

Enhancing intellectual capital for employee creativity through knowledge sharing: A review

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Abstract

The primary goal of this research is to determine the interrelationships between intellectual capital, knowledge sharing, and the level of creativity among an organization's ranks of staff. The study's findings showed that having a high level of intellectual capital boosted employee creativity and knowledge sharing. Employee creativity was also found to improve because of knowledge-sharing initiatives. To conclude, knowledge sharing was found to be an important mediator between intellectual capital and employee creative outputs. Despite its limitations, the study's findings have a lot to offer researchers and practitioners alike.

Keywords: Intellectual Capital, Knowledge Sharing, employee creativity.

1. Introduction

In present era, organisations must modify their policies and strategies in response to social and demographic changes including globalisation, increased competitiveness, technological advancements, and the ageing of the population (Shah and Shah, 2015). Govaerts and co-authors (2011). Thus, traditional organisational management is no longer considered the most effective strategy, and enterprises must look at other options for market competition (Shannak et al., 2012). Companies are shifting their focus away from knowledge resources and their use to areas such as employee training, customer relations, research and development, and computer systems because of these fundamental shifts (Shah and Shah, 2015). Todericiu and Serban (2015, p. 62). In a knowledge-based economy, the efficient utilisation of intangible assets is a key driver of value creation. It is these intangible assets, known as intellectual capital, that provide a business a distinct advantage in the marketplace (Kweh et al., 2019; Ahmed et al., 2019; Ferramosca and Ghio, 2018). Value development and performance improvement are key goals for any company, and intellectual capital management is vital to this process (Campanella et al., 2014).

Intellectual capital (IC), which is associated with creating value for businesses, can

provide businesses in the knowledge economy with a competitive edge and improved performance (Ahmed et al., 2019). Additionally, IC is regarded as a component of the value of physical and financial assets (Dzenopoljac et al., 2017). The most critical factor influencing how an organisation operates and survives is its intellectual capital. Additionally, intellectual capital seizes the flows and stocks of a firm's total knowledge base. The research asserts that the diverse nature of intellectual capital contributes to both a breadth of perspective and a valuation and relevance challenge. Confronting formidable competition that exists globally is widely recognised as a primary cause of economic growth (Ahmed et al., 2019; Alshamsi et al., 2019).

The idea of IC gained enormous popularity in the late 1990's. As a result, the IC was envisaged as a collection of knowledge and abilities that may clearly provide a business with a sustained competitive advantage. (2015) (Tarus). Sharabati (2013) defined IC as the employees' critical competencies, which include their unique knowledge and abilities. Smriti and das (2018) defined IC as an organization's stockpiles and information flows. Finally, IC can be defined as an organization's intangible asset; knowledge that can be used to produce value; it is critical for all organisations to exist and continue their

operations, and human capital is at the heart of IC. According to Kamath (2017), the objective of IC measurement is to maximise organisational performance. According to Li (2018), measuring IC can benefit in the formulation of company strategy and resource allocation. According to Meles et al. (2016), there are three interrelated groups of arguments in favour of IC measurement: The increasing relevance of information technology as a factor in business growth: Only IC ensures a sustainable competitive edge on the market, and IC is an endless source of innovation. According to Sharabati et al. (2016), IC development is the primary driver of the national and global knowledge economies' continual expansion. Nowadays, market success may be quantified in terms of productivity and innovation, aided intentionally by the management of both tangible and intangible assets, such as IC (Shkolik, 2016). IC defined critical business assets as those that have a direct impact on the company's strategic performance. The ability of a business to create value is contingent upon improved IC use, and the impact of IC efficiency on financial performance differs by sector. (2017) (Malkawi, 2018). Thus, the rise of the knowledge economy has compelled users to identify and quantify IC to manage it effectively (Jaara et al, 2016).

