

# Conceptual Framework of the Enhancing Intellectual Capital for Employee Creativity Through Knowledge Sharing within Abu Dhabi Police in UAE

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## Abstract

The study discusses a study of intellectual capital in the UAE's police force. This study will examine the acquisition and maintenance of intellectual capacity via four mechanisms: human capital, structural capital, relational capital, and social capital. Contributes two points to the rising debate around intellectual capital. To begin, intellectual capital is defined as an investment in the store of knowledge, whereas intellectual ability is defined as the flow or application of that knowledge. Second, it emphasises the distinction between the value of intellectual capital used to accomplish goals and the value of intellectual capital as reported in published reports. Conclusion: Intellectual capital is critical for police officers to prevent and detect crime, as well as to maintain public order, road safety, and public confidence. Despite the limits of traditional accounting measurements, the study proposes that individuals responsible for monitoring employee innovation should place a premium on intellectual capital rather than on financial or quantitative criteria.

**Keywords:** Intellectual capital (IC), Knowledge sharing, Employee creativity, UAE.

## 1. Introduction

As a result of the fast expansion of the knowledge-based economy, intellectual capital (IC) has received good attention from scholars and practitioners. Intellectual capital (IC), which is associated with producing value for organizations, may provide organisations in the knowledge economy with a competitive advantage and improved performance (Ahmed et al., 2019). IC is also thought to add value to physical and financial assets (Dzenopoljac et al., 2017). Intellectual capital captures flows and stocks of the total knowledge base of a company. The study suggests that the multidisciplinary character provided by intellectual capital perspective and a valuation and relevance challenge in the face of fierce global competition, the importance of intellectual capital as a primary source of economic growth is widely acknowledged (Ahmed et al., 2019; Alshamsi et al., 2019).

The concept of intellectual capital (IC) became quite popular in the late 1990s. Consequently, the IC were envisaged as a combination of knowledge and abilities, which may clearly provide a firm with a long-term competitive advantage (Tarus, 2017). Alshamsi et al (2019) defined IC as the employees' key

competencies comprising individual knowledge and skills. Smriti & das (2018) Identified IC as the stocks and information flows available within an organisation. Moreover, Li and Zhao (2018) noted that assessing IC may aid in the formulation of company strategies and the allocation of corporate resources. According to Meles et al. (2016), there are three interconnected groups of reasons in favour of IC measurement: The increasing significance of IC as a factor of corporate growth; only IC ensure long-term competitive advantage in the market; and IC provide a continual and endless innovation sources.

Regarding the United Arab Emirates (UAE), it has recently been listed among the world's fastest-developing economies (World Bank, 2016) in the Middle East, North Africa, and Gulf zone with the aim of ranking among the most service-oriented economies (Ibrahim & Al Falasi, 2017). The economy of the UAE is highly diversified with more than 180 nationalities and involves tourism, development, logistics, banking and finance, diverse communities, faiths, and ethnic backgrounds (Jabeen et al., 2015). In recent decades, research on organisational

performance has demonstrated that there is a growing awareness among police services in the UAE and the UK alike that this would reciprocally benefit all stakeholders if the services offered by police focused on improving the performance of the organisation (Abu Dhabi Police, 2019). This is not to imply that present levels of organisational performance within the police are inadequate, but as social standards and expectations continue to develop, current approaches to performance management must be reviewed to maintain the police force ready to face new problems (Abu Dhabi Police, 2019). Some police agencies in Abu Dhabi have adopted a service-led strategy as part of their future. However, not all these efforts are at the same maturity level (Eterno et al., 2021). Because each police agency reflects a different geographical and socioeconomic demography, it is equally important to recognise that a "one-size-fits-all" approach to policing is neither legitimate nor practicable (Ahmed et al., 2019).

Similar in that several writers and practitioners have noted that increasing performance through innovation is rarely simple in law enforcement. Change is typically met with opposition in these institutions, and police personnel frequently face difficulties in adopting new initiatives (Eterno et al., 2021). Surprisingly, there are few indications regarding the key characteristics of police performance linked with eight innovations, such as crime control efficacy and community satisfaction with services delivered (Alshamsi et al., 2019). However, it has been proven that police innovation may reduce crime and strengthen relationships with the communities they serve (Eterno et al., 2021).

