



THE ROLE OF INTELLECTUAL CAPITAL IN ACHIEVING EMPLOYEE'S CREATIVITY AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF GOVERNMENT BANKS IN THE CITY OF DIWANIYAH

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Article history:	Abstract:
<p>Received: June 28th 2022 Accepted: July 28th 2022 Published: August 30th 2022</p>	<p>Today's organizations cannot work in isolation from the knowledge element, which is the most important source of strength that they possess to reach the levels of competitive advantage.</p> <p>Purpose of this research is to study the effect of the interaction of the elements of intellectual capital and how they are combined, as well as how they affect creativity, in addition to exploring the appropriate mix of elements of intellectual capital to achieve distinction. One of the important things that organizations must know on a large scale is that intellectual capital is the most important in the modern era. The aim of this research is also to address the gap by investigating the effects of Intellectual capital on creativity in the banking sector. This research was conducted using a questionnaire form for a group of Iraqi banks through the structural modeling equation. The most important findings of the current research is that the intellectual capital contributes directly and indirectly to the achievement of creativity and institutional excellence, and the intellectual capital is positively related to creativity. From the scientific implications of the research, a set of reliable elements for obtaining intellectual capital have been identified, which is the knowledge that can be implemented and provides the important role for managers in achieving the best work for the organization</p>

Keywords:

• RESEARCH METHODOLOGY

➤ Research problem

Intellectual capital is necessary for institutions, and any institution or organization does not operate in isolation from this reality.

Rather, it has become necessary for them to use this concept in order to share and exchange the knowledge and experiences that managers or workers have and access to

(To new knowledge), to increase the production and generation of knowledge to serve the organization.

In light of the foregoing, we pose the following problem: What is the impact of the use of intellectual capital on creativity in the organization?

To answer the main question, we decided to ask sub-questions:

What is the reality of creativity among the employees of the institution?

What is the level of intellectual capital in the institution?

➤ Objectives of the study

in light of the above, this study seeks to achieve the following objectives:

Identify the level of availability of intellectual capital in its dimensions (human, structural, and relationships) and its extent

Taking care of it, and recognizing its role in achieving creativity as an intangible resource

Which raises its efficiency and value, and achieves a competitive advantage locally and globally, and distinguishes it from others

To avoid intense competition. As well as identifying the level of creativity in banks, sample study

➤ The importance of the study

The importance of the current study is represented in the following:



Supporting bank management to realize the importance of its intellectual capital, evaluate it and pay attention to it as a key element

In achieving its goals efficiently and gaining a competitive advantage through creativity

Helping those in charge of bank management to understand the relationship between the components of the intellectual capital

And managing it effectively in order to enhance creativity

- Helping in setting up programs and plans to develop intellectual capital and ways to invest and maintain it

In the way that leads to achieving distinction.

- The importance of the field aspect represented in the study community, which is the banking sector

Which enhances intellectual capital with

Clarify their strengths and reinforcement, their weaknesses, and attempt to correct them

Research Hypothesis

There is a statistically significant effect by analyzing the relationship between the dimensions of intellectual capital and employees creativity

Intellectual capital is the basis on which institutions depend for the purpose of obtaining competitive advantage and sustainable performance (Stewart:1991), intellectual capital is the ability to

innovate, change practices and think Problems and access to innovative solutions. Roos et al. (2001)

➤ **Research hypothesis**

The first main hypothesis / (there is a significant, statistically significant relationship between intellectual capital with its dimensions (human capital, structural capital, customer capital), and creativity working with its dimensions (risk-taking, flexibility, persuasion) and the following sub-hypotheses emerge from it:

1. Human capital is statistically correlated with employee creativity

2. Structural capital is statistically correlated with employee creativity

3. Customer capital is statistically correlated with employee creativity

The second main hypothesis / (there is a statistically significant effect between intellectual capital and employees creativity, and the following sub-hypotheses emerge from it:

