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IMPACT OF ORGANIZATIONAL CHANGE ON CREATIVE BEHAVIOR : THE MEDIATING ROLE OF INTELLECTUAL CAPITAL

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Abstract

The research aims to identify the impact of organizational change on creative behavior through the mediating role of intellectual capital. The research was applied to a sample of professors in Iraqi universities. The questionnaire was the main tool for the study. A hypothetical model was formulated and tested using advanced statistical methods such as regression analysis and structural modeling. The research reached a number of conclusions, the most important of which are: Achieving creativity is closely linked to the ability of institutions to adapt to organizational changes, and this requires the ability to manage intellectual capital effectively.

Keywords: Organizational change, intellectual capital, creative behavior.

1.Introduction

Universities are vital institutions that require continuous adaptation to rapid changes in the higher education environment. This includes organizational change that aims to improve academic and administrative performance, which directly affects the behavior of individuals within these institutions (Kezar, 2018). In light

of the rapid developments in the world of higher education, universities face major challenges that require them to adapt to continuous changes and work to develop their performance (Watermeyer et al., 2021). Innovation and creativity are essential elements for universities to excel and achieve their vision of providing high-quality education. In the same context, organizational change has become an imperative necessity for survival and success in the higher education market (Hornstein, 2015). It affects not only the structure and processes within the university, but also the behavior of individuals and teams within it. One important aspect that can be affected by organizational change is creative behavior, which is one of the essential components of innovation and success in modern universities. Creative behavior, for its part, is a human activity practiced by workers who have characteristics that distinguish them from others. This activity leads to the introduction of new things (idea, product, service) so that their use leads to the achievement of various benefits for the organization. On the other hand, achieving creativity is closely linked to the ability of institutions to adapt to organizational changes, which include modifying structures, processes, and institutional culture. However, the effectiveness of organizational change does not only depend on its design and implementation, but is also affected by the ability of the institution to manage its knowledge resources effectively, which is known as "intellectual capital". Intellectual capital is one of the modern concepts that emerged in the last decade of the twentieth century. Many organizations have realized an important fact, which is that their true value is based on something that may be more important than their physical capital, which is what is called today intellectual capital, which represents one of the most important elements of the success of organizations in the current

century. Therefore, the dynamic landscape of higher education requires universities to adapt their operational structures, which often leads to major organizational changes. These transformations may have profound repercussions on several dimensions of institutional performance, especially in areas related to creative behavior.

Accordingly, the research aims to identify the impact of organizational change on creative behavior through the mediating role of cognitive capital.

2.Literature Review

2.1.Organizational Change

Organizational change is the process of modifying or updating organizational structures, processes, policies, or culture within an organization with the aim of improving performance or adapting to changes in the internal or external environment (Cameron & Green, 2019). Organizational change, which is a type of educational technique that falls under strategic change management, tries to alter the organization's beliefs, values, attitudes, and structure so that it can adjust to numerous changes in the social, technological, and economic spheres (Fernandez & Rainey,2017). Therefore, in order to execute new strategies, the organizational change approach is built on pressuring employees to accept changes, either at the organizational level or at the level of specific individual behaviors (Alvesson & Sveningsson, 2015). It defined it as the administrative method of transforming the organization into a better state of construction in the field of its expected future development (Skibbins, 2007). Change means moving from the current situation to a more efficient and effective future situation, and therefore change is the process in which we learn and discover things continuously. It means transforming or

making something better or transforming from anything existing by adding some values or abandoning something else, change in business management and moving in a specific way to do business in a better way (Hanelt et al., 2021). Accordingly, organizational change represents the process of making a qualitative and radical shift from one situation to a desired situation based on the available capabilities, in addition to searching for opportunities and exploiting them based on the available strengths, which would achieve improved performance and support the strength of competition.

2.2.Dimensions Of Organizational Change

2.2.1. Change In Organizational Structure

The organizational structure is a vital means of helping organizations accomplish their work and achieve their goals (Robbins, 2018). The organizational structure represents an abstract, non-material concept, and all we see are evidence of the existence of the structure, such as the organizational chart, which is an organizational chart that shows the relationship between individuals and their subordinates, as the organizational structure includes communication relationships, as well as its connection to job design, information flow, work standards, rules, team dynamics, and authority relationships (Mcshane & Glinow, 2010). The organizational structure represents the formal system of task relationships and task reports that explain how The use of resources by employees to achieve the organization's goals is consistent with (Robbins & Judge, 2013), as they explain that it determines how job tasks are divided, and they are divided, grouped, and coordinated (Abdul Wahab and Kazem, 2018).

2.2.2. Change In Technology

The change in technology can be observed through organizations seeking to replace their valuable machines, equipment and production lines with good ones that require good methods and processes, as well as a round of operations and a challenge to good implementation priorities and a change in their internal design. (Daft, 2010) shows that despite the strong link between technology, climate and systems, hardware and equipment technology is easy to change, while human mind technology is more difficult to analyze and determine its quality and ability to change. An example of this is the creative ability, as technology and information technology are one of the most important tools that managers employ to face challenges, whether in the physical equipment to complete the activity of inputs, processing and outputs or in computer software that monitors and works on the cooperation of the physical components in the information system (Abro & Badr, 2018).

2.2.3.Change In Tasks

A change in tasks occurs when there is a change in the effectiveness or work due to the use of advanced technology or any changes in the organizational environment, whether internal or external. These changes include changes related to updating tasks and functions, forming work teams, or designing or redesigning jobs. Good design of work leads to improving the organization’s performance as well as achieving better satisfaction. It is represented by creating new jobs, abandoning existing jobs, or changing the method of performing current work. Developments in the desires and needs of society are considered an influential factor in this change (Karem & Jamal, 2020).

2.2.4.Change In Human Resources

From the researchers' point of view, change in human resources should focus on changing the attitudes, goals, expectations, behavior, and capabilities of employees, or all of them, in order to achieve the desired goals. Human resources are considered the vital and important element in the organization because they represent the dynamic element in it. (Wincek et al., 2015) .Changes in human resources result from the behavior and attitudes of employees and their interactions in the field of participation in taking capabilities and solving problems. Rather, they are a change in cognitive and behavioral capabilities and potentials, and an attempt to record old and new positive efforts to achieve the organization's goals. (Karem & Jamal, 2020).

2.3.Intellectual Capital

The concept of intellectual capital is considered a relatively modern concept and still needs more study and definition. Therefore, it is difficult for us to formulate a comprehensive and unified definition of it, but we can naturally define it as the knowledge, experience and mental strength of workers in addition to the cognitive resources stored in the organization's information base, operations, culture and philosophy. It is also known as the sum of the capabilities, experiences and knowledge of workers which not found in any other organization, and they naturally constitute the economic resources of the organization. Intellectual capital is defined as the capabilities, skills and knowledge of employees in companies, which enable them to help their companies increase their productivity and achieve high levels of performance that are distinct from competitors. It is referred to as the

set of skills that influence companies, which are characterized by extensive knowledge that enables them to make these companies global by responding to customer requirements and exploiting the opportunities provided by technology (Sveiby, 2017). It represents the intellectual, cognitive, informational, and intellectual property added value and contribute to competitive advantage (Soetanto & Liem, 2019).

2.4.Dimensions Of Intellectual Capital

2.4.1. Systematic Thinking

Systematic thinking is an important mental process that involves analyzing available information and data in a logical and organized manner, with the aim of reaching solutions to problems and making sound decisions. It is like a map that guides us towards the desired goals, and helps us avoid mistakes and pitfalls. In order for the parts to be examined in terms of their relationship to the whole and assessed in terms of how well they serve the system's objectives, it symbolizes the capacity to put the various components together and integrate them in order to comprehend how they work together to accomplish the organization's goals (Maccoby, 2004).

2.4.2.Intelligence

Intelligence is a general mental ability that plays a major role in the individual's activity, in his performance of various tasks, and it is a multi-faceted, heterogeneous, highly general ability that is completely different from the special or limited-scope abilities that are related to performance on specific qualitative tasks. Although the concept of intelligence means a general ability with heterogeneous components that covers a wide range of mental activity, our

acceptance of this complex concept as a good predictive indicator of performance requires that we obtain a single degree or a single comprehensive estimate for all aspects of this general ability (Clarke et al., 2011). Intelligence is the individual's ability to learn, think abstractly, solve problems, and adapt to his environment and new situations. Given the many differences between psychologists, the operational definition of intelligence may be more satisfactory from a scientific point of view. Intelligence is operationally defined as the individual's overall ability to work towards a goal, think rationally, and deal efficiently with his environment (Hayes, 2011).

2.4.3.Intuition

Some writers liken the organization to a human being. Just as the organization has a set of goals that it wants to achieve, the human being also has the same goals and the process of focusing on these goals, which he needs to make a set of decisions that may depend on the sixth sense, which is called intuition (Zutshi & Creed, 2011).

2.4.4. Innovation

Creativity is a complex phenomenon with diverse perspectives. This multiplicity and diversity was one of the reasons behind the diversity of studies and research in this field. It is characterized by the ability to focus for long periods in the field of interest and the ability to form new connections, discoveries and relationships. This ability can be developed and improved according to the capabilities and potential of individuals, groups and organizations, Creative behavior is the result of multiple decisions made by a person that begin with realizing the current situation, then paying attention to it, gathering information about it, finding alternatives,

evaluating them, and then trying these alternatives. Creative behavior may end with rejecting or adopting a certain idea. If the result of this behavior is something new and unfamiliar, it is considered creativity, otherwise it is considered creative behavior. (Hafzy, 2021).

2.5.Creative Behavior

Creative behavior is a complex, multi-stage work behavior that consists of generating new opinions and promoting and applying them in order to improve organizational performance (Dedahanove et al., 2019). Hence, it is considered a major driver of innovative ideas. This requires leadership to adopt creative behavior derived from the culture in which this leadership believes, as well as the working individuals, in order to motivate these individuals and meet those requirements that achieve creative behavior. The more culture, knowledge, and openness to creative experiences in other organizations increases, this will lead to an increase in creative behavior, as it is considered one of the most important and essential aspects of sports behavior and is a source of forming a competitive advantage that facilitates the organization's entry into the labor market, obtaining a competitive position, and achieving sustainability (Purba & Hartijisti, 2020).