Knowledge is another important asset for organizations (Kanaan et al., 2013; Asrar and Anwar, 2016). As they see it, today's dynamic and competitive world requires organisations to maintain a constant flow of knowledge in order to thrive. Organizations must have policies and infrastructures in place to handle knowledge effectively according to (Ho and Kuo, 2013), according to which knowledge is a key competitive advantage for enterprises. It is essential for organisations to have a well-functioning human resource management system and a culture that encourages people to engage in knowledge generation, information sharing, and application if they are to have a successful strategy for managing their knowledge. (Zack et al., 2016) assert that knowledge management approaches that improve intermediate organisational performance result in improved financial performance. Knowledge sharing is one

of these knowledge management methods that can be considered beneficial for businesses since it enables them to increase their efficiency or performance (Hajir et al., 2015; Kim et al., 2013; Masa'deh et al., 2016). Knowledge sharing is defined as "collective attitudes or behavioural routines that facilitate the transmission of learning among diverse individuals or units within an organisation" (Gharakhani and Mousakhani, 2013). Organizations value knowledge sharing for a variety of reasons. According to Lin (2017), organisations' ability to innovate can be strengthened by information sharing, which enables them to accomplish corporate goals. Additionally, Wendling et al. (2013) argued that firms can benefit from knowledge sharing since it enables the fulfilment of organisational needs and the generation of solutions and efficiencies. Additionally, information sharing connects individual and organisational knowledge (Wendling et al., 2013) and assists individuals in developing their skills and knowledge, which simplifies their job and frees up time for more substantial responsibilities.

Additionally, the society views innovation as a new means of income creation. It is critical in enhancing a firm's efficiency. As competition becomes more intense and the environment becomes more uncertain, creativity has become critical for promotion growth and survival (Alkhateri et al., 2018; Ameen et al., 2019). To thrive, businesses must be adaptable and change, just as their competitors do by incorporating new processes and products to increase their competitive edge. In an economic climate that is always changing and altering in terms of markets, technology, customer preferences, a competitive environment, and financial concerns, businesses face a 'either creative or die' scenario, with creativity serving as the ultimate survival strategy. The current study's purpose is to examine the impact of intellectual capital on information sharing and employee innovation. Additionally, the author examines the influence of knowledge sharing on employee creativity. Additionally, the mediating effect of knowledge sharing is investigated in

regard to the relationship between intellectual capital and employee creativity.

2. Literature review

2.1. Intellectual Capital (IC)

Intellectual capital has become a major topic as a result of the new economy's implementation (Ganand & Saleh, 2018). "The new economy," also known as "the information economy," has shifted emphasis from tangible to intangible assets and management, say (Bramhandkar et al., 2017). For businesses in the new economy, intellectual capital rather than physical capital is considered as the most valuable asset, according to (Clarke et al, 2016). Intangible assets, such as intellectual capital, are more valuable than tangible ones (Chen et al., 2012). For these companies to remain competitive, (Brunold and Durst, 2012) suggested that they must take a methodical approach to intellectual capital.

The concept of intellectual capital has changed over time. the difference between an organization's book value and its market value was initially referred to as IC (Stewart and Stephanie, 1994). used the term "convertible knowledge" to describe IC An IC is the ability to produce value in the midst of constant change. (Stahle and Hong, 2002) Further (Youndt et al., 2004.) defined IC as the gathering of all information used in company operations in order to achieve an advantage in the market. Even while (Sofianp et al., 2004) have described intellectual capital as "knowledge and experience, professional knowledge and skill, goal relationships, and technology capabilities that give organisations with a competitive advantage," this definition is the most frequently recognised. Consequently, intellectual capital is made up of resources and competencies that are original, inimitable, priceless and nonreplaceable, all of which contribute to a company's long-term competitive advantage (Kamukama et al., 2011).

In the literature, there are numerous frameworks for estimating intellectual capital. Humans, customers, processes, and innovation are all part of the IC process, according to Chen et al. (2012). There are three main components to

IC: individual competence, internal structure, and external structure. In contrast, the most widely accepted paradigm for IC has three components: human capital (human resources), structural capital (organisational values), and relational capital (relationships) (see: Dzenopoljac et al., 2017). Kamukama and colleagues (2010) further said that these three IC dimensions are intricately intertwined and hence have a significant impact on a company's value position and performance. For organisations to achieve their goals, intellectual capital must include human capital as well as structural capital and relational capital because they are all interrelated and intertwined. This is backed up by (Nghah and Ibrahim, 2011). (Dzenopoljac et al., 2017). Another scientist, Lev (2001), advocated for dividing IC into three categories. There are three invisible nexuses that govern the value-creation process established by him. These were the nexuses of discovery, organisational practises, and human resources. When it comes to distinguishing between tangible and intangible resources, Lev argued, it's often tough. According to the conclusions of this study, the IC components of human capital, structural capital, and relational capital will be utilised (Kamukama et al., 2013).