1. Human capital has a moral effect on the creativity of employees

2. Structural capital has a significant effect on the creativity of employees

3. Customer capital has a significant effect on the creativity of employees

➤ **The Research Hypothetical Model**

Below is the Hypothetical Model

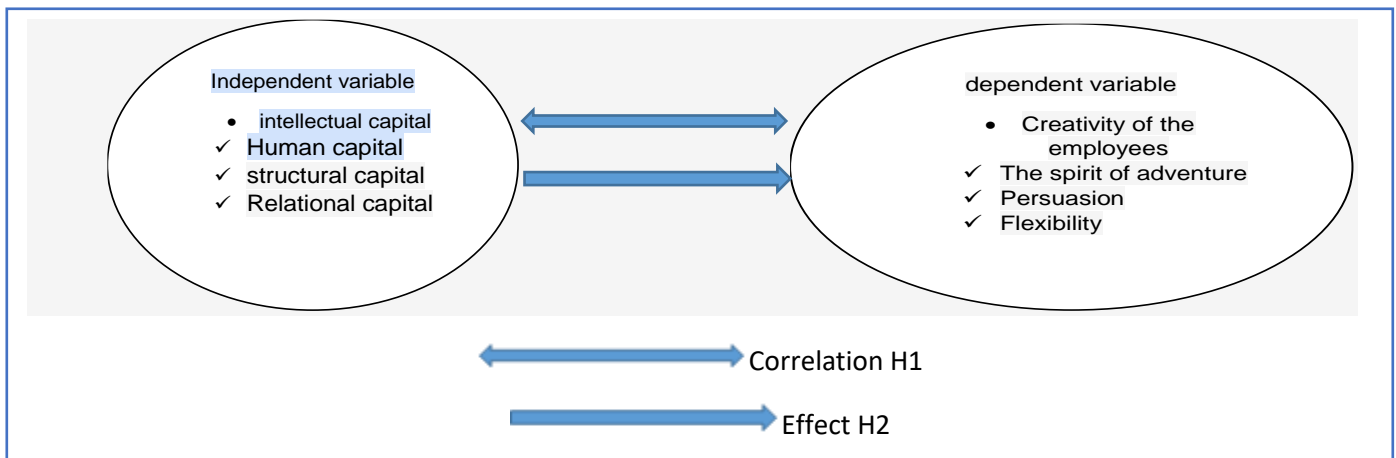


Figure 1. The hypothetical search scheme

➤ **Community And Sample Research**

The teaching community of the study is represented by the College of Administration and Economics,



University of Al-Qadisiyah. As for the sample that can be reached, it was represented by 35, and the questionnaire was distributed to the 35 teachers, and because of cases of apology or incomplete cases that are not valid for analysis, (5) forms were excluded. Thus, the number of valid forms for study and analysis is (30) only.

Table (1) presents the characteristics of the research sample in terms of demographic information represented

by (age, gender), and the frequencies and percentages were extracted to describe the research sample. The results of the table show that the most frequent age of the research sample was within the age group (37-48, 48-59).) by (17%), and that the majority of the research sample was female (57%), while the percentage of males was (13%) the lowest.

Table (1)
The characteristics of the research sample

	Level	Frequency	The ratio
Age			
	36-25	10	%33
	48-37	5	%17
	59-48	5	%17
	71-60	10	%33
	Total	30	
Gender			
	male	13	%43
	Female	17	%57
	Total	30	

THE STUDY CRITERIA

1. Intellectual capital

The researchers used a scale (-) to measure the intellectual capital variable, which is three-dimensional, and this scale consists of (18) paragraphs according to the five-point Likert scale, measuring (strongly agree) - (strongly disagree), and Cronbach's alpha coefficient for this variable reached (0.861), and this indicates the presence of The internal consistency in the answers of the research sample towards this scale.

2. Creativity of the workers

It was based on a scale (-) to measure the employees' creativity variable that includes three dimensions). This scale consists of (14) items for each dimension of the variable's dimensions. The Cronbach's

alpha coefficient for each dimension was (0.843, 0.833, 0.798, 0.749), which indicates the presence of the internal consistency in the answers of the research sample towards this

Data analysis tools

The study used a number of appropriate statistical methods to describe and analyze the study data, which included the arithmetic mean, standard deviation, and the simple correlation coefficient data analysis

Statistical description

Table (2) presents the statistical description of the study variables. As noted through the arithmetic mean, all the variables were close to the level of moderation, and the standard deviation indicates the consistency of the answers received towards these variables.

Table (2)
Correlation Matrix and Statistics Summary (N = 30)

Var.	X	X1	Y2	Y1	Y2	Y3
X		1				
X1	.652*		1			
X2	.765*	.820**		1		
X3	.711*	.721*	.630*		1	



Y1	.705**	.462*	.651**	.659**	1	
Y2	.674**					1
Y3		.785**	.752	.718**	.734**	
Means	0.701	0.79	2.033	0.69	0.734	3.54
SD.	1.02	1.34	1.33	1.12	1.34	1.26

* $p < 0.05$; ** $p < 0.01$.