Creative behavior is defined as the production of new ideas by employees that can be a basic foundation for creativity, which in turn gives opportunities to the organization to create the desired future (Handayani & Hartijasti, 2013). It is also defined as the creation, application, development, enhancement, and realization of new ideas, and they can also be modified by employees in order to benefit from this role to achieve better performance. It also represents the creation, application, and introduction of new ideas within the work system to face new challenges in the

complex environment and to achieve organizational performance and reach long-term sustainability (Phung et al., 2018). It is considered one of the basic factors for social, organizational and personal prosperity. The word creative issues begin with creative ideas that are related to creativity and innovation and are closely related, and their use will be intertwined, although creativity is a comprehensive concept and more comprehensive than the topic of innovation, and innovation is one of the stages of the creative process, and organizational leadership, organizational leadership and strategic leadership are achieved by the creative behaviors of working individuals. They are considered basic assumptions that they share through working individuals who are considered creative core values that allow individuals to be creative in the organization and for the organization to be more prepared to accept creative behavior (Faraz et al., 2019).

3. Methods

3.1.Instrument and Sample

The questionnaire is a primary measuring tool that the researchers relied on to collect data for this study. It was designed using articles, sources, theses, ideas, master's and doctoral dissertations, and was prepared to cover all variables of the study's schema. Simplicity, clarity, and ease of understanding for respondents were taken into account in formulating the questionnaire, while relying on the five-point Likert scale. And the field of study was Iraqi universities. A random sample of 100 lecturers was selected from the University of Baghdad. The number of returned questionnaires was 87.

3.2.Validity

Research and studies show that the questionnaire must be sent to scientific specialists in its original form. Thus, a group of professors and peer-reviewed professionals were shown the questionnaire by the researcher. The questionnaire was designed to gather data and was adjusted based on expert opinions. The high agreement rate of 80% was adopted to accept the questionnaire items.

3.3.Reliability

The reliability of a scale is its consistency across statements, which is also called reliability and not inconsistency with the scale. Cronbach's alpha used to test scale reliability. The closer the reliability factor is to one, the more reliable the system above 0.70 , Table 1 shows that all items and variables had a high degree of reliability .

Table 1: Reliability Test

Var.	Items	Cronbach Alpha
IV	16	0.793
MV	16	0.844
DV	8	0.791
All	40	0.828

3.4.Model and Sample

The three factors that make up the study model are Organizational Change (IV) as a latent independent variable of four dimensions (organizational structure, technology, change in tasks, change in human resources), Intellectual Capital

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(MV) as a latent mediator variable of four dimensions (systematic thinking, intelligence, intuition, innovation), and Creative Behavior (DV) as a unique variable of 8 items, as shown in Figure 1.

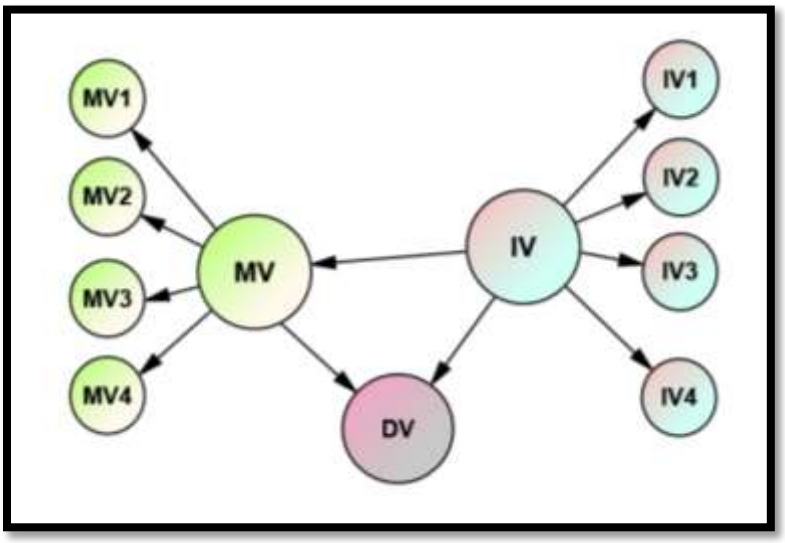

Figure 1 Study model

3.5.Normal Distribution Test

Studies and research indicate that the normal distribution test for data is an important element that enables the researcher to know the nature of his data, and through it he can choose the appropriate statistical tools. The normal distribution of the study data was tested.

The results of the normal distribution in Table 2 indicated that the value of the coefficient of kurtosis and skewness was within the acceptable range, which studies indicate that its value should be between (-1.96, +196), and hence the data of variables follows the normal distribution, and is suitable for statistical analysis.

