

Received: May 2023 Accepted: June 2023

DOI: <https://doi.org/10.58262/ks.v11i02.017>

The Effect of a Resource-Based Approach on Creative Performance: An Analytical Study in the Central Bank of Iraq

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Abstract

Purpose: The research aims to clarify the impact of the resource-based approach on creative performance, Theoretical framework : a result of the pressures and challenges faced by the Central Bank, which requires competent, distinguished and knowledgeable human resources that prompted the researcher to choose research variables through which to address some problems by providing efficient resources, which are reflected in Creative performance in its dimensions: originality, fluency, flexibility, and the ability to solve problems. Importance: The importance of research variables is represented in helping business organizations focus on intangible assets more than tangible assets. Method/ design/ approach : (223) male and female employees working in the Central Bank of Iraq, and data and information were collected using the questionnaire, personal interviews, as well as the field presence of the researcher, and the data was analyzed using the statistical program (SPSS_V.19) and a set of statistical methods such as factor analysis, the arithmetic mean, and deviation Normative, coefficient of difference, correlation coefficient (person), and simple linear regression equation Results and conclusion :The most prominent conclusions reached by the research were that the resource-based approach most contributed to the impact on creative performance through the high interpretation coefficients that it presented in general and at the level of dimensions as well, as Resources, whenever they are characterized by value and scarcity and cannot be replaced or imitated, lead to improved performance and make it creative in a different way from others.

Keywords: *resource-based approach, creative performance originality, fluency, flexibility, the ability to solve problems*

1. The Introduction

In this contemporary world, it cannot be overemphasized that the world is developing and turning into a global village, and there is a rapid change in the economic environment such as competition in the product market is constantly increasing between industries, and information technology is improving rapidly so that organizations use Internet facilities and social networks to advertise and market their products, To compete successfully in this current competitive business environment, organizations constantly need to develop some plans and decisions and take some actions that contribute to building a single competitive advantage by focusing on human resources. Therefore, organizations must strive to be on par with global change, and achieve a competitive advantage. And enhance performance relative to its competitors, and rapid changes in the environment, globalization, and the advent of the technological age in a

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remarkable way have changed many patterns of human resources function than they were in the past and became more in need of a set of specific characteristics and processes that distinguish them from other resources (Al-Tae & Hussein, 2020:491; Wu et al., 2023). Thus, human resource management plays an indispensable role in sustainable competition. The scarce knowledge and skills resulting from group learning are diffused within the organization and rooted in its individuality and require the ability to coordinate production skills through which optimal value can be created for customers and beneficiaries (Asse & Mhaibes, 2022:34; Hõng et al., 2023)

As a result of the pressures and challenges facing the Central Bank, which requires competent, distinguished and knowledgeable human resources, prompted the researcher to choose research variables through which to address some problems by providing efficient and valuable resources that cannot be dispensed with and possesses knowledge consistent with scientific development that ends with improving performance. The creativity of the researched organization, and the importance of the central bank in the Iraqi environment and its impact on the economic situation, it was chosen as a field for research, and the importance of research is highlighted in helping business organizations by focusing on intangible assets more than tangible assets, and human resources are vital for competing organizations in today's world, and this makes human resources Efficient and unique is important for employers, and it is one of the reasons for choosing the subject of the research. The independent research variables aim to create knowledge, develop the capabilities of employees, and interest in innovation and creativity, as well as identify the basic factors that affect creative performance. The research faced many difficulties, including the difficulty of obtaining official approvals in applying The research and the preoccupation of the research sample with the work, which caused the delay in retrieving some questionnaires, and the difficulty of building the linking relationships in the theoretical aspect, depending on the lack of studies, because the research is characterized by the presence of independent variables, a dependent variable, and a mediator, which added other difficulties in the statistical analysis and finding relationships between them. Organizations consider that their success in developing and implementing plans depends on the presence of competent and qualified human resources to deal with these variables (Mohammed et.al., 2020: 15203; Perbawa, 2023). Employees with low self-efficacy are less able to face challenges and problems to the extent that they may be incapable

This may be due to personal factors such as social status, emotional life, attitudes towards others, or cognitive problems (Saaed et.al., 2020:1167; Nguyen et al., 2023). Organizations today face a high degree of environmental uncertainty, as the elements of the external environment are characterized by development and change, which makes strategic management tasks more complex (Alubadi & Taher, 2021:54; Abuawad et al., 2023).

