

If the arithmetic means are within the range of 3.66 to 5.00, the evaluation level is high.

**Steadiness of the study implement**

Cronbach's Alpha was employed to assess the internal coherence of the survey questions, since it is the prevailing metric used by researchers for this objective. The outcomes are displayed in Table 2, revealing that the Cronbach alpha coefficient for the subject matter of talent administration achieved a value of 0.973. Additionally, the Cronbach alpha coefficient for the domain of job relationship was 0.966, while for the domain of inspirational leadership it was 0.978. These coefficients indicate a high level of internal consistency, surpassing the threshold of 0.70 (Gliem & Gliem, 2003).

**Collinearity test**

The Variance Inflation Factor (Variance Inflation Factor) and the tolerance values were utilized to confirm that the data are accessible in terms of the problem of multicollinearity between the independent variables, a problem whose presence means that an independent variable is a function of another independent variable. That is, it increases when it increases and decreases when it decreases. The outcomes are displayed in Table 2.

The findings in Table 2 make it abundantly evident that the multicollinearity issue between the independent variables is not present in the research model when the standards of the variance inflation component were appropriate in that they are less than (10). Also, the values of the permissible variance met the acceptance criterion, which is that its value is more significant than (0.1).

**Table 2.** Results of the multicollinearity test

Selection and appointment of talented people		Training and developing talented people		Retaining talented people	
VIF	Tolerance	VIF	Tolerance	VIF	Tolerance
0.185	5.414	0.116	8.609	0.263	3.809

## **Statistical methods used in data analysis**

The researcher used (SPSSv21) and (AMOS) to process the assembled statistics, utilizing illustrative numbers to describe the sample's answers through frequency, percentage, arithmetic means, and standard deviations, the Cronbach Alpha check to verify the scale's steadiness, and the Variance Inflation Factor (VIF) test. Multiple regression techniques and path analyses have been used to test the study hypotheses and ensure that there was no overlapping correlation.

## **Results of data analysis and hypothesis testing**

This section comprises a display and evaluation of the data gathered by the investigator via a questionnaire issued to the participants of the study, who are instructors at Tikrit University. An analysis was conducted on the responses of these persons to the survey responses pertaining to each subject of study. The aim was to determine the function of innovative leadership in modulating the relationship between recruiting and hiring and work satisfaction at Tikrit University. This section will also assess the soundness of the theories made in this study.

## **Illustrative statistics for the talent administration variable**

This section of the analysis relates to describing the dimensions of the independent variable (selection and appointment of gifted people, training and development of gifted people, and preservation of gifted people). This is to determine the degree of relative importance of the members of the study sample, as the arithmetic mean of the investigation sample's answers and the degree of agreement towards the dimensions of the field of talent management were relied upon. The findings revealed that the degree of leadership development among personnel at Tikrit University, as seen by its professors, was moderate. The research sample respondents' responses concerning the subject of hiring and firing had the arithmetic mean of 3.35, indicating an average assessment level. The arithmetic means of the estimations provided by the research sample respondents for the various aspects of the talent acquisition field varied from 3.30 to 3.43, with an overall median score for every element of the discipline. The component of "maintaining the exceptional" ranked best with a median of 3.43, accompanied by the component of "choosing and designating the brilliant" in second place with an average of 3.31. The facet of "educating and developing the exceptional" ranked third, with an average score of 3.30.

## **Results related to the level of job engagement among employees at Tikrit University**

This section of this research focuses on delineating the aspects of the factor that is dependent, namely vitality, devotion, and concentration. The ranking of relative significance assigned to the individuals who was part of the study examples of was

determined by calculating the simple mean of their replies and assessing their concurrence towards the various aspects of job participation. The findings indicated that the extent of engagement in the job within teachers at Tikrit University was excessive. The average rating given by the respondents to the study for job commitment in its entirety was 3.90, indicating an elevated level of assessments. The research sample respondents' estimations of each aspect of the job participation field had arithmetic means ranging from 3.76 to 4.11. These predictions indicate an elevated assessment level for all aspects of the profession. The component of "Devotion" obtained the highest ranking with a median rating of 4.11, accompanied by the "Absorption" component with a median score of 3.84. The "Vitality" quality secured the third position with a mean score of 3.76.