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Table 2: Normality Test

Variable	min	max	skew	kurtosis
Datax_16	2.000	5.000	-.570	-.260
Datax_15	1.000	5.000	-1.847	1.273
Datax_14	1.000	5.000	-.648	.211
Datax_13	1.000	5.000	-.925	.937
Datax_12	1.000	5.000	-.983	.906
Datax_11	1.000	5.000	-.929	1.313
Datax_10	1.000	5.000	-.898	1.682
Datax_9	1.000	5.000	-.289	-.033
Datax_8	1.000	5.000	-.502	-.292
Datax_7	1.000	5.000	-.557	.221
Datax_6	1.000	5.000	-1.004	.777
Datax_5	1.000	5.000	-1.078	1.229
Datax_4	1.000	5.000	-1.028	.796
Datax_3	1.000	5.000	-.412	-.392
Datax_2	1.000	5.000	-.343	-.477
Datax_1	1.000	5.000	-.597	.072
Multivariate				57.769
Variable	min	max	skew	kurtosis
DataM_16	1.000	5.000	-1.453	1.499
DataM_15	1.000	5.000	-.673	1.264
DataM_14	1.000	5.000	-.453	-.163
DataM_13	1.000	5.000	-1.126	2.213
DataM_12	1.000	5.000	-1.016	1.475
DataM_11	1.000	5.000	-.522	.307
DataM_10	2.000	5.000	-.215	-.274
DataM_9	1.000	5.000	-1.112	1.711
DataM_8	1.000	5.000	-1.123	1.771
DataM_7	2.000	5.000	-.432	-.105
DataM_6	1.000	5.000	-1.299	1.576
DataM_5	1.000	5.000	-.521	.399
DataM_4	1.000	5.000	-.812	.881
DataM_3	1.000	5.000	-.564	.365
DataM_2	1.000	5.000	-1.157	1.066
DataM_1	1.000	5.000	-1.079	1.399
Multivariate				65.737
Variable	min	max	skew	kurtosis
Datay_8	1.000	5.000	-.605	.545

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Datay_7	1.000	5.000	-.533	.217
Datay_6	1.000	5.000	-.969	.536
Datay_5	1.000	5.000	-.933	.816
Datay_1	1.000	5.000	-.661	.265
Datay_2	1.000	5.000	-.434	-.393
Datay_3	1.000	5.000	-.402	-.133
Datay_4	1.000	5.000	-.730	.237
Multivariate				22.162

4.Results

4.1.Structural Validity And Confirmatory Factor Analysis

In the framework of testing the construct validity of the data, confirmatory factor analysis was adopted, which is used to detect the extent of loadings of dimensions with their items, and that the items measure the dimensions if this proposed model for the study is adopted. the acceptable value for loadings of items with their dimensions is (0.50). The structural modeling method (SEM) was adopted for the purpose of testing the components according to the study scale and forming models for each of the variables, and the conditions must be as Table 3.

Table 3: Conditions Of The Quality Of The Model's Fit Indicators

Index	Acceptable Value
Chi-squre	<5
GFI	>0.90
AGFI	>0.90
RMSEA	<0.08
CFI	>0.95

Source :Daire et al,2008,Byre, 2010.

The results in of the factor analysis according to the structural modeling. After reviewing the indicators within the model, the indicators are weak, in addition to

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the fact that the value of the square error index (RMSEA) was unacceptable, as its value was greater than the permissible limit, i.e. its value was greater than (0.08)., we conclude: The model is unacceptable because it did not achieve the structural validity of the scale (conditions of goodness of fit). Hence, the required modifications must be made to the model. The recommendations of this guide (the proposed modification guide) include either deleting the Items with high common variance within the model or modifying them. accordingly Figure (2-4) refers to the proposed structural model and its modification.

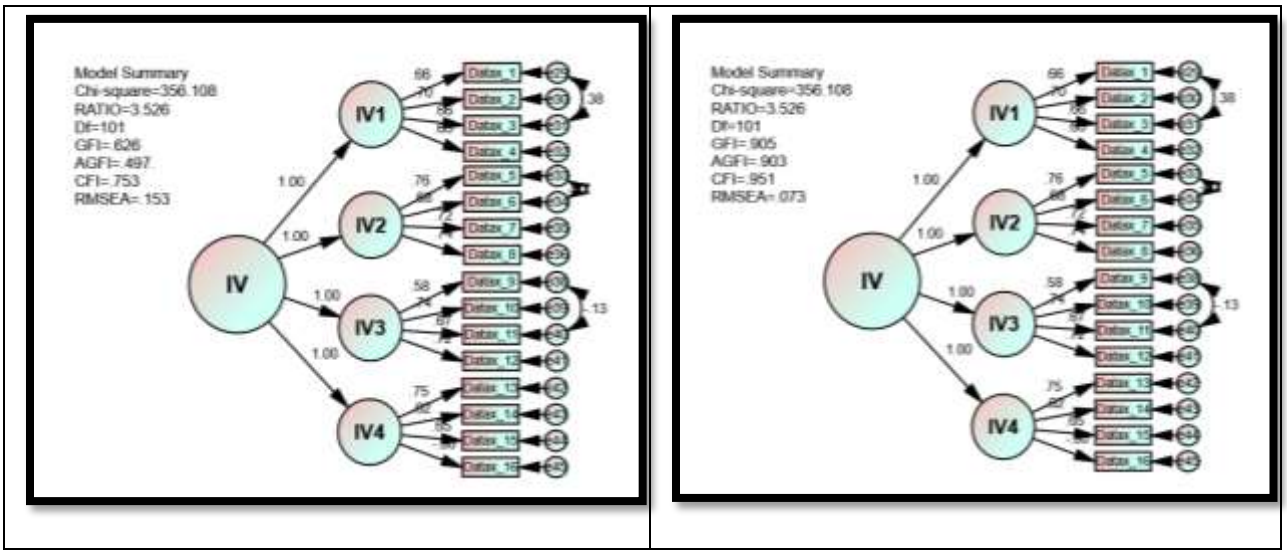

Figure 2: IV Model and Modification

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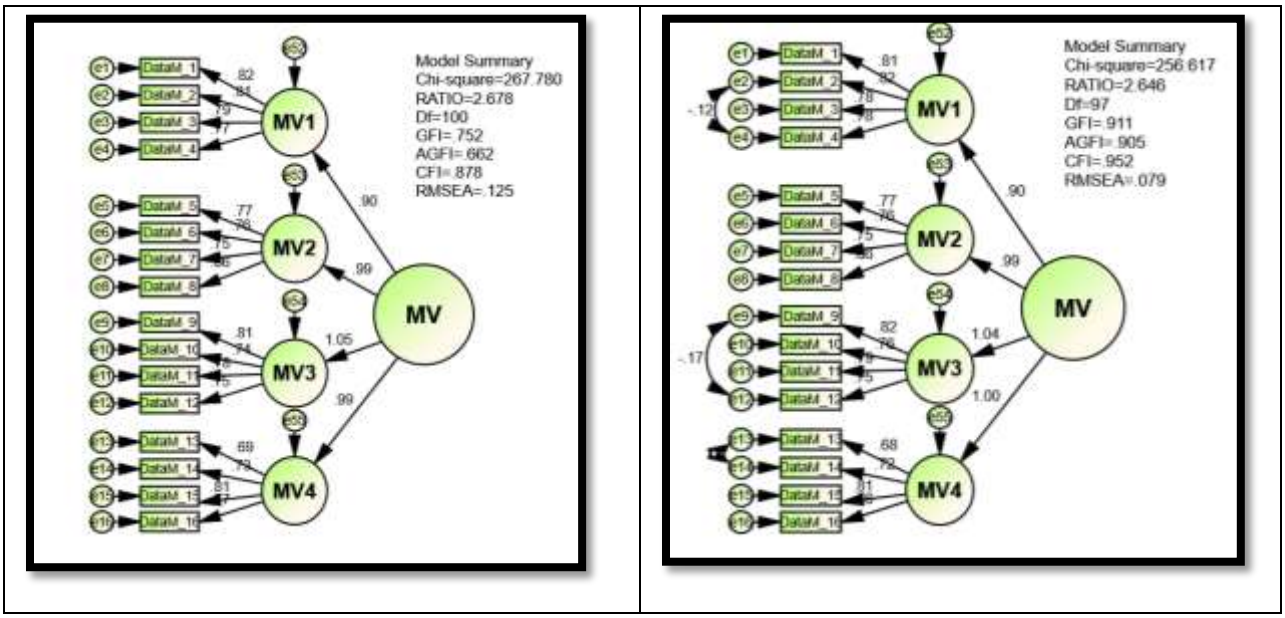

