



Research Paper

Studying the moderator role of creativity in the influence of intellectual capital on the development of organizational performance

Zahra Khajeali Jahantighi <sup>1</sup>, Maryam Omidkhoda <sup>2</sup>

1- Phd in KIS, Instructor . Department of knowledge & information sciences, Payame Noor University, Tehran, Iran.

2- PhD knowledge & information sciences. Iran Public Libraries Foundation, , Head of the Public Library Hazratevaliar-Tehran, Iran.

Receive:

1 July 2024

Revise:

19 August 2024

Accept:

10 September 2024

Published online:

21 September 2024

Abstract

The purpose of the current research was to investigate the impact of intellectual capital on the development of organizational performance with the role of moderating creativity of managers in Libraries of Cultural and Artistic Organization of Tehran Municipality. The research method was descriptive-correlation. The statistical population of the research was made up of 93 people by the Libraries managers of Cultural and Artistic Organization of Tehran Municipality. Due to the limited statistical population, the census sampling method was used. In order to collect data from the standard questionnaires of employees' performance by Chen et al. (2012), Bontis Intellectual Capital (1998) Dorabji et al.'s (1998) employee creativity was used. The validity of the research instrument was confirmed by confirmatory factor analysis and the reliability of the research instrument was confirmed by Cronbach's alpha coefficient . In order to analyze the data, structural equation technique was used using SMART PLS statistical software. and Spss were used. The research findings indicated that intellectual capital has a positive and significant effect on the development of organizational performance. The results of the research also showed that the creativity of employees had a moderating role in the influence of intellectual capital on the development of organizational performance.

Keywords:

intellectual capital, development of organizational performance, creativity.

Please cite this article as (APA): Khajeali Jahantighi, Z, Omidkhoda, M. (2024). Studying the moderator role of creativity in the influence of intellectual capital on the development of organizational performance. Journal of Governance studies & development managemen, (1) 1, 81-97.

Table with 3 columns: Information (Sponsored by, Corresponding Author, Email), URL (DOI, ORCID, License), and Logo (DOI, ORCID, CC BY-NC)



## Extended Abstract

### Introduction

One of the most important motivational issues that has received the attention of a large amount of resource management and organizational behavior studies today and has an impact on the productivity of human resources is the issue of appropriate job performance (Aghajani et al, 2014). Effective management is dependent on effective measurement of performance, so pay attention to performance And its measurement is very important in management studies. Performance is the sum of job-related behaviors that people show themselves (Rezvani chmanzamin & Moafi haredasht, 2015). Organizational performance refers to the results that the organization achieves according to predetermined goals in order to achieve the goals (Rashid et al. al, 2023). Nowadays, all organizations need new ideas and innovative and fresh opinions to survive. New thoughts and opinions are also breathed into the body of the organization and save it from extinction (Rumanti et al, 2023). In our era, in order to survive and progress and even maintain the status quo, we must continue the flow of newness and innovation in the organization. forgive in order to avoid its stagnation and destruction (West & Sacramento, 2023). In order to continue living in today's turbulent and changing world, one must turn to innovation and creativity, while recognizing the changes and transformations of the environment in order to face them with innovative answers. And the newly prepared and accompanied by the influence of these developments influenced them and gave them a desired shape (Awan et al, 2022). Creativity is necessary and a precursor to the development, progress and excellence of an organization and society, and knowledge of its texts and techniques is a necessity. Inevitably, it is of interest to managers, employees, and researchers (Soleimani & Afrooz, 2023), since creativity is considered a growing factor in scientific circles in this era, and organizations also show a greater need for qualified and effective forces, so it is expected that the creativity of employees is one It is one of the effective factors in creating a suitable organizational atmosphere (Araei, 2023). In this research, while examining the effect of intellectual capital and creativity on organizational performance, it is attempted to answer the question whether intellectual capital has an effect on organizational performance with regard to the moderating role of creativity of Libraries managers in Cultural and Artistic Organization of Tehran Municipality<sup>9</sup>

### Theoretical framework

Creativity:

Research on creativity and its constituent elements began more than a century ago by social scientists, but the main motivation for further research was created by Guilford in 1950. Guilford considered creativity to be synonymous with divergent thinking, i.e. achieving new approaches to solving problems, as opposed to convergent thinking, i.e. achieving the correct answer (West & Sacramento, 2023).

Organizational performance:

Organizational performance is a measure to measure and determine the level of efficiency and effectiveness of the organization in a specific period of time, which is determined through signs in the market, customer and the amount of sales of that organization (Rezvani chmanzamin & Moafi haredasht, 2015). This measure has recently become an important and



widely used concept. It has become in management research, especially in the researches in which researchers have examined and studied topics related to the organization such as structure, strategy and planning (Rashid et al, 2023).

Intellectual capital:

Intellectual capital is a set of knowledge-based assets that are dedicated to an organization and are considered among its characteristics, and by adding value to the key stakeholders of the organization, it significantly improves the competitive status of the organization (Mubarik). et al, 2022) intellectual capital includes three dimensions of human capital, structural capital and relational capital. Human capital refers to the level of individual knowledge that the employees of an organization have; This knowledge is usually tacit. Sitaran, Tengloo and Saravanen consider human capital to be equivalent to competence and then define employee competence as the capacity to perform tasks in different conditions to create tangible and intangible assets (Rahimi et al, 2023).

