



Knowledge Management Components and Creativity: Evidence from Parwan University Employees

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Abstract

In an increasingly complex and competitive environment, organizations are required to systematically generate, evaluate, and apply knowledge to enhance the quality of their products and services. Beyond the mere possession of information, effective knowledge management plays a critical role in transforming individual and organizational insights into collective expertise and practical competencies. The present study investigates the relationship between knowledge management components and employee creativity at Parwan University. Employing a descriptive–correlational design, the research was conducted among 54 employees of Parwan University in 2025. Data were collected using the Knowledge Management Questionnaire developed by Konrad and Newman and the Creativity Questionnaire developed by Dr. Soltani. The reliability of the instruments was confirmed through Cronbach’s alpha coefficients of 0.89 for the Knowledge Management Questionnaire and 0.76 for the Creativity Questionnaire. To examine the association between the dimensions of knowledge management—knowledge acquisition, knowledge transfer, knowledge creation, and knowledge application—and creativity, Pearson’s correlation coefficient was applied. The findings reveal a strong, positive, and statistically significant relationship between knowledge management components and employee creativity ($r = 0.812$, $\text{Sig.} = 0.000$). The results suggest that higher levels of knowledge management practices at Parwan University are associated with increased employee creativity.

Keywords: Management, Knowledge Acquisition, Knowledge Transfer, Knowledge Creation, Knowledge Application, Employee Creativity.

Introduction

increasing technological change and. Organizational success under these conditions necessitates changes in organizational activities, especially in the leadership and management of organizations in the third millennium. Today, the most important concern for most organizations is the formulation

and implementation of strategies that ensure their success and survival in a dynamic and complex environmental context. f the most important and fundamental Without a doubt, "creativity" is one o human traits, completely influencing almost all dimensions and aspects of her life and civilization (Yousefi, Feyzi, Sadegh, and Suleimani, p. 129). Today's organizational problems cannot be tions, and merely predicting the future will not resolve future challengessolved with yesterday's solu – rather, action must be taken to predict the future ((Mazhar,S.& Akhtar, M. S. 2018).

In contemporary organizational settings, sustained success is achieved by institutions whose leaders and employees, aligned with strategic objectives, actively engage in continuous and dynamic competition aimed at fostering innovation and creativity. Within such organizations, critical thinking is not viewed as optional but as an ingrained and fundamental responsibility. By institutionalizing innovative and creative thinking, organizations evolve into dynamic and progressive entities, thereby generating synergy in organizational innovation.

Moreover, organizational assets should not be confined solely to financial capital. Human knowledge and intellectual capabilities constitute some of the most valuable strategic resources. Accordingly, effective management requires deliberate and systematic investment in the development and optimization of employees' knowledge and competencies (Alirezaei & Tolayi, 2008, p. 38).

The success of today's organizations, including universities, relies heavily on creativity, innovation, discovery, and invention. Considering that the main function of universities are to expand the frontiers of knowledge and produce science, and that the origin of science is creativity, creativity is more essential for these institutions than for other organizations (Sharmin, S., Rana, M. S., Hasnat, M. A., Islam, S. N., & Hasan, K. K. 2025). Considering the importance of knowledge management and creativity, this study examined the relationship between the components of knowledge management and creativity from the perspective of Parwan University employees(Ullah,Y.,Ullah, H.,&Jan, S.2022).

Given the current critical context of Afghanistan, alongside rapid global transformations and the unavoidable necessity of adapting to scientific and technological advancements, this study seeks to examine whether a significant relationship exists between the components of knowledge management and the creativity of employees at Parwan University. By examining the current state of knowledge management and creativity of Parwan university's University employees, a solution can be presented to increase the creativity of the employees (Shami, G. M., Ummar, R., Dost, M. K. B., Shahzadi, Q., & Mirza, F, 2021).