Figure 3: MV Model and Modification

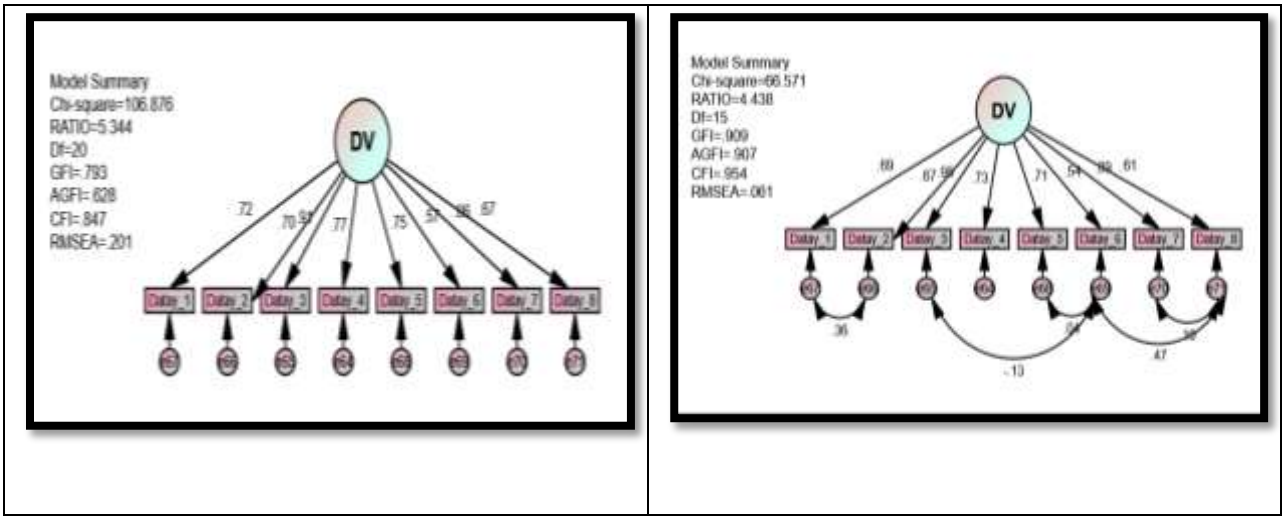

Figure 4: DV Model and Modification

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4.2.Correlation

Table 4 indicates that there is a significant correlation between (IV) and (DV) of (0.944 **) and that this relationship has a significance of less than 0.05. This indicates that hypothesis (H1) has been achieved. also, the correlation between (IV1) and (DV) is (0.833 **) and that this relationship has a significance of less than 0.05. This indicates that hypothesis (H1-1) has been achieved. and that there is a significant correlation between (IV2) and (DV) of (0.860 **) and that this relationship has a significance of less than 0.05. This indicates that hypothesis (H1-2) has been achieved. and significant coorelation between (IV3) and (DV) of (0.926 **) and that this relationship has a significance of less than 0.05. This indicates that hypothesis (H1-3) has been achieved. Also, there is a significant correlation between (IV4) and (DV) of (0.927 **) and this relationship has a significance of less than 0.05. This indicates that hypothesis (H1-4) has been achieved. And there is a significant correlation between (MV) and (DV) of (0.929 **) and this relationship has a significance of less than 0.05. This indicates that hypothesis (H2) has been achieved. Results also indicate that there is a significant correlation between (IV) and (MV) of (0.996 **) and that this relationship has a significance of less than 0.05. This indicates that hypothesis (H3) has been achieved.

Table 4: Correlation Matrix

	IV	MV	DV
IV1	.925**	.915**	.833**
Sig.	.000	.000	.000

IV2	.935**	.950**	.860**
Sig.	.000	.000	.000
IV3	.934**	.922**	.926**
Sig.	.000	.000	.000
IV4	.965**	.956**	.927**
Sig.	.000	.000	.000
IV	1	.996**	.944**
Sig.		.000	.000
MV	.996**	1	.929**
Sig.	.000		.000

4.3.Mediating Effect

Hypothesis (H4)

According to the structural modeling of the models, Table 5 and Figure 5 indicate that there is a positive effect of (IV) on (DV) (0.23) and with significant is less than 0.05. There is also a positive effect of (MV) on (DV) (0.75) with significant is less than 0.05. There is a positive effect of (IV) on (MV) (0.91) and with significant is less than 0.05. The mediation relationship indicates that there is a positive effect of the mediating variable (MV) between (IV) and (DV) (0.68) and with significant is less than 0.05.Accordingly, hypothesis (H4) has been achieved.

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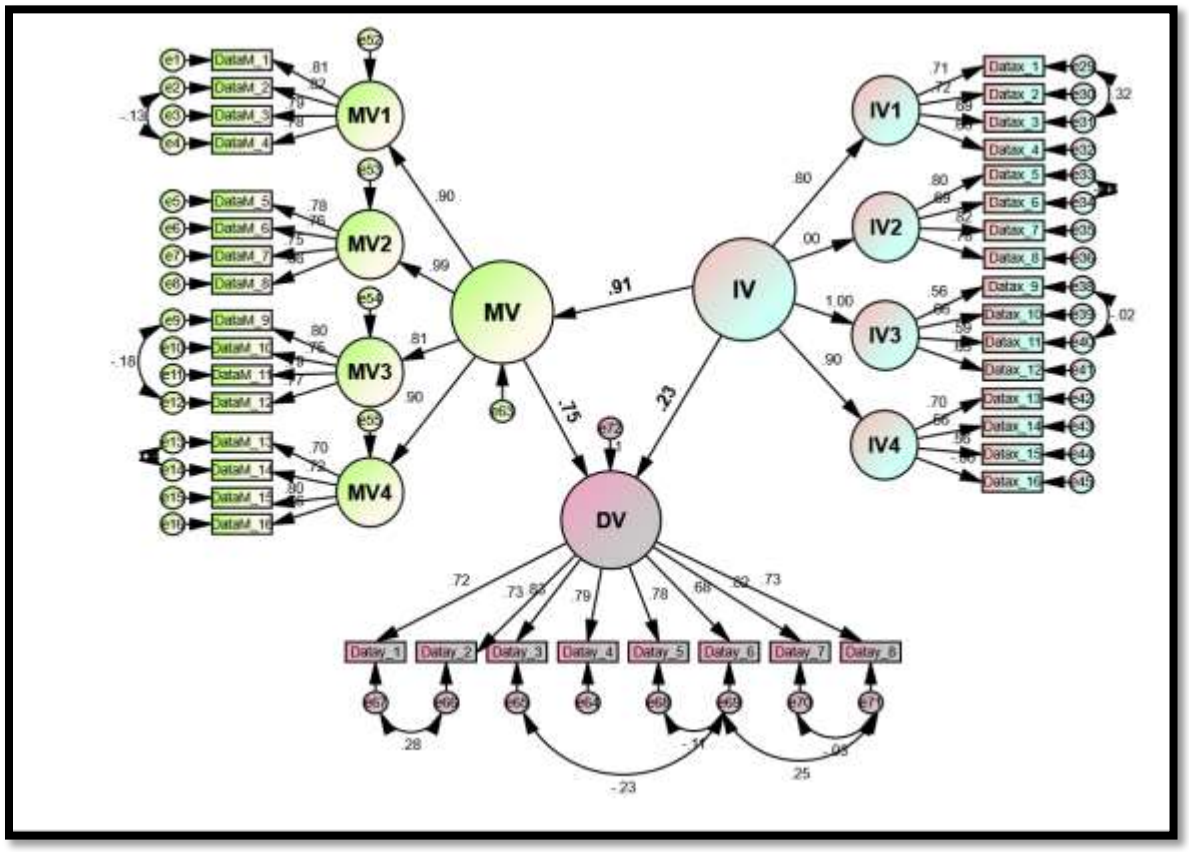

Figure 1: Effect of (IV) on (DV)

Hypothesis (H4-1)

According to the structural modeling of the models, Table 5 and Figure 6 indicate that there is a positive effect of (IV1) on (DV) (0.23) and with significant is less than 0.05.There is also a positive effect of (MV) on (DV) (0.71) and with significant is less than 0.05.There is a positive effect of (IV1) on (MV) (0.72) and with significant is less than 0.05. The mediation relationship indicates that there is a positive effect of the mediating variable (MV) between (IV1) and (DV) (0.51) and with significant is less than 0.05. Accordingly, hypothesis (H4-1) has been achieved.

Hypothesis (H4-2)

According to the structural modeling of the models, results indicate that there is a positive effect of (IV2) on (DV) (0.21) and with significant is less than 0.05.There is also a positive effect of (MV) on (DV) (0.71) and with significant is less than 0.05. There is a positive effect of (IV2) on (MV) (0.64) and with significant is less than 0.05.The mediation relationship indicates that there is a positive effect of the mediating variable (MV) between (IV2) and (DV) (0.45) and with significant is less than 0.05. Accordingly, hypothesis (H4-2) has been achieved.

Hypothesis (H4-3)

According to the structural modeling of the models, results indicate that there is a positive effect of (IV3) on (DV) (0.29) and with significant is less than 0.05. There is also a positive effect of (MV) on (DV) (0.71) and with significant is less than 0.05. There is a positive effect of (IV3) on (MV) (0.59) and with significant is less than 0.05. The mediation relationship indicates that there is a positive effect of the mediating variable (MV) between (IV3) and (DV) (0.42) and with significant is less than 0.05.Accordingly, hypothesis (H4-3) has been achieved.

Hypothesis (H4-4)

According to the structural modeling of the models, results indicate that there is a positive effect of (IV4) on (DV) (0.35) and with significant is less than 0.05.There is also a positive effect of (MV) on (DV) (0.71) and with significant is less than 0.05.There is a positive effect of (IV4) on (MV) (0.64) and with significant is less than 0.05.The mediation relationship indicates that there is a positive effect of the mediating variable (MV) between (IV4) and (DV) (0.45) and with significant is less than 0.05. Accordingly, hypothesis (H4-4) has been achieved.