### **Results related to the level of transformational leadership among employees at Tikrit University from the viewpoint of its instructors.**

This section of the investigation focuses on delineating the aspects of the mediator variable, namely idealistic impact, inspiring inspiration, stimulating thinking, and care for the participant. The purpose of the investigation was to assess the significance for distinct components of the sample group. The researchers depended on the typical responses of the group in question and their consensus on various aspects of transformational administration. The findings indicated that, according to the faculty at Tikrit University, the level of leadership transformation among personnel was average. Their mean score for the entire discipline of transformational administration was 3.65. The average estimations of the measurements of the change management field, as reported by the research sample participants, varied from 3.52 to 4.84. The component of "message" was ranked highest. The "idealistic" aspect has an outstanding level average of 3.84. The "Inspirational Motivation" component ranked second with an average of 3.66, indicating a strong degree. The dimension of "Intellectual Arousal" ranked third with the average of 3.58, indicating a moderate degree. The problem for the person ranked fourth with a standard deviation of 3.52, indicating an average degree of importance.

### **ANALYSIS THE STUDY ASSUMPTIONS**

#### **Findings pertaining to the experimentation of the initial hypothesis (H1):**

The characteristics of managing talent have a highly significant impact on job participation among instructors at Tikrit University, with a significance level ( $\alpha \leq 0.05$ ).

**Table 3.** The research project examined the effects of leadership factors on job participation

Variable	Non-standard transactions		Standardized transactions			R	R <sup>2</sup>	F	Statistical significance
	B	Standard error	B	T	Statistical significance				
Regression stability	0.703	0.084		8.388	0.000	0.905	0.820	524.499*	0.000
Selection and appointment of talented people	0.357	0.041	0.387	8.728	0.000				
Training and developing talented people	0.216	0.051	0.215	4.228	0.000				
Retaining talented people	0.381	0.042	0.369	9.070	0.000				

\* The impact is significant at a significance level of  $\alpha \leq 0.05$ .

To assess the accuracy of the starting point and its sub-hypotheses, a multiple regression formula was utilized. This is to examine the impact of talent acquisition measurements (specifically, hiring and choosing talented individuals, educating, and creating talented individuals, and retaining talented individuals) on work satisfaction among Tikrit University staff members as perceived by the teachers. Above are the provided results.

The findings of the computation of variance indicate that the effect is statistically significant at the given significance level ( $\alpha \leq 0.05$ ) for at least one of the dimensions of talent management (selecting and appointing the gifted, training and developing the gifted and maintaining the gifted) on job engagement among employees at Tikrit University from the viewpoint of its instructors. The importance of the F-test reached (524.499) depending on statistical significance (0.00), and it is higher than the value of the tabular (F), and it is a statistically significant consequence at the degree of significance ( $\alpha \leq 0.05$ ), as it specifies the presence of variation in the proficiency of the individual variables (dimensions of talent management) in influencing the dependent variable (job engagement). [Table 3](#) shows that all aspects of managing talent (by choosing and hiring those with exceptional abilities, educating and developing the brilliant, and conserving the endowed) have a significant impact on career engagement among educators at Tikrit University. The coefficient of correlation (R) of 0.905 demonstrates a strong connection between the measurements of talent administration and career engagement. The coefficient of determination (R<sup>2</sup>) was 0.820, indicating a statistically significant association between the dimensions of hiring and firing and work engagement. This means that talent management accounts for 82.0% of the

variation in work engagement.

**Outcomes associated with the second postulate (H2):**

There is a substantial statistical influence, with a significance level of  $\alpha \leq 0.05$ , of talent management characteristics on transformative leadership at Tikrit University, as seen by its instructors. To assess the accuracy of the additional theory and its related sub-hypotheses, a multiple regression equation was utilized to examine the influence of talent management dimensions (specifically, selecting and appointing talented individuals, training, and developing them, and retaining them) on transformational leadership at Tikrit University, as perceived by its teachers.

Based on the outcomes of the computation of variance, it is evident that the effectiveness of leadership at Tikrit University, as perceived by its teachers, is significantly affected by at least one aspect of talent management (identifying and hiring talented individuals, providing them with appropriate training and development opportunities, and keeping them on staff). The test value (F) was (174.427) with a probability of significance (0.00), surpassing the value of the tabular (F). The result is statistically significant at the 0.05 level of significance, suggesting that there is a difference in the potential of the management of talent components as independent variables to affect transformational management as a mediator variable. Table 4 also reveals that, according to the teachers' perspective, transformational leadership at Tikrit University can be improved by combining the three dimensions of talent management, which include choosing and employing talented people, training, and developing talented people, and retaining exceptional individuals.

**Table 4.** Findings from using the multiple regression equation

Variable	Non-standard transactions		Standardized transactions			R	R <sup>2</sup>	F	Statistical significance
	B	Standard error	B	T	Statistical significance				
Regression stability	1.012	0.121		8.389	0.000	0.776	0.602	174.427*	0.000
Selection and appointment of talented people	0.296	0.059	0.332	5.031	0.000				
Training and developing talented people	0.237	0.073	0.244	3.234	0.001				
Retaining talented people	0.254	0.060	0.255	4.214	0.000				

\* The impact is significant at a significance level of  $\alpha \leq 0.05$ .

The correlation coefficient (R) reached 0.776. This number shows how well the talent management and transformational leadership characteristics are related to one another. Talent oversight accounts for 60.2% of the change of effectiveness in transformational leadership, as demonstrated by the statistically significant value of (R<sup>2</sup>) of 0.602. This value illustrates the potential of talent management aspects to affect the degree of transformational leadership.

**Outcomes associated with the third assumption (H3):**

From the perspective of the faculty at Tikrit University, the aspects of transformational leadership have a significant effect on employee engagement in their work, as shown by a significance level ( $\alpha \leq 0.05$ ).

The second central the hypothesis was tested by studying the impact of the four dimensions of revolutionary management on employee engagement at Tikrit University. These dimensions include ideal influence, inspirational motivation, intellectual stimulation, and a focus on the individual. A multiple regression equation was used for this purpose. A summary of the findings is as follows:

**Table 5.** Findings from a study of the relationship between teacher engagement on the job and several elements of transformational leadership

Variable	Non-standard transactions		Standardized transactions			R	R <sup>2</sup>	F	Statistical significance
	B	Standard error	B	T	Statistical significance				
Regression stability	0.608	0.106		5.722	0.000	0.866	0.750	258.665	0.000
The perfect effect	0.558	0.046	0.577	12.084	0.000				
Inspirational motivation	0.082	0.061	0.086	1.343	0.180				
Intellectual arousal	0.058	0.056	0.059	1.029	0.304				
Caring for the individual	0.184	0.051	0.200	3.631	0.000				

\* The impact is significant at a significance level of  $\alpha \leq 0.05$ .

The analysis of variance clearly indicates that there is a statistically significant impact, at a significance level of  $\alpha \leq 0.05$ , of at least one dimension of transformational leadership (ideal influence, inspirational motivation, intellectual stimulation, interest in the individual) on job engagement at Tikrit University, as perceived by its teachers. The test value (F) of 258.665 is statistically significant (0.00), surpassing the tabular (F) value and meeting the significance level of  $\alpha \leq 0.05$ . This suggests that there is a variation in the ability of the mediating variables to influence the dependent variable. [Table 5](#)

indicates that the combined extent of transformational leadership factors (inspirational motivation, ideal influence, intellectual stimulation, and concern for the individual) has a positive impact on job engagement at Tikrit University, according to teachers' perspectives. This is supported by a high correlation coefficient (R) value of 0.866. It is a measure derived from the extent to which the aspects of transformative leadership and work engagement are correlated. The coefficient of determination (R<sup>2</sup>) was 0.750, indicating a statistically significant relationship between the dimensions of transformational leadership and job engagement. This means that transformational leadership accounts for 75.0% of the variation in functional engagement. Table 6 indicates a statistically significant impact at a significance level of  $\alpha \leq 0.05$  for the two aspects, namely ideal influence, and care for the person, on job engagement. When reviewing the (β) values, it turns out that the "ideal influence" dimension was the most influential. At the level of job engagement, the value of (β) for the "ideal influence" dimension was 0.577, and the "caring for the individual" dimension was second in terms of influence on the level of job engagement, where the value (β) was 0.200, and the "motivation" dimension came in the third place "Inspirational," with the value (β) of (0.086), in fourth place in "Intellectual Stimulation," where the value of (β) reached (0.059).