An important component to boosting the country's economy according to economic vision 2021 is an increase in local employment and an increase in the country's workforce's knowledge and innovation level (Livsey, 2019). A lack of attention has been paid to IC's other components, which play a critical role when improving macro-performance. An organization's IC, according to Alshamsi et al. (2019), is made up of human and structural capital, which work together to create high performance. When it comes to the concept of development capital, there is no limit to how many times it can be used. Growth and development are important factors in wealth, according to Schumpeter (1964). As a result, it

should be considered as outside data. Because of this, further research is needed to bridge this gap and analyse this link in this industry (Wang et al., 2019). Consequently, this inquiry focused on the United Arab Emirates. The United Arab Emirates' public sector, including the police force, is more mature and established than those of other Middle Eastern and Arab countries.

There are two ways in which this study's contributions are described. The IC's impact to organisational effectiveness in developing economies has been examined by researchers in recent years. As a second point, there is a lack of study on how IC contributes to information sharing and how IC, knowledge-sharing, and components are all interrelated (Zakariya and Bashir, 2020). According to Verbano and Crema (2016), employees' creativity and knowledge exchange are influenced by the IC components in their workplaces. Interest in the connection between IC and knowledge sharing is growing in academia and industry alike. Current research aims to understand how IC and information exchange are linked. Additionally, it investigates the role of knowledge sharing in the relationship between IC and employee creativity. Finally, it can help the Abu Dhabi Police in the United Arab Emirates comprehend how to combine IC resources with information exchange in order to maintain good employee creativity.

## **2. Theoretical background and development of hypotheses**

### **2.1. IC and Its Components**

IC was first defined in 1836 as the total of individual skills and knowledge (Kianto et al., 2010). Following that, Stewart (1994) defined IC as the synthesis of an individual's knowledge and talents that may provide a company with competitive advantages. Despite the fact that this definition was largely taken for granted by researchers worldwide, no uniform definition of IC exists (Livsey, 2019). IC is thought to consist of HC, SC, and RC components despite the fact that various names are used to refer to it. (Kamukama et al., 2013. Ahmed et al., 2019). Employee knowledge, satisfaction, skills, and motivation are all linked to HC (Wang et al., 2018). It is considered as an essential asset in organizations (Santos-Rodrigues et al., 2013). The right development of an employee's talents can lead to improved outcomes in organizational performance (Chen

et al., 2012). The knowledge that belongs to a company after workers leave is referred to as SC, capturing of HC. It includes organizational structures, processes, procedures, culture, and administrative programs (Zambon, 2012; Toth & Jonas, 2017). SC creates the infrastructure that is needed by HC in order to generate value. Even if all workers leave, it is kept in the company (Joshi et al, 2013). RC is concerned with the relationships of associates of an organization and their loyalty to the company and the relationships with external organisations (Dzenopoljac et al., 2017). Customer connections are seen as the most significant form of RC (Alshamsi et al, 2019). In some works, client capital is utilized as one of three sub-components instead of RC (Ameen et al., 2018). Societal capital is defined by Coleman (1988) as "the value that represents for a company the relationships it maintains with other social agents that act in its environment social and territorial, expressed in terms of the level of integration it wants to establish with society," according to Coleman (1988). As Allameh Sayyed (2018) has shown, social capital develops and enhances organisational structural capital, which works through the enhancement of the company's social responsibility. The IC characteristics of human capital, structural capital, relational capital, and social capital will be used in this study in accordance with Kamukama et al. (2013).

## 2.2. Knowledge sharing

Individuals' voluntary behaviour to provide others with access to their own knowledge and experiences is referred to as knowledge sharing. Knowledge sharing is defined as "the process by which explicit or tacit knowledge can flow between individuals or be utilised by groups, departments, or organisations." Additionally, knowledge sharing can be described as the processes by which knowledge is transferred and disseminated across individuals, groups, or organisations (Zakariya and Bashir, 2020). Knowledge sharing will be quantified in this study by examining the processes of knowledge collection and donation, as indicated by (Guan et al., 2018).