Since paying attention to knowledge management and supporting it creates favorable conditions for any organization. is a good opportunity for organizations paced world, it-In the contemporary fast that understand and manage it well, and at the same time, it is a serious threat for organizations that pay little attention to environmental changes and fail to recognize them. Successful organizations t continuously implement new ideas and thoughts in the organization, which is made are those tha possible by creative managers and employees. Therefore, all organizations need innovative ideas and fresh perspectives in order to survive. Innovative thoughts and creative ideas function as the vital force of an organization, sustaining its growth and safeguarding it from stagnation and decline.

changing world, one must turn to innovation and -In order to survive in today's turbulent and ever derstand environmental changes and developments and prepare fresh creativity. It is essential to un and original responses to confront them. The rapid spread and acceleration of change across the globe have made creativity more important than ever. n Only through initiative and innovation ca

countries adapt to new conditions and move forward in line with changes. The creativity of the organization's employees helps the organization survive in such a way that when employees are given new and useful ideas about the creative in their work, they will be able to present and implement organization's products, performance, and services. Knowledge management is a complex and dynamic subject. Any partial approach may create serious challenges to the success of knowledge management programs. We believe that knowledge is their most important asset, Many organizations do believe this but in practice, they rarely adhere to this belief.

In other words, people have the ability to be more creative, innovative, and active, but for some reason, these capabilities are not utilized optimally in the organizational environment. Knowledge management is a central element in the management process, enabling organizations to continuously transform their organizational expertise into products or services. By effectively applying organizational expertise, individuals may make fewer mistakes or improve their efficiency, reduce rework or knowledge redundancy, and ultimately be able to create more innovative processes or management systems. Organizations with knowledge management capabilities have greater innovation. The issue of what the state of creativity is from the perspective of employees at Parwan University and what its influencing factors are, among the factors affecting creativity are the components of knowledge management.

It is claimed that there is a relationship between the components of knowledge management and employee creativity at Parwan University. However, it cannot be accurately claimed. Therefore, the present study aims to answer the question: "Is there a relationship between the components of knowledge management and employee creativity at Parwan University?"

The overall objective of this research is to investigate the relationship between knowledge management components and employee creativity at Parwan University. And some of the sub-objectives of the present research can be stated as follows:

1. Investigating the relationship between knowledge acquisition and employee creativity at Parwan University.
2. Investigating the relationship between knowledge transfer and employee creativity at Parwan University.
3. Investigating the relationship between knowledge creation and employee creativity at Parwan University.
4. Investigating the relationship between knowledge application and employee creativity at Parwan University.

The present study has one main question (relationship between the components of knowledge management and employee creativity at Parwan University?) and four sub-questions, which are stated below.

1. Is there a significant relationship between knowledge acquisition and employee creativity at Parwan University?
2. Is there a significant relationship between knowledge transfer and employee creativity at Parwan University?

3. Is there a significant relationship between knowledge creation and employee creativity at Parwan University?
4. Relationship between knowledge application and employee creativity at Is there a significant relationship at Parwan University?

Knowledge management is a complex and broad concept; for this reason, experts have approached it from various perspectives. What emerges from various definitions is that knowledge management is the process of identifying, acquiring, organizing, and processing information to create knowledge, which is then distributed and made accessible to others to facilitate further knowledge creation and making-be effectively used in decision. Numerous studies have addressed the relationship between knowledge management and creativity. Overall, researchers believe that the mechanisms of creativity and innovation are connected and compatible with the processes of knowledge management. The research has also explained the relationship between knowledge or knowledge management and strategic orientation. The knowledge structures of senior managers help them to develop an organization's strategies.

Hosseini (2016) addressed the types of knowledge required by organizations, as well as methods for identifying and extracting existing knowledge within organizations through needs analysis and knowledge inventory and the results showed that knowledge management is an important input for organizational learning will have a significant impact, and this impact of organizations knowledge management on organizational innovation is due to organizational learning and its importance.

Hatami (2013) in a study titled "Knowledge Management Approach to Innovation and Learning in the Construction Industry," examined the role of knowledge management in supporting innovation and learning within the construction industry. The results indicate that knowledge management supports innovation in two ways. First, it helps the organization to find innovative knowledge outside the organization and effectively combine it with work processes. Second, knowledge management supports innovation by assisting the organization in the beneficial implementation of innovation.