**H4:** *Transformational leadership has a statistically significant impact, at a significance level of  $\alpha \leq 0.05$ , on the link between talent management and work engagement among instructors at Tikrit University.*

To examine this hypothesis, a structural equation analysis was conducted using the Amos V23 software, which is supported by SPSS. The purpose of this research was to confirm the direct and indirect impact of talent management on work engagement. This was done by considering transformational leadership as a mediating variable. The researcher employed five indications to determine the adequacy of the study model's fit: established indicators specifically designated for this purpose. The values of these indicators, as presented in Table 6, clearly demonstrate a strong correlation between the research model and its data. This suggests that the model is legitimate and may be utilized to evaluate hypotheses. Put simply, the study model utilizes the independent factors to forecast the dependent adaptations while considering the mediating variable. The chi-square ratio (CMIN/DF) was 1.521, which is less than 2. The goodness of fit index (GFI) had a value of 0.921, which is larger than 0.90. The adjusted goodness of fit index (AGFI) also had a value of 0.921, which is more significant than 0.90.

**Table 6.** Path examination to explore the impact of transformational leadership

Direction of impact	Direct impact	C.R.	Sig(t)	Indirect effect
Independent over dependent	0.58	17.636	***	0.304
Independent over the intermediary	0.76	22.012	***	
The mediator over the affiliate	0.40	12.192	***	

However, the comparative fit index (CFI) has a value of 0.932, exceeding the threshold of 0.90. The root means square error of the method (RMSEA), which represents the permissible level of convergence error, was found to be 0.04, which is lower than 0.08. Path analysis was employed to assess the significance of the indirect impact, which was quantified through the mediating variable, to test this hypothesis. The analytical result is displayed in Table 6.

Table 6 Displays the specific values of both the direct and indirect impacts of the link between the mediating variable (transformational leadership) and the connection between talent management and work engagement. It is evident that the influence of the independent variable on the dependent variable is 0.58, as is the effect of the independent variable. The mediator had a value of 0.76, while its direct influence on the dependent variable was 0.40. These impacts were conveyed using conventional values. All the coefficients in question were found to be statistically significant, since they had values that were both below 0.05 and below 0.001. Thus, the symbol (\*\*\*) , representing statistical significance, indicates that there is an indirect effect of the mediating variable. This suggests that there are partial mediators of transformational leadership (as a mediating variable) in the relationship between talent management and job engagement. Thus, the alternative form of the fourth main hypothesis is accepted, stating that there is a statistically significant effect, with a significance level ( $\alpha \leq 0.05$ ), of transformational leadership as a mediating variable on the relationship between talent management and job engagement among teachers at Tikrit University. Figure 2 illustrates how transformational leadership acts as a mediating factor in the connection between talent management and work engagement among instructors at Tikrit University.

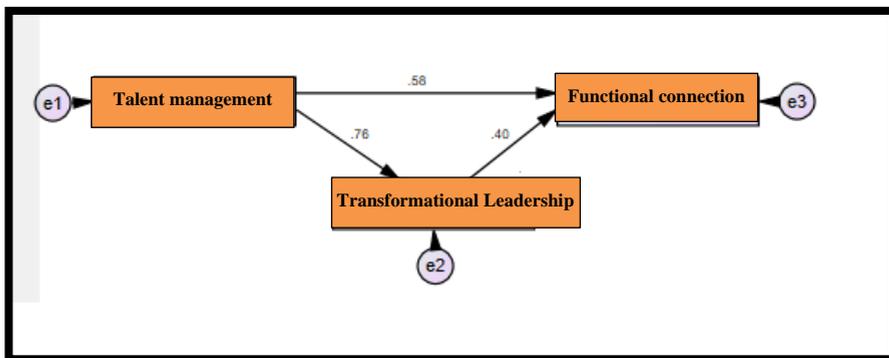


Figure 2. The character of transformational leadership as a mediating variable on the association between talent management and job engagement.