2.1.1. Human Capital

Human capital is a critical resource that organisations rely on since it enables organisations to respond innovatively to environmental changes (Kong, 2010). Additionally, human capital is deemed critical because it influences an organization's performance (Santos-Rodrigues et al., 2013). Additionally, (De Pablos et al., 2003) stated that the value of human capital is in its capacity to increase an organization's efficacy and efficiency, hence gaining a competitive edge. As a result, human capital is seen as the most critical component of intellectual capital, as the firm's existence is contingent upon it (Kianto et al., 2010).

The term "human capital" refers to "the sum of an employee's competence, knowledge, skills, inventiveness, attitude, commitment, wisdom, and experience" (Wang et al., 2014). Human capital is comprised of the values,

attitudes, and behaviours of the organization's employees, as well as the leadership that pushes employees to maximise their potential inside the firm (Tarus and Sitienei, 2015). It must be highlighted that each organization's human capital is unique, rare, and non-replaceable, giving it the characteristics of being inimitable, uncommon, and non-replaceable (Ngah and Ibrahim, 2011). Additionally, Hussi (2004) and Abadula (2010) noted that human capital is not entirely under the authority of the firm, which distinguishes it from other corporate resources. As a result, (Chen et al., 2012) recommended that firms invest continuously in human capital to maintain a competitive edge.

2.1.2. Relational Capital

According to relational capital, an organization's value-creation potential is influenced by connecting its internal intellectual resources to its external stakeholders (Wang et al., 2014). This "knowledge inherent in the links with any stakeholder who has an impact on [the] existence of the organisation" (Mondal and Ghosh, 2012) is known as relational capital. Relational capital is beneficial to both the organisation and its people, according to (Pearse, 2009). It has also been noted that relational capital plays an important role when it comes to realising the potential of human and structural capital to create wealth (De Pablos, 2003). It has been found that establishing and preserving relational capital is essential to the success of an organisation.

A company's relationship capital includes customer and supplier relationships, as well as public and investment relationships. An organization's customer relationships are referred to as customer relationships. Success in the relationship with the customer is aided by factors such as the provision of first-rate customer service. Relationships with current and potential suppliers are included in the term "supplier relationships" (Abdulaali, 2018). Activities that build supplier relationships during the purchase process are part of supplier management. By supplying investors with accurate information, businesses are able to build their relationship with them (Zambon, 2017).

2.1.3. Structural Capital

A significant organisational resource is structural capital, which is concerned with the organization's procedures and structures, which eventually effect organisational innovation (Kong, 2010). It was also found that enterprises use structural capital to preserve human capital (Santos-Rodrigues et al., 2013). For this reason, human capital is supported by structural capital, which creates an environment in which people are able to invest their human capital and expertise (Ngah and Ibrahim, 2011). Structural capital (SC) refers to an organization's ability to deal with both internal and external difficulties, according to (Abadulai, 2012). Structured capital can also refer to non-human knowledge repositories such as organisational culture and routines; data bases; information systems; intellectual property; patents, trademarks, and copyrights; and other intellectual property; (see Sharabati, 2010; Kianto et al., 2012; wang et al., 2014). One way to think about structural capital is as an organization's intellectual property. Unlike human capital, structural capital is owned by the company and can be traded, reproduced, and shared within the organisation. (Mention & Bontis, 2013) (Zambon, 2012). IC may be measured and developed within a firm using SC, which is why it is considered this dimension (Toth and Jonas, 2017).

2.2. Knowledge Sharing Processes

To put this in perspective, knowledge sharing is the interchange of existing information (both implicit and explicit) with the purpose of creating new knowledge. (Hooff and Weenen, 2014) For example, it's important to note that sharing "involves both the giving and the receiving (gathering) of knowledge" (De Vries et al., 2013). As Kim et al. (2013) explained, knowledge sharing is an activity in which two or more people acquire (collect) and disseminate (donate) knowledge. According to, the processes of knowledge giving, and collection are involved in knowledge sharing (Hooff and Weenen, 2014).

2.2.1. Knowledge Donating

Donating knowledge is defined as "communication motivated by an individual's desire to transfer intellectual capital" (Sawal et al., 2012). Lin (2007) defines knowledge

donation as a readiness to actively communicate with others, whereas knowledge collection is defined as actively consulting people in order to learn from them. On this basis, knowledge donation and collection can be considered active processes, as they include either active communication to impart knowledge or active consultation with others to obtain access to their knowledge (Kamasak and Bulutlar, 2010).

2.2.2. Knowledge Collecting

As "attempting to encourage people to contribute what they know," knowledge collection is defined (Sawal et al., 2012). (2013) (Dysvik et al.). noted that employees who voluntarily donate knowledge are more likely to be rewarded for their efforts and intellectual capital, which simplifies the process of knowledge collection for their supervisors. Additionally, partaking in the process of knowledge donation can be critical for organisations since it can help increase an organization's knowledge base over time by changing individual knowledge into collective and organisational knowledge (Alhady et al., 2017).

2.3. Employee Creativity

Creative thinking is often seen as the initial step toward new ideas in management literature (Scott and Bruce, 1994; Shalley and Gilson, 2004). To put it another way, Anderson et al. (2014) argue that innovation and creativity are two steps in the process of finding new and better ways to accomplish things at work. They argued, in essence, that the terms "creativity" and

"innovation" go hand in hand. When creativity and innovation are combined, a tremendously inventive organisational phenomenon can be discovered. A dominating or coercive management style, however, was found to be incompatible with employees' creativity, according to Hon (2012). According to Wong (2016), new avenues for multilevel methodology research could represent a big step forward in the development of rigorous service research. The ability to generate fresh and beneficial ideas or solutions to problems is referred to as creativity (Amabile, 1983; Sternberg, 1988; Weisberg, 1988). On the other side, innovation is the process of putting innovative ideas into action (Amabile, Conti, Coon, Lazenby, & Herron, 1996). As LePine and Van Dyne (1998) write, "innovation begins with the identification and production of fresh ideas or solutions that contradict established norms and normal operating procedures." Additionally, innovation does not occur in the absence of creativity. As a result, leaders must establish organisational environments that foster creativity.

3. Conceptual framework and Research Hypotheses

3.1. Conceptual framework

The research model was built based on the literature review above, and its framework is illustrated in Figure 1 below. The research model hypothesises that IC serves as an independent variable, information sharing serves as a mediator, and employee creativity serves as a dependent variable. This model was based on (Obeidat et al, 2017; Wang and Wang, 2012).