Abbas Khiabani Khadem (2006) conducted a study titled "The relationship between knowledge management practices and the level of innovation in the organizations under study: focusing on selected subsidiary companies of economic enterprises in the city of Isfahan." The results of the study indicated that, firstly, there is a direct correlation among the three behaviors and practices of knowledge management, and secondly, there is a direct correlation between these practices and innovation. According to the aforementioned research, knowledge management strategies had a positive effect on organizational performance, both directly and indirectly through the mediating variable of organizational innovation.

Fathian, Beig and Qavamifar (2005), in an article titled "The Role of Tacit Knowledge Management in Creativity and Innovation", confirm the positive role of tacit knowledge on organizational creativity. They believe that knowledge, as an important driver in the creative process, plays a significant role as a resource and a success factor within the organization as an organizational. In this research, this role in innovation management is clarified through the creation of a model, considering the type of organization has, and as a creativity required, the type of industry, and the specific structure that result, the success of their creativity will be optimized.

Yousefi and Suleimani (2011) conducted a study to investigate the impact of knowledge management on innovation among managers and employees of technology companies located in the Elem and Fanawari Park of Urmia University. The research findings indicate that there is a

significant relationship between knowledge management and innovation (product, process, incremental, and fundamental). tion to knowledge management Therefore, companies' greater atten will increase their innovation.

Hadizada Moqadam and Mohebi (2013) in an article entitled "Investigating the relationship between knowledge sharing and innovation in financial service organizations: Refah Kargaran Bank," stated that the main objective of their research was to measure the relationship between knowledge sharing and innovation. The results indicate the existence of a significant and positive relationship between knowledge sharing and innovation.

Material and Method

is correlational in terms of determining the relationship between variables. This research is employees at considered applied because its results can be used by various groups of planners and Parwan University and will provide insight into the strengths and weaknesses in providing services. It is descriptive in that it pays attention to current processes and visible effects in the present and variables identifies the current situation among. The present study is a combination of library research and field research. Initially, the theoretical framework of the study was developed using library resources (books and articles), and based on the literature review, the questionnaire was distributed. Finally, after collecting the questionnaires, the data were analyzed using statistical software, and the relationships between the variables were examined.

with a total ,The statistical population of this study consists of the employees of Parwan University of 54 participants. The independent variable in this study is knowledge management, consisting of four components: knowledge acquisition, knowledge transfer, knowledge creation, and knowledge as the dependent variable application, and employee creativity is considered.

In this research, two standard questionnaires of knowledge management and creativity were used as the main tools. The questionnaires consist of two sections: general and specific questions. The the respondents' personal characteristics such as gender, age, general questions section includes educational status, and work experience. The specific section includes questions related to the components of knowledge management (knowledge acquisition, knowledge transfer, knowledge n, and knowledge application creatio) and specialized questions related to employee creativity. In point Likert scale-designing these questionnaires, a five ("ranging from "Very High" to "Very Low") was used.

study was positively evaluated and confirmed The content validity of the questionnaires used in this based on the opinions of professors from Kabul University, Parwan University, and Baghlan University, and is considered to have the required level of validity. In order to investigate the arch questionnaires, first 30 questionnaires were distributed and collected in the reliability of the rese statistical community. Then, Spss.24 software was used to calculate Cronbach's alpha coefficient. around Given that the Cronbach's alpha for the questionnaires was calculated to be ($\alpha=0.78$) or higher, the research questionnaires are considered to have acceptable reliability.

In this study, to analyze the data obtained from the questionnaires, descriptive analysis was inferential statistics, Pearson correlation performed using frequency distribution and percentage. For coefficient was used and analyzed with SPSS.24 and Excel software.

Findings

A total of 60 questionnaires were distributed, of which 54 completed questionnaires were distributed, of which 54 completed questionnaires were received. A total of 60 questionnaires were from the employees. These contained complete information and were analyzed. Here, the descriptive statistics are first presented in Table (1) and then, in the inferential statistics section, each question is raised and subsequently analyzed.