## 2.3. Employee creativity

The management literature has frequently emphasised the importance of creativity as the

first step toward innovation (Imran et al., 2018). However, Bari et al. (2020) recently proposed for a more holistic definition of innovation and creativity, viewing them as two ongoing stages of the process of bringing new and improved ways of doing things at work. They contended, namely, that creativity and innovation are connected concepts. Thus, creativity and innovation should not be separated, but rather integrated to reveal an enormously innovative organisational phenomenon. Zhao et al. (2021) discovered that while employees' sense of autonomy was predictive of creativity, a controlling or coercive management style proved to be contradictory to creativity. Bari et al. (2020) also argued that a new channel for multilevel methodologies research might constitute a significant step forward in the development of rigorous service research.

## 3. Hypotheses Development

Intellectual capital components were classified according to the research framework as human capital, structural capital, relational capital, and social capital. Knowledge sharing was classified as donating knowledge and acquiring knowledge. Finally, there is the issue of employee inventiveness. The following analysis will make use of the broad concepts of intellectual capital, knowledge exchange, and employee innovation.

### 3.1. 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.

A significant association exists between firm performance and intellectual capital, regardless of the industry in which an organisation participates, (Obeidat et al., 2017). Research by Kujansivu and Lonnqvist (2018) examined the link between intellectual capital and profitability and productivity in businesses. Productivity and profitability are not related to intellectual capital, according to the research. According to Zeghal and Maaloul (2015), a study of 300 UK businesses indicated a substantial correlation between a company's intellectual capital and its financial performance. According to experts, an organization's success depends heavily on its intellectual capital (Tseng, 2010). According to Vishnu and Gupta (2014), intellectual capital has a favourable effect on firm performance. Human capital, on the other hand, has a markedly negative relationship with business success (Firer and Stainbank, 2013). According to the researchers, there is no correlation between intellectual capital and corporate performance (Kamath, 2013). According to Obeidat et al. (2017a), IC has a direct correlation with system performance. As a result, the following hypothesis is put forth: '

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

### **3.2. 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. Based on the findings by Obeidat et al. (2016), a company's ability to share information is based on both internal and external resources, as well as relationships with other organisations. IC, such as human capital, relational capital, and structural capital, all have a role to play in enhancing knowledge exchange and boosting firm success (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 influence 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.

### **3.3. 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.

### **3.4. Knowledge Sharing as Mediating Between (IC) and Employee Creativity**

Fuentes-Fuentes (2013) argue that knowledge sharing is a vital facilitator for superior OP and long-term competitive

advantage in a continuously changing and complicated business environment. Most empirical data shows that OP is a direct result of people sharing their knowledge. Innovativeness can help firms improve their ability to respond quickly and efficiently to environmental changes, resulting in an increase in OP, (Sadikoglu and Zehir, 2010). Similarly, Alipour and Karimi (2011) suggest that information sharing enterprises are better positioned to meet the changing needs of their clients, which results in increased business efficiency. Knowledge sharing is critical in the setting of the OP (Wang and Wang, 2012). Improved operational efficiency and service quality can be achieved through information exchange (Liao et al., 2010) as well as the introduction of new products or services at lower costs than its competitors (Tidd et al., 2005). Similarly, the exchange of knowledge can lead to an increase in performance through new ideas, research, and development (Singh, 2008).

KBV asserts that effective IC resources boost innovation, which in turn boosts OP, as emphasised by Shujahat et al. (2018). Knowledge sharing may play a role in modulating the link between IC and OP, as evidenced by prior empirical studies. The development of new concepts and services, as well as the uniqueness of the products and services offered by a business, are just a few examples of how HC may help an organization's decision-making and learning capabilities. Al-Hakim and Hassan (2016) discovered that knowledge sharing can at least partially moderate the relationship between Iraq's IC and OP. The relationship between RC and firm performance is heavily mediated by the pace and quality of innovation (Wang, Sharma, and Cao, 2016; Wang, Wang, Cao, and Ye, 2016; Wang, Wang, and Wang, 2012). Workers who are more open to sharing their knowledge in the workplace are more likely to use their creativity to come up with novel solutions (Wang, 2012). Employee creativity and self-efficacy are intertwined, with knowledge exchange acting as a bridge between the two (Wang and Noe, 2018; Wu et al., 2011). However, researchers have shown only a sporadic interest in investigating the mediating function played by knowledge sharing. In the police, knowledge transmission between IC and employee creativity hasn't been researched in depth. The competitive advantage

of an organisation or industry is dependent on the knowledge that its personnel have and the knowledge that has been captured and integrated into its systems. The following hypothesis is the result of this theoretical deliberation and current empirical evidence:

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

#### 4. The Conceptual Framework Proposed for the Research

According to Obeidat et al. (2017), they investigated the relationships between intellectual capital, information exchange, and organisational performance in Jordanian manufacturing firms. To test the study's hypotheses, the approach proposed by (Baron and Kenny, 1986) was used. The investigation found that intellectual capital has a beneficial effect on organisational performance and

information exchange. Additionally, the data indicated that knowledge sharing had a beneficial effect on OP. Finally, it was discovered that information sharing acted as a positive mediator in the relationship between intellectual capital and organisational performance. Additional research on the effect of intellectual capital on other performance indicators, such as employee innovation, can be done. Based on the foregoing literature analysis, the conceptual framework depicted in Figure 2.1 is presented. These practises were briefly discussed in the preceding section. The previous section 2.3 discussed IC (human capital, structural capital, and relational capital), knowledge sharing, and employee innovation. 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). Finally, this fundamental model includes four hypotheses, which are labelled as such in Figure 1.

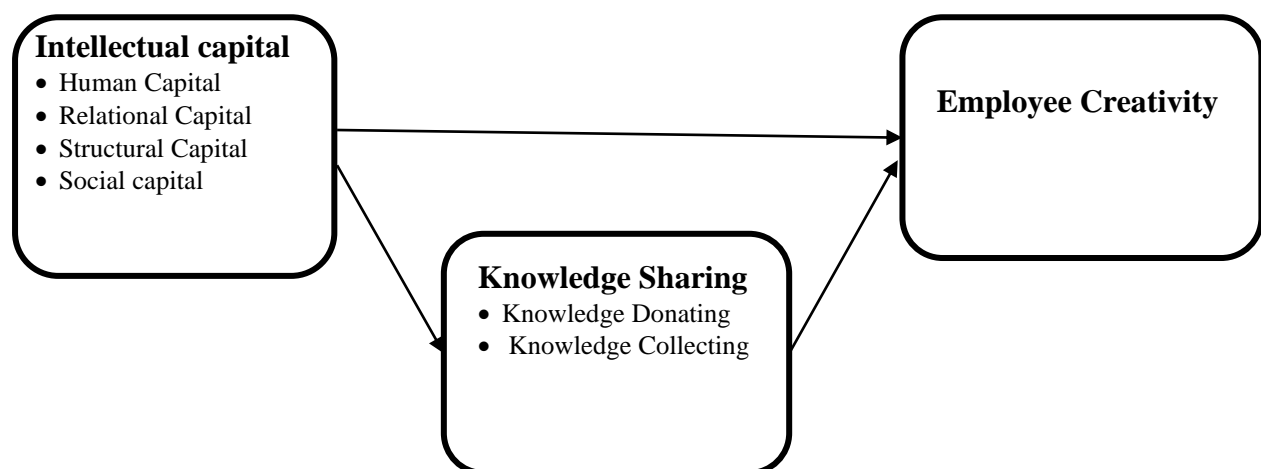


Figure 1. Research Framework

#### 5. Discussion

It requires a major recognition of intellectual capital as real and valuable. While the UAE leads the Arab world and the area in terms of labour market efficiency, overall infrastructure quality, employee creativity rankings, and innovation capability, employee creativity can be enhanced. This can be accomplished by concentrating on the integrated circuit and its components.

There is a scarcity of research examining the mediating effect of knowledge sharing in the relationship between intelligence gathering and employee innovation in law enforcement agencies (Balasubramanian et al., 2020). Police departments are in desperate need of appropriate and up-to-date IC practises that will enable them to deliver the most relevant IC, thereby increasing employee creativity. Additionally, the police organisations sector can play a critical role in the economic and

social development of developing countries, such as the UAE. As such, this research aims to examine the relationship between information technology, knowledge sharing, and employee innovation in a UAE police agency. Similarly, police departments in the UAE must commit resources to areas of service to achieve exceptional customer satisfaction and loyalty. In brief, IC is a synergistic process, which means that employees can gain more than their own investment. Therefore, the IC process is critical for promoting collaboration among employees providing services. Additionally, IC competence can be defined as the ability of employees to develop frameworks for resolving problems and overcoming obstacles utilising the IC they adapted. Employees might apply knowledge acquired from the organization's internal or external sources and use it for their own purposes. By efficiently implementing IC, employees can reduce their errors, increase their efficiency, and reduce redundancy.