## Result discussion

Upon doing a statistical analysis of the responses provided by the members of the study sample to the instrument, the study obtained the following results:

1. The level of talent management among employees at Tikrit University, from the viewpoint of its teachers, was average. The researcher explains this result by saying that increasing the level of interest in talent management contributes to making the university more capable of dealing with the environment with all its complexities and ambiguities, especially considering the situation. Uncertainty has become a common feature of what the university faces today, whether in the private or public sectors.
2. The job engagement level of Tikrit University employees, as perceived by its teachers, was significantly high. The researcher ascribes this outcome to the consideration given by university decision-makers to the interconnection between a sequence of long-term strategic processes and choices. This is because decision makers at the university consider the development of strategies that enable them to enhance the university's capabilities and decisions to address urgent issues and respond to unforeseen events, which supports administrative creativity contributing to improving the level of job employment among its employees.
3. The level of transformational leadership among employees at Tikrit University, from the view point its teachers, was average. This outcome can be clarified by the fact that the leaders at Tikrit University have characteristics and qualities that are desirable to the employees, and the leaders at the university practice ideal influence behaviors by raising the needs of the employees and trying to meet them.
4. The characteristics of talent management have a statistically significant influence on work engagement among instructors at Tikrit University, with a significance threshold of  $\alpha \leq 0.05$ . The reason for this outcome may be attributed to the objective of talent management at Tikrit University, which is to raise the proficiency of the academic staff to improve their capacities. The knowledge and technology of university employees reflect positively on job engagement.
5. The characteristics of hiring and firing have a statistically significant influence on transformational leadership at Tikrit University, as perceived by its instructors, at a significance level of  $\alpha \leq 0.05$ . The investigator assigns this outcome to the statement that Tikrit University is interested in preserving talent due to the multiple crises and environmental difficulties facing the university, which forces them to adapt to threats or opportunities and search for them in the future, which increases the effectiveness of transformational leaders.
6. There is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) of the dimensions of transformational leadership on job engagement among employees at Tikrit University from the point of view of its teachers. The reason for this is that Tikrit University seeks to possess knowledge and skills that will help it overcome challenges and obstacles represented by the continuous changes in regulations, legislation, and laws, and the renewed technological revolution. The high level of changes and developments in the educational environment made it more interested in possessing creative capabilities to respond to the rapid and sudden developments facing educational institutions in the present era, which confused the work methods

- and policies followed at Tikrit University, which forced the leaders at Tikrit University to rethink their strategies and work style to keep pace with these changes.
7. There is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) of transformational leadership as a mediating variable on the relationship between talent management and job engagement among employees at Tikrit University from the point of view of its teachers. The reason for this is that job engagement may appear in environments where there is sound leadership and satisfaction with work. Various studies have shown that job engagement depends on the level of satisfaction with work and that job engagement appears in practices that are associated with freedom of will, resulting from the individual's big sense of the public good, away from the influence of the dimensions of power, dominance, and organizational power, or the desire to obtain personal advantages and benefits.

### **Recommendations and suggestions**

1. The university must pay attention to arranging its priorities about giving priority to talented faculty members to fill advanced positions.
2. The university administration should use it to develop the capabilities of faculty members by assigning some new and innovative tasks to them and using continuing education programs.
3. Strengthening transformational leadership and realizing its importance in enhancing employee satisfaction at Tikrit University because of its essential contribution to improving the quality of service provided to students, and the impact of this will be reflected in one way or another in the outcome positively on the performance results of Tikrit University.
4. The need to emphasize the role of leaders at Tikrit University in improving the work environment so that it calls for more stimulation and encouragement of intellectual stimulation among its employees. It is also to create an organizational climate that develops their abilities for creativity and innovation, which would be reflected in their performance.

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