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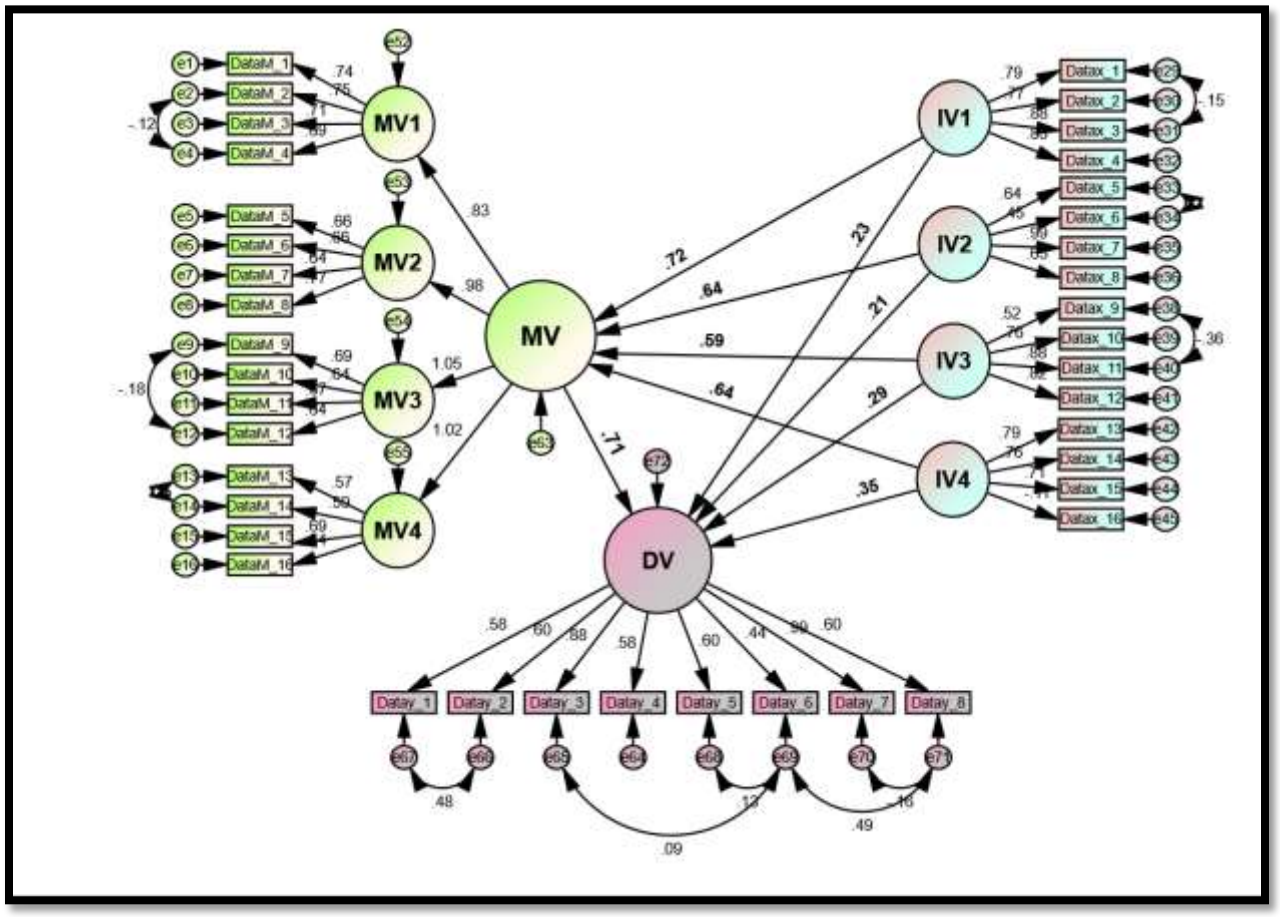

Figure 6: Effect of (IV) Dimensions on (DV)

Table 5: Results of the Mediation Effect of (MV) Between (IV) on (DV)

Path	Effect	Sig.
IV....DV	0.23	0.046
MV....DV	0.75	0.000
IV....MV	0.91	0.000
IV....MV.. DV	0.68	0.000
IV1....DV	0.23	0.046

MV....DV	0.71	0.000
IV1....MV	0.72	0.000
IV1....MV.. DV	0.51	0.000
IV2....DV	0.21	0.048
MV....DV	0.71	0.000
IV2....MV	0.64	0.000
IV2....MV.. DV	0.45	0.002
IV3....DV	0.29	0.034
MV....DV	0.71	0.000
IV3....MV	0.59	0.000
IV3....MV.. DV	0.42	0.011
IV4....DV	0.35	0.021
MV....DV	0.71	0.000
IV4....MV	0.64	0.000
IV4....MV.. DV	0.45	`0.002

5.Conclusions And Recommendations

5.1.Conclusions

1) Organizational change often involves developing a culture of continuous learning. This culture promotes knowledge sharing and encourages new ideas, leading to greater creative behavior.
2) Achieving creativity is closely linked to the ability of organizations to adapt to organizational changes, and this requires the ability to manage knowledge resources effectively.

3) Organizational change contributes to improving creative behavior through knowledge capital, as it helps stimulate creativity through cooperation, communication, and adaptation to changes.
4) The organizational structure positively affects creative behavior through knowledge capital, as flexible structures allow for effective information flow and contribute to reaching creative solutions.
5) Technology affects creative behavior through knowledge capital, as it contributes to accessing knowledge, diversifying sources, and enhancing creative ideas.
6) Changing tasks affects creative, as changing tasks contributes to motivating workers to think in innovative ways when facing challenges.
7) Human resources affect creative behavior, as selecting workers with skills and knowledge supports the availability of knowledge capital and enhances creativity.

5.2.Recommendations

1) Building a strong knowledge culture and providing an organizational environment that encourages knowledge sharing among individuals and work teams
2) Developing cognitive skills and increasing investment in training and development in order to increase the ability of employees to use knowledge effectively
3) Designing an organizational structure that supports creativity and enhancing structures that encourage teamwork and knowledge exchange

4) Enhancing cooperation between different departments to unify efforts and exploit knowledge capital to achieve creativity. And allocating sufficient material resources to support creative projects
5) Providing appropriate digital tools, investing in knowledge management programs, implementing digital transformation strategies, and ensuring the provision of technology to all employees
6) Change must be thoughtful and planned in a way that ensures effective communication with employees and monitoring the challenges resulting from resistance to change
7) Using appropriate indicators to measure organizational change and knowledge capital and identifying the most important measures that positively affect supporting creative approaches

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