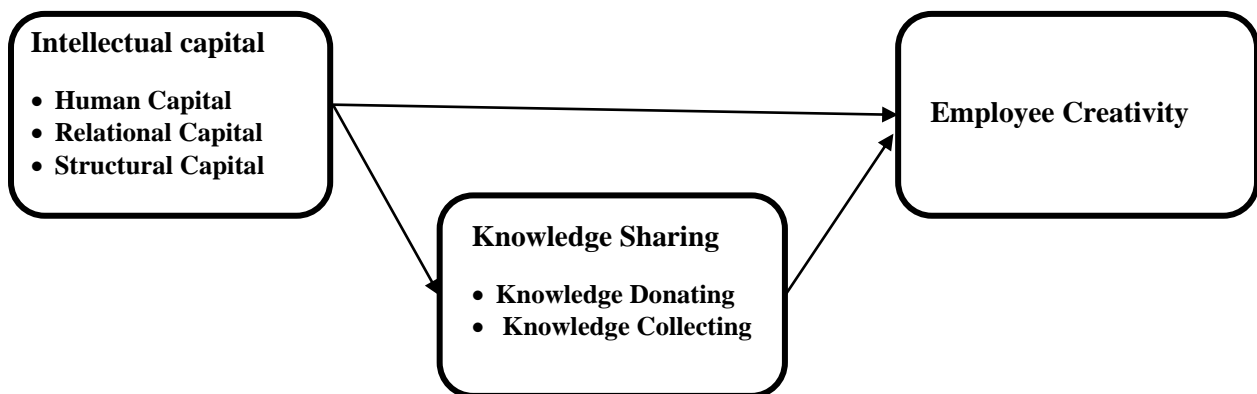


Figure 1 Conceptual framework

3.2. Hypotheses Development

knowledge-based view (KBV) of the firm (Grant, 1996), which postulates that competitive advantage builds upon those privately developed re-sources, knowledge assets, inside the firm. Those assets tend to be created, gathered, shared, and applied among individuals more easily by implementing IC. In the resource-based context, IC is viewed as a strategic tool that is capable of giving an enterprise a sustainable competitive advantage. Therefore, the RBV theory is founded upon and expanded by the information informed perspective of the business. The organizations' emphasis on human capital is based on the view that the market value of organizations depends more on intangible assets especially human capital than on tangible assets. Employing and keeping the best employees in the organization is a part of this deal. Organizations must raise the level of organizational learning, increase the level of employees' skills and abilities through encouraging them, and provide an atmosphere where knowledge is created, shared and applied and learning becomes a habit (Wang et al., 2014). According to Obeidat et al., (2017), the IC is composed of Human, Structural, Client, Organisational, Innovation and Process Capital. They define it in this way in the Skandia Navigator Model, whose main objective was to generate a tool to direct the decision-making process. Intellectual capital components were classified according to the research framework as human capital, structural capital, and relational capital. Knowledge sharing was classified as donating knowledge and collecting knowledge. Finally, there is the issue of employee creativity. The following analysis will make use of the broad concepts of intellectual capital, knowledge exchange, and employee innovation.

3.2.1. The Relationship between Intellectual capital (IC) and employee creativity

Human capital is the most inventive element of a company because it enables it to respond to external changes by leveraging their knowledge, experience, and talents to increase organisational efficiency (Tarus and Sitienei, 2015). According to current studies, human capital is the most influential factor in adequately boosting organisational performance (Tarus and Sitienei, 2015).

Structural capital is also critical to organisational performance because procedures, internal culture, management, technological expertise, and other characteristics all contribute to the development of the organization's increased performance (Herzog, 2011). Thus, scholars consider structural capital to be a subset of intellectual capital that significantly enhances organisational performance (Gamal et al, 2011).

Because relational capital is built on the organization's relationships with both the outside and inside worlds, it is critical to have positive relationships with customers, suppliers, the public, and investors, among others, because they provide the best information and valuable feedback on the organization's performance (Asiaei and Joush, 2015). As a result, it is critical for academics to consider relational capital as a component of the intellectual capital that contributes to an organization's performance.

In fact, according to (Obeidat et al., 2017), intellectual capital has a significant correlation with firm performance regardless of the industry in which an organisation is involved. Kujansivu and Lonnqvist (2018) investigated the link between intellectual capital and business profitability and productivity.. According to the data, intellectual capital has a substantial correlation with productivity but no correlation with profitability. In addition, a study of 300 UK enterprises (Zeghal and Maaloul, 2015) found a strong link between a company's intellectual capital and its financial performance. Intellectual capital has a significant impact on an organization's success, according to (Tseng, 2010). Furthermore, (Vishnu and Gupta, 2014) found that intellectual capital had a positive impact on company performance. There is, however, a considerable negative correlation between human capital and company success (Firer and Stainbank, 2013). There is no association between intellectual capital and company performance, according to (Kamath, 2013). As Obeidat et al. (2017a) demonstrated, IC has an unambiguous association with the performance of the system. As a result, the following hypothesis is put forth: '

H1: (IC) have a significant and positive effect on employee creativity.

3.2.2. The Relationship between Intellectual capital (IC) and knowledge sharing

According to Ruta and Macchitella (2008), intellectual capital might influence an individual's incentive to share information within an organisation. Additionally, social capital, a subset of intellectual capital, has been shown to promote knowledge exchange inside businesses (Nahapiet and Ghoshal, 2015). and the exchange of knowledge between organisations (Chen et al., 2015). Additionally, Ngah and Ibrahim (2011) demonstrated that, in comparison to the other two dimensions of intellectual capital, human capital and structural capital, knowledge sharing is strongly influenced by a specific dimension of intellectual capital, relational capital. Additionally, (Seleim and Khalil, 2011) discovered that human capital, as a component of intellectual capital, had the greatest influence on knowledge acquisition and transfer.

IC is a vital factor in organisations' performance and a critical precursor to innovation, and innovation is a key milestone for each firm (Hussain et al., 2019). According to (Lee, Leong, Hew, and Ooi, 2013), IC (human capital, relational capital, and structural capital) are all positively and significantly associated with technological knowledge exchange. Additionally, positive and significant interrelationships between the IC dimensions are revealed. According to (Obeidat et al. 2016), an organization's knowledge sharing capabilities is determined by the knowledge and skills it acquires not just from internal resources but also from interactions with external stakeholders. Similarly, IC such as human capital, relational capital, and structural capital can all contribute to increased knowledge exchange and company performance (Inkinen, 2016).

Consequently (Hussain et al., 2019). To further understand the relationship between IC and information exchange, he collected data from SMEs throughout Azad Jammu and Kashmir. It was discovered that human capital, relational capital, and structural capital all have a positive and significant effect on the capacity of SMEs in AJ&K to share knowledge. In the higher education sector (Iqbal et al. 2019), it was discovered that IC have an effect on knowledge sharing both directly and indirectly. Similarly, (Monteiro, 2016) suggest that firms may foster

innovation in their products, services, and processes by investing in human capital, relational capital, and structural capital.

According to (Wang and Wang, 2012), knowledge sharing is facilitated by explicit and tacit HC practises. HC has a greater impact on knowledge sharing. Tacit HC has a greater impact on knowledge sharing. Indeed, the impact of IC is critical to the continuation of information sharing. (Al-hakim & Hassan, 2016) Despite the fact that research has discovered conflicting findings about the relationship between IC and knowledge sharing. Numerous empirical investigations have demonstrated the beneficial effect of IC processes on information exchange (e.g. Obeidat et al., 2016; Wang, Nidhi and Cao, 2016; Wang et al., 2016; Wang and Wang, 2012).

H2: (IC) have a significant and positive effect on knowledge sharing.

3.2.3. The Relationship between Knowledge Sharing and employee creativity

Numerous studies have identified knowledge sharing as a critical aspect and an intangible asset for organisations seeking to build value and preserve a competitive advantage, which ultimately results in superior performance (Obeidat et al, 2016; Kianto, 2016; Inkinen, 2016). An organization's ability to locate and disseminate knowledge has a direct impact on its overall success (Zack et al. 2009). When it comes to organisational performance and productivity, knowledge management capabilities (KMC), which include information collection and acquisition, knowledge sharing and improvement, have an enormous impact. SME's performance is positively and significantly affected by the three components of knowledge management capabilities—knowledge acquisition, information exchange, and knowledge application. Kim et al. (2013) found that the KS practises of Knowledge Collecting (KC) and Knowledge Donating (KD) had a beneficial impact on organisational performance (KD). It has been demonstrated by Yeo (2016) that high levels of performance can only be achieved and maintained by companies that implement efficient processes for information

creation, transmission, and integration. Knowledge sharing has been found to improve organisational performance by Ngah and Ibrahim (2011). As a result of the conversation, the following hypotheses have been proposed:

H3: knowledge sharing have a significant and positive effect on employee creativity.

3.2.4. The Relationship between (IC), knowledge sharing, and employee creativity

A company's intellectual capital is made up of three parts: human capital, structural capital, and relational capital that has already been used (Ahmed et al., 2019; Afroz and Chowdhury, 2019; Kalkan et al., 2014; Nuryaman, 2015). A company's intangible assets, according to Kalkan et al. (2014), can be traced back to its human capital. Organizations are always on the hunt for qualified employees who possess a particular set of skills and traits that will help them meet their financial targets and contribute to the company's overall success. Human capital is supported by structural capital, which is non-human (Kalkan et al., 2014).

Employee productivity can be improved by investing in structural capital, which acts as a foundation for other forms of capital. This final component of intellectual capital is referred to as "relational capital," but it can also be called "capital used" (Nuryaman, 2015). Customers, consumers, the government, employees, creditors, and suppliers are just some of the external and internal stakeholders who benefit from enterprises using capital.