(Hazrati Kondeh et al, 2024) in the research they conducted in the higher education system, presented the organizational performance evaluation model with a creativity and innovation approach and came to the conclusion that the categories identified in this field include things such as causal conditions (encouraging resources humanitarian, teamwork, change support, freethinking support, and funding); background conditions (creative and innovative culture, creative and innovative human resources, knowledge management, managers' support, existence of creative and innovative laws); central category (organizational performance, efficiency, productivity, creativity and innovation); Intervening factors (geography of the university, ranking of the university, number of students, courses of study, fields of study, scientific degree of professors, easy access, low cost, high chance of employment after graduation); Strategies (monitoring and evaluation, acceptance of change, accountability, learning culture, decentralization in the organization, talent management, planning); and the consequences. (Maasomi et al, 2023) In a research, they investigated the mediating role of intellectual capital in the relationship between production, process and administrative innovation capabilities with organizational performance in Payam Noor University, Shiraz. The results showed that production capabilities, process capabilities and administrative capabilities have positive effects on intellectual capital in Payam Noor University, Shiraz Center. The impact of intellectual capital on organizational performance has been significant. In sum, intellectual capital has a mediating effect on the relationship between innovation capabilities (production, process and administration) and organizational performance in Payam Noor University, Shiraz Center.

### Research Methodology

The research method is descriptive-correlation. The statistical population of the research was made up of all the Libraries managers of Cultural and Artistic Organization of Tehran Municipality, numbering 93 people. Census sampling was used. Data collection tools were Chen et al.'s employee performance questionnaires (2012), Bontis' intellectual capital (1998) and Dorabji et al.'s (1998) organizational creativity. To determine the validity of the research tool, face validity, content and confirmatory factor analysis were used. Cronbach's alpha



coefficient was used to verify the reliability of the questionnaires. Kolmogorov-Smirnov test and Smart PLS statistical software were used to analyze the data.

### Research Findings

Descriptive statistics related to demographic information showed that 100% (96 people) of the studied sample were male managers. Three age groups have been designed for the selected sample managers, and the first group (31 to 40 years old) has a frequency of 8 (8 people). The second group (41 to 50 years old) has a frequency of 54 (55 people) and the third group (51 to 60 years old) has a frequency of 38 (33 people). Based on this, managers in the age group of 41 to 50 years (the third group) have the highest frequency compared to the rest of the managers, and the age group of 31 to 40 years (the first group) has the lowest frequency. The last educational qualification of the selected managers in the sample is divided into three groups. 59 percent (57 people) have a bachelor's degree, 37 percent (36 people) have a master's degree, and 4 percent (3 people) have a doctorate degree. Based on this, managers with a bachelor's education level have the highest frequency compared to the rest of the managers. And managers at the specialized doctorate education level have the lowest frequency. The work history of the selected managers is divided into three groups. 8 percent (8 people) have a work experience of less than 10 years, 67 percent (65 people) have a work experience between 11 and 20 years, and 25 percent (23 people) have a work experience between 21 and 30 years. Working experience of 11 to 20 years has the highest frequency compared to other managers, and managers with working experience of less than 10 years have the lowest frequency, considering that average questions were used to define the operational variables. The average performance variable is 3.5548, the average intellectual capital variable is 3.3923, and the average creativity is 3.5915, and the average scores of the mentioned variables are greater than 3 (the average of the 5-point Likert scale), which indicates the respondents' tendencies towards the options It is above the average level. In order to check the adequacy of the model, the R2 and Q2 criteria and the GOF test were used. The test results indicate the appropriateness of the fit of the structural model. According to the value of Q2, the predictive power of the model regarding the internal structures - The result of the research is suitable and the appropriate fit of the structural model is confirmed.

### Conclusion

The research findings related to the test of the first hypothesis indicate the impact of intellectual capital on the organizational performance of Libraries managers in Cultural and Artistic Organization of Tehran Municipality. The results of this hypothesis are consistent with and supported by the research findings of (Maasomi et al, 2023). In their research, they concluded that intellectual capital and its dimensions had a significant impact on organizational performance. The result is explained as follows. It should be noted that the existence of accurate systems for identifying creative and efficient managers can play a role in career advancement and promotion of organizational positions. How the human resources recruitment system is designed and what type of managers it is used to attract is vital. The use of an accurate system Recruiting and appointing active managers can cause the organization's people to be knowledge-oriented, and leaving such employees causes great harm to the



organization. Such employees, who are considered a valuable asset of the organization, are constantly interacting with their clients and customers and solving their problems. They will solve it in the shortest possible time.

The second hypothesis examines the role of the creativity of employees in the impact of intellectual capital on the organizational performance of managers in Libraries of Cultural and Artistic Organization of Tehran Municipality. The results of this hypothesis are consistent with the findings of research (Hazrati Kondeh et al, 2024) and are supported. The research came to the conclusion that intellectual capital improves their organizational performance through the development of employees' creativity. The result is explained in such a way that the existence of friendly communication between employees and the top management of the organization can play an important role in the support and reliance of employees on the management of the organization. On the other hand, providing organizational positions according to the knowledge and competence of managers allows people to show their potentials, talents and skills to managers.

In this regard, the following suggestions can be made:

The management of the organization should periodically hold meetings for mutual thinking and participation in the decision-making of the units among the branches throughout their province. This culture should be institutionalized among the managers of the organization that the problems of the organization are their problems and people should be related to the realization of the goals of the organization in order to achieve their desires. be diligent Managers should express their opinions and ideas clearly and away from any personal bias and fear of their superior management in the capital of the province. Not only all managers should be aware that innovation is part of the organization's policy, but they should also be aware of the continuation of this policy. to gain confidence so that the creation of new ideas and solutions for organizational problems emerges as a habit and culture. One of the limitations of the current research was that considering that several factors affect the development of organizational performance (perceived organizational support , career enrichment, knowledge sharing) but are considered constant in this research. Based on this, future researchers are suggested to examine the development of organizational performance from the perspective of the above variables.