Hypothesis testing

1. Correlation hypothesis

The matrix of correlation coefficients in Table (3) shows that there are statistically significant correlations at the (1%) or (5%) level between most of the study variables, and this provides support and acceptance for the first main hypothesis.

2. Impact Hypothesis

The second main hypothesis

Table 3) results of the regression analysis indicate that there are significant influence relationships at the level (0.01-0.05) and there is a statistically significant effect between intellectual capital and creativity, and this supports the validity of the sub-hypotheses and therefore the second main hypothesis is accepted

Table (3)
The results of the second main hypothesis test

regression path		regression coefficients	t	R ²	F
Y1	<--- X	.502	5.704**	0.66	**43.160
Y2	<--- X	.813	4.752*	0.72	*37.233
Y3	<--- X	.745	5.864**	0.57	*41.634

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

• The concept of intellectual capital

Intangible assets have become an important indicator of the future performance of a company Deiaco, E., Hörnell, E., and Vickery, G. (eds.) (1990). Intellectual capital is value

Intangibles for economic capital, organizational capital (structural capital) and human capital. (Khan, M. (2014) believes that intellectual capital is the ability of organizations to obtain sustainable performance and competitive advantage, while (Stewart: 1991) indicated that intellectual capital is the basis for the survival of organizations under changing environmental conditions. Intellectual capital is The basis for the success of organizations (Stewart: 1991), is the ability to innovate, change practices, think about problems and come up with innovative solutions. Ross et al. (2001)

• The importance of intellectual capital

Intellectual capital is an essential pillar of a knowledge-based economy. Helps management to make appropriate operating decisions

Very important for high investment and management of organizations in a way that leads to achieving competitive advantage (Dzinkowski, R.: 2000,)

Intellectual capital is an important source of organizational success

which affects the level of creativity and innovation (Taliyang et Al, 2011).

Intellectual capital is an important resource in organizations, due to its dependence on knowledge that leads to value addition

Components of intellectual capital (Bontis, N. 1998 .)

Most researchers agree that intellectual capital consists of three sub-components:

Human capital

It is the knowledge that exists in the minds of the employees of the organization, whether they are creative workers or ordinary workers who have

A percentage of knowledge commensurate with their capabilities



Structural capital

It is explicit, tacit, hidden and embodied knowledge in the organization's routine and is present within the organization's boundaries and operations. Structured capital: is the knowledge that is acquired and maintained in the company's structures, procedures and systems. (Hussein.2008,133)

Relationship (customer) capital

It is the knowledge that customers have (the customer's loyalty to the organization) and which it has become necessary for the organization to acquire this knowledge Existing customers in order to complete their intellectual capital and thus cooperate with them and satisfy their needs and desires

Creativity

Recent years have seen an emphasis on innovation and establishment

Facilities designed to foster and support creativity and innovation in organizations. The rising phenomenon may be driven by a growing focus on innovation as the key For the survival of modern-day organizations. This has led many organizations

To adopt different approaches and develop the innovative capabilities oEmployees, offering the bonuses , And incentives (Eisenberger & Shanock, 2003) Creativity plays, as it is expressed and revived through organizations,A critical role in society. And him

An essential role in serving us all. However, the majority of the literature is on creativity

It is seen as an individual phenomenon and "the main focus of creativity research is on the individual."

And his personality, characteristics, abilities, experiences and ideas(Williams,W. M.,&Yang, L. T. (1999).

Creativity includes thinking or the ability to perceive ways that are not clear in something. Creative people also have the ability to devise new ways to meet challenges (www.almrsal.com/post/736394)

And (Trail & Grunert, 1997, 4) sees a relationship between creativity and invention, where as long as the invention is entered commercially, it indicates that there is creativity. (Davies, 1988) Creativity is believed to represent the processes used in developing an invention.

The importance of creativity for organizations

To benefit from creativity and innovation institutions, three main points must be taken into account. Or not, (Sundar Bharadwaj, &Anil MenonMaking 2003)

Creativity and innovation are very complex phenomena at any level of analysis.

Second, multiple phenomena exist at the individual, collective and organizational level.

Third, phenomena operating at one level are not necessarily well integrated, or compatible with those operating at other levels. Complexity, multiple levels, and inconsistency in effects across levels present a challenge to all organizations in their attempts to encourage creativity and innovation.

(Trudy & et al., al 2008) defines the importance of creativity in

Nowadays, creativity has become extremely important to the success of business organizations; because they face a lot of changes and rapid transformations in the environment. To effectively adapt to change, organizations must become more innovative, developing the ability to rapidly plan and implement adoptions for changing their environments. And (Michael & et.al 2012.3-16) pointed out the importance of creativity lies in the

Creativity and innovation are critical to the growth and performance of organizations.

Creativity involves the production of new ideas.

Creativity is not just a matter of producing an idea - although this can have an important impact on creativity. Producing high-quality, original and elegant solutions to problems (Michael & et.al 2012.3-16)

CREATIVITY

Ingredients:

(SHI, Chun-sheng & MENG, Da-peng. (2009),

1- Fluency: It means the multiplicity of ideas that can be used or the speed with which synonyms of things are used and the fluidity of the flow of new ideas

2- Flexibility: It is the ability to change ideas by changing the situation, which is the opposite of mental efforts.

3- Originality: It is represented in the fact that the idea is modern and not repeated, and it is the idea that is not subject to the existing or used ideas.

4- Sensitivity towards problems: It is represented in the individual noticing a lot of situations that are characterized by problems and facing errors, shortcomings and shortcomings.

5- Details: It consists in accessing complementary hypotheses, which in turn lead to a new increase, Which is the space of experience(Eisenberger & Shanock2003 ,



While (Goetsh & Davis,1997:284) indicated that the dimensions of creativity (risk, flexibility, persuasion), which were adopted in the current research

Characteristics of creative thinking (Madanmohan , T. R. 2005)

- 1- Creativity reflects the phenomenon of many aspects, as it is the ability to produce new ones.
- 2- It can be described as flexibility and intellectual fluency or originality and sensitivity to problems
- 3- It expresses itself in the form of a new production characterized by diversification, benefit and social acceptance in general

Obstacles to creativity (Abdullah Omar Zain al-Kaf,2013)

There are many obstacles that may affect the creativity of the individual in various fields, and the person himself may be the cause of these obstacles, or others may cause him, and the following we mention the most important obstacles to creativity:

Fear of error and failure: Falling into a mistake is considered a lesson that may teach a person a lot, and prevent him from falling into it again; Therefore, falling into error should not be an obstacle to the creator, but rather it should be a motivator for him to be more creative and innovative. (Nigar & Alper 2010)

Adherence to habits: Adherence to habits and following the pattern of the previous ones without thinking or inventing what is new, kills all types of creative thinking;
Lack of self-confidence: a creative person may be frustrated or discouraged by others; With the aim of killing the spirit of creativity and innovation in it, the discouraged express what suits their ideas and desires, not what suits others; Therefore, motivating and creative people should be listened to and taken advantage of. Csikszentmihalyi, M. (1988)

Fear and shyness from superiors: Among the obstacles to creativity are fear and shyness from the manager or the official, and the creative person should avoid fear, while making sure to unleash his thinking, abilities, and creativity. (Carma Spence , 2020)

. Disorganization of time: Therefore, a creative person should organize his time, and develop his own program, in addition to reducing useless activities.

Procrastination and postponement: One of the obstacles to creativity

business postponement; Therefore, the creative person must take the initiative in his work, and plan for the task presented; In order to implement it as soon as possible
Dacey, J. and Lennon, K. (1998)

CONCLUSIONS

Intellectual capital is the vital pillar in promoting creativity among employees

- The real philosophy of the bank's management is the feeling that the real capital is what the bank possesses of thinkers for the sake of creativity.

The human capital represented in the skills and competencies available to individuals contributes to enhancing creativity

The customer's capital represented by the allies and the dealer contributes to achieving loyalty

Structural capital, which is the basis of the information system, has a great role in enhancing the creativity of employees

RECOMMENDATIONS

Based on the general results that have been reached, the study offers some recommendations that can be It contributes to adding and giving the intellectual capital more importance in the bank in a way that leads to enhancing creativity among the hopefuls. The great responsibility lies with the management of the bank for the purpose of taking care of this important and vital resource develop it, and use it to enhance its competitive position by employing it in a way that leads to creativity. Giving intellectual capital great importance and showing a clear picture of this important source The bank's management should consider the intellectual capital as one of the most important strategic sources that will achieve its success - The bank management should not neglect the role of the main components of intellectual capital (customer, human, structural)

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