It was found that intellectual capital and firm value are linked in a small corporation. Berzkalne and Zelgalve 64 businesses were surveyed during a seven-year period. Correlation analysis was used to investigate the relationship. Tobin's Q was used to assess the value of the firm, while the value-added intellectual coefficient was used to determine the value of intellectual capital (VAIC). The study found a strong correlation between intellectual capital and the worth of a corporation. Ahmed et al. (2019) also used the

VAIC model and Tobin's Q to calculate intellectual capital and firm value. Intellectual capital was examined by Iranmahd et al. (2014) in relation to corporate value and financing costs. Tehran-based publicly traded companies were surveyed between 2005 and 2012. For intellectual capital, the VAIC method was employed whereas market value was applied for business value. Using correlation and regression analysis, the researchers came to the conclusion that neither intellectual capital nor any of its components had any relation to economic value.

Over the course of six years, Nejati and Pirayesh (2015) looked at the relationship between intellectual capital and business value in 132 Tehran Stock Exchange companies. There was shown to be a positive correlation between business value and intellectual capital. A significant correlation between the efficiency of applied capital, structural capital, and human capital, as well as the intellectual capital of the business, was also observed by the researchers. Furthermore, multiple studies have shown that IC, particularly HC, has a significant impact on various aspects of information sharing, which is critical to innovation success (Obeidat et al., 2017; Wang and Wang, 2012).

Fuentes-Fuentes (2013) see knowledge sharing as a key enabler of exceptional operational excellence and long-term competitive advantage in a constantly changing and complex business environment. The evidence that is currently available shows that information sharing leads to OP. Companies' managerial capacities can be strengthened through innovation to better respond to environmental changes, say Sadikoglu and Zehir (2010). This leads to an increase in OP. Similarly, Alipour and Karimi (2011) contend that companies that share information are better able to adapt to shifting customer demands and, as a result, perform better. OP also necessitates the importance of knowledge sharing (Wang and Wang, 2012). Increased OP can be achieved by knowledge sharing, which can improve operational efficiency and service quality, as well as the introduction of new products and services more quickly and cost-effectively than those of

competitors (Tidd et al., 2005). In the same way, the introduction of new ideas, research, and development projects can increase performance through information exchange (Singh, 2008).

Effective IC resources, according to Shujahat et al. (2018) is one of KBV's main justifications, which in turn enhances OP. The empirical evidence suggests that knowledge sharing acts as a mediator between IC and OP, according to this theoretical explanation. According to Chiu and Chen (2016), HC can not only increase an organization's decision-making and learning capacities, but also its productivity and profitability through the usage of new ideas as well as distinctive products and services. Iraqi telecom sector knowledge exchange has been found to somewhat mediate the relationship between IC and OP (Al-Hakim & Hassan, 2016). We found that the quality and rate at which an organization's innovations are implemented have a considerable impact on both the RC and the performance of the organisation as a whole. It's clear to me that IC, information exchange and corporate operations are all intertwined in a corporate setting based on my own experience.

Employees who engage in significant information interchange are more likely to convert their creative potential into innovative outcomes, as recently demonstrated in an interaction research (Wang, 2012). In addition, Wang and Noe (2018) found that knowledge sharing could act as a mediating factor between employee self-efficacy and creative output (Wang and Noe, 2018). (Wu et al., 2011). Knowledge exchange, on the other hand, has received only cursory attention from prior scholars. IC's supervisory role in knowledge exchange with employee inventiveness, notably in the police, has received little research. When it comes to competitive advantage, a company or industry's human resources and systems knowledge are key factors. This theoretical deliberation along with existing empirical evidence leads to the following hypothesis:

H4: knowledge sharing has a mediating effect on the relationship between Intellectual capital (IC) and employee creativity.

4. Conclusion

Based on the discussion above, it can be concluded that Intellectual Capital is an essential concept for employee creativity, with the potential to significantly influence the working environment and increase the innovativeness and productivity of personnel in the UAE police sector. The conceptual foundation of the current study provides a novel platform for future studies to extend the suggested framework with more generalised findings, particularly the concept of knowledge sharing as a mediate, which can be further investigated using diverse Intellectual Capital practises. As a result of this research, knowledge sharing has been highlighted as crucial in both boosting employee creativity and moderating the relationship between intellectual capital and employee creativity. However, later contributions from other academics and practitioners have developed and refined the standard (KBV) theory. Today, this theory is the pre- eminent guide to the management of intangible assets, and has facilitated success through sustainable competitive advantage for leading companies and organisations.

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