Variable	Category	Frequency	Percentage
Gender	Male	54	100 %
	Female	0	0 %
Age	20-25 years old	6	11.1 %
	26-30 years old	28	51.8 %
	31-35 years old	16	29.6 %
	36 years and older	4	7,5 %
Educational Status	Baccalaureate	0	0 %
	Associate's degree	0	0 %
	Bachelor's degree	51	94.5 %
	Master's degree	3	5.5 %
Work Experience	5 years and under	19	35.1 %
	6-10 years	24	44.4 %
	11-15 years	8	14.8 %
	16 years and up	3	5.6 %

Data Analysis Related to the Research Questions

Main Question: Is there a relationship between the components of knowledge management and employee creativity at Parwan University?

To investigate this question, the components of knowledge management and their relationship with employee creativity were analyzed. In order to analyze this relationship, the data related to this analysis are presented in Table 2.

		Knowledge management components	Creativity
Pearson correlation coefficient	Knowledge management components	Pearson Correlation	1.000
		Sig. (2-tailed)	0,000
		N	54
Pearson correlation coefficient	Creativity	Pearson Correlation	0.812
		Sig. (2-tailed)	0,000
		N	54

As observed in Table 2, the test results show that the correlation coefficient between the two variables, knowledge management components and employee creativity, is equal to ($r = 0.812$). significant relationship, and the significance level of this test is ($Sig = 0.000$), which indicates the validity of the test. And their correlation value is also very strong.

Sub-question 1: Is there a significant relationship between knowledge acquisition and employee creativity at Parwan University?

Table 3: The Relationship between knowledge acquisition and employee creativity

Independent variable	The dependent variable	N	Sig (2-tailed)	Pearson correlation	The extent of the relationship
Knowledge Acquisition	Employee Creativity	54	0.000	0.576**	Relatively strong and positive

As can be seen from the results of Table (3), it shows that there is a significant positive relationship between knowledge acquisition and creativity at the level of ($Sig = 0.000$) and this relationship is relatively strong. Its correlation coefficient is ($r = 0.576$). And this means that the more knowledge acquisition among employees increases, the more creativity they have.

Sub-question 2: Is there a significant relationship between knowledge transfer and employee creativity at Parwan University?

Table 4: Relationship between knowledge transfer and employee creativity.

Independent variable	The dependent variable	N	Sig (2-tailed)	Pearson correlation	The extent of the relationship
knowledge transfer	Employee Creativity	54	0.000	0.673**	strong and positive

As can be seen in Table (4), the correlation coefficient between knowledge transfer and employee creativity is ($r = 0.673$), indicating a positive and direct relationship at a significance level of ($Sig = 0.000$), and the strength of this relationship is strong. So it can be concluded that knowledge transfer has a significant impact on employee creativity.

Sub-question 3: Is there a significant relationship between knowledge creation and employee creativity at Parwan University?

Table 5: Relationship between knowledge creation and employee creativity.

Independent variable	The dependent variable	N	Sig (2-tailed)	Pearson correlation	The extent of the relationship
knowledge creation	Employee Creativity	54	0.000	0.592**	Relatively strong and positive

As can be seen in Table (5), the obtained data indicate that the relationship between knowledge creation and creativity is positive and significant ($r = 0.592$), with the

significance level (Sig = 0.000) being smaller than the error threshold (0.05), and this relationship is relatively strong.

Sub-question 4: Is there a significant relationship between knowledge application and creativity of Parwan University employees?

Table 6: Relationship between knowledge application and employee creativity

Independent variable	The dependent variable	N	Sig (2-tailed)	Pearson correlation	The extent of the relationship
knowledge application	Employee Creativity	54	0.000	0.726**	Very strong and positive

As shown in Table (6), the results indicate that there is a positive and significant relationship between knowledge application and employee creativity, with a significance level of (Sig = 0.000), and this relationship is very strong ($r = 0.726$). The more knowledge application among employees increases, the more creativity they will have.

Discussion

The findings of the present study indicate that the components of knowledge management—knowledge acquisition, knowledge creation, knowledge transfer, and knowledge application—have a positive and significant relationship with the creativity of employees at Parwan University ($r = 0.812$). This strong correlation suggests that effective knowledge management practices are closely associated with higher levels of employee creativity. These results are consistent with previous studies conducted by Niaz Azari et al. (2011), Hatami (2013), Hamid and Nayan (2009), Qulipour Glojeh Hasan et al. (2009), Fathian et al. (2005), and Hadizadeh Moqadam and Mohebi (2013), as well as with the findings of Ahmadi Baladehi (2014), Khadem Abbas Khiabani (2006), and Yousefi and Suleimani (2011), all of which confirmed a meaningful relationship between knowledge management and creativity.

Similarly, the research of Najmeh Nir and Abdul Rasool Jokar (2012) reported a positive and significant relationship between knowledge management and creativity ($r = 0.261$). Although the magnitude of the correlation differs from that of the present study, both findings confirm the existence of a direct relationship between the two variables.

The results are also comparable with the study of Zeinab Qulizadeh (2014), which demonstrated significant relationships between various knowledge management dimensions and organizational innovation. In her research, knowledge acquisition showed a significant relationship with innovation (Sig < 0.01) and a correlation intensity of 33.7%. In the present study, knowledge acquisition similarly demonstrated a positive and relatively strong relationship with employee creativity ($r = 0.576$, Sig = 0.000).

Regarding knowledge transfer, Qulizadeh reported a significant relationship (Sig < 0.01) with a correlation intensity of 15.4%. In the current research, the Pearson correlation coefficient between knowledge transfer and creativity was stronger ($r = 0.673$, Sig = 0.000), indicating a significant, positive, and direct relationship.

Knowledge creation in Qulizadeh's study also showed a significant relationship with innovation ($p < 0.01$) and a correlation intensity of 20.7%, which aligns with the present

study's finding of a significant and relatively strong relationship between knowledge creation and employee creativity ($r = 0.592$, $\text{Sig} = 0.000$).

Furthermore, knowledge application demonstrated a significant relationship with innovation in Qulizadeh's research ($\text{Sig} < 0.01$). In the present study, knowledge application showed a very strong and significant relationship with employee creativity ($r = 0.726$, $\text{Sig} = 0.000$). Likewise, Taleqani et al. (2011) found that knowledge creation, retention, transfer, and application significantly relate to organizational innovation, with the highest correlation attributed to knowledge application (0.87).

Among all components examined in this study, knowledge application exhibited the highest correlation with creativity ($r = 0.726$), while knowledge acquisition showed the lowest ($r = 0.576$). This finding reinforces the perspective of many scholars who consider knowledge application the most critical stage in the knowledge management process. Competitive advantage does not merely depend on possessing knowledge resources but on effectively utilizing them in organizational operations and decision-making processes. These findings suggest that strengthening knowledge management processes—particularly knowledge application—can significantly enhance employee creativity. Moreover, organizational culture plays a crucial role. An innovative and supportive culture fosters creativity, whereas a rigid and directive culture may suppress it. Therefore, cultivating an environment that values idea generation and collaboration is essential for transforming knowledge into innovation.

Conclusion

Based on the findings of this study, it can be concluded that there is a strong, positive, and significant relationship between the components of knowledge management and employee creativity at Parwan University. Enhancing knowledge acquisition, creation, transfer, and especially application increases the likelihood of improving creativity and expanding opportunities for generating new ideas within the university. However, the results also suggest that employees do not consistently engage in systematic knowledge management practices in their daily work. Instead, they are often preoccupied with routine operational tasks, which may contribute to stagnation and lower performance in knowledge management processes. Centralized decision-making structures, excessive emphasis on acquiring existing knowledge rather than applying it creatively, and strict adherence to predetermined systems appear to limit flexibility and innovation. Therefore, it is essential for university administrators to prioritize the development of effective knowledge management systems and to decentralize decision-making where possible. Universities should create an enabling environment that facilitates knowledge acquisition, sharing, creation, and application, encourages collaboration, and transforms knowledge from an individual and latent asset into a collective and explicit resource. By fostering a supportive organizational culture and strengthening knowledge management processes, the university can enhance creativity, improve organizational performance, and create sustainable opportunities for growth and advancement.

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Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

Conflicts of Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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