## 6. Contributions

### 6.1. Theoretical contributions

The study discovers four IC components have an impact on the creative output of employees. According to our findings, the IC components all contribute to firm performance, contradicting the conclusion reached by another group of researchers that only some (not all) of IC components contribute to firm performance (Barkat and Donate, 2018; Donate and Donate, 2016; Xu and Xu, 2019). (Ling, 2011; Shih et al., 2010). Our findings also reveal a variety of IC components have various effects on employee creativity. Employee creativity is influenced in both direct and indirect ways by all three IC components. Finally, these findings contribute to the body of knowledge on ICs by providing insight into the many ways through which IC components encourage employee innovation. For the HRM literature, they indicate which IC component an organisation should prioritise in terms of human resource allocation, based on its strategic priorities for specific performance outcomes. Second, our data suggest that information sharing has a mediating role in the IC-firm performance relationship, which supports the assumption that the impact of IC on firm performance may be mediated by a range of factors (Wang et al, 2018; Xu et al. 2019). Nonetheless, our study

is one of the first to evaluate the function of innovation culture as a mediator. It proposes a different explanation for the relationship between intellectual capital and employee innovation.

### 6.2. Practical implications

Our findings have two significant implications for practitioners. To begin, managers must constantly endeavour to establish and sustain their IC by investments in staff recruitment and selection, employee training and development, procedure design and optimization, and other human resource management operations (Wang et al, 2018; Obeidat et al., 2018; Li and Yu, 2018). The analysis discovered that intellectual capital boosted employee inventiveness. This finding validated the idea that workers' productivity is influenced by their organisational networking. As a result, collaboration, and communication amongst employees in the United Arab Emirates are critical. Each employee contributes to employee inventiveness (Alshamsi et al., 2019).

It has generally helped Abu Dhabi police department managers and public sector to view IC as an acting catalyst for organizational performance. Abu Dhabi police should make an effort to help employees retain positive relationship. Furthermore, for the purpose of improving the processes, the police department of Abu Dhabi should maintain a track of the knowledge obtained from a variety of sources. For the purpose of enhancing this field of study, the study has taken an extension which is natural from the previous research related to IC due to its contribution.

## 7. Limitations and future research opportunities

This work has some limitations, which in turn offer potential directions for further studies. Firstly, this work works only on service sector in UAE. Future studies can involve other services with distinct environments for investment. Second, various sorts of innovation culture need to be considered. This work has examined the model of research in the police department of Abu Dhabi and other studies can focus on validating the model in other public sectors and other Arab countries. Furthermore, this research worked on the public sector without covering the private one. It has also

evaluated the intellectual capital which appears as organizational performance in UAE. It recommends expanding the study to be conducted in the other places in the UAE that have not been focused on in this work.

Nonetheless, there are certain key contextual factors, particularly from the HR perspective, that may moderate their impact. Therefore, further research can look into the moderating effect of various contextual elements, like HRM strategy, knowledge management strategy (Wang et al., 2016), and organisational culture (Wang et al, 2018), to get further understanding.

## 8. Conclusion

The purpose of this work was to design a model IC for employee creativity through information sharing and to evaluate the hypotheses using reports from the Abu Dhabi Police Department in the United Arab Emirates. The findings indicate that the three components of IC, namely human capital, structural capital, and relational capital, all have a favourable relationship with information sharing, which in turn supports employee creativity. Knowledge sharing partially mitigates the three components of IC's effect on employee creativity. Additionally, performance map analysis was ranked highest in relevance. As a result, cooperation and communication among UAE professionals are just as critical as their expertise and skills. Employees contribute to the organization's performance through their experience and communication. Structural capital is the second most important predictor of performance. Additionally, human capital plays a role in supporting companies in improving their performance and attempting to maintain their existence. To summarise, intellectual capital has been identified as a critical indication of organisational creativity. Enhancing the role of information technology contributes to employee creativity.

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