The topic of research is important in building an economy based on human capital, as competencies are important in many areas such as building job capacities, determining employment qualifications, planning retraining programs, etc., and it is clear that competencies are also important for managers who aim to succeed above others. . But is this opinion also shared by employees? What are employees' thoughts about these competencies? What competencies are important for employees and which are less important? And when are resources a competitive advantage? Does the knowledge economy provide organizations with an increased impact on creative performance? This research aims to find out the answers to these questions, and for this we need to build human resources management based on competence and resources with a competitive advantage, and provide the opportunity, ability and motivation

for employees to provide their tacit knowledge to build organizations with creative performance (Jiawei, 2023).

2. Literary Review

2.1 Resource-based approach

The literature in the field of management refers to the resource approach - the resource-based view - as one of the tools that assumes that success lies within the organization itself, or more precisely in its tangible and intangible value with unimitable resources. Just as it allows them to achieve a sustainable competitive advantage, this evolution of the concept is closely related to the increasing disruption of the environment, as in the context of unpredictability resources and competencies are a more stable base for generating successes (Szymaniec, 2014:20; Atwah Alma'aitah, 2022)

Dith Penrose is one of the first scholars to realize the importance of resources in the competitive position of the organization, in the year (1959) when she argued that the growth of the organization internally and then externally through mergers, acquisitions and diversification, and is due to the way in which its resources are used, and began by saying that the organization It consists of a group of productive resources and continued to suggest that these resources may only contribute to the competitive position to the extent that they are exploited to be of value, while (Rubin, 1973) is one of the few who conceptualized organizations as resource packages before assets, as he argued that it should Organizations must process raw resources to make them useful. He also pointed out that the organization, resources and products are two sides of the same coin, while the performance of the organization is driven directly by its products and indirectly by the resources that go into its production (Newbert, 2007:122; Fawzia et al., 2023).

The development of the resource-based approach has continued since the 1990s, when it was introduced for the first time by Wernerfelt in (1984) and later (Barney, 1991) by giving more importance to the concept of resources and competencies in the organization, and he suggested in (1997) that owning resources is not enough to create an advantage Organizations also need to organize to take full advantage of their resources and prefer to expand through internal organizational structures (wholly owned) for two reasons: First, wholly owned resources provide greater control over operations, and this control may help reduce the erosion of the value of the advantages of private resources as value erosion occurs Resource-Based When advantages are deployed over competitors or when they are inappropriately transferred and applied in a given context, thus wholly owned resources help organizations to maximize and protect the value of their specific resources. Second, wholly owned resources may allow human competencies to be linked through internal procedures and have a common language. Contribute to the effective transfer of knowledge between the parent and affiliate organizations (Brothers et.al., 2008:191; Oladele & Nubong, 2022).

The resource-based approach (RBV) is defined as heterogeneous bundles of diverse resources and capabilities that organizations are difficult to imitate, and need to operate and achieve competitive advantage. While owning it does not necessarily determine competitive advantage, organizational heterogeneity is not critical to achieving sustainable competitive advantage, but rather rational decisions about valuable and scarce resources that are difficult to copy and use again (Akingbola, 2013:69; Abeza & Gretchen, 2023). There is no doubt that the resource-based approach (RBV) is based on two basic assumptions: first, organizations can be considered as bundles of different productive resources that generate work

procedures of value that distinguish organizations among themselves, and this is the assumption of fixed resource heterogeneity. Second, this approach considers some of these Resources are either too expensive to copy or are inflexible in supply and this is the assumption of immobility of resources (Ferreira et.al., 2011:100).

(Salazar, 2017:27) indicated that value arises from the nature of resources as a result of their interaction. The imitation of another organization may lead to the creation of value, but it may also lead to the destruction of the imitating organization on the other hand, and this is related to the scarcity that resources are linked to certain formations by dependency. In terms of resources, it is the basic unit for RBV analysis, which can be defined as those assets that are semi-permanently associated with the organization and divided into two types of resources, tangible and intangible, that organizations use to develop, manufacture and provide goods and services to their customers. Tangible resources can be classified as financial or physical. Such as finance, technology, and organizational structure, as for intangible resources such as employee knowledge, experience, skills, organization reputation, and innovation (Zainol et.al., 2018: 900). It is worth noting that the resource-based approach sees the differences between organizations as a result of their acquisition and development of heterogeneous resources and capabilities. Moreover, the disparity between them will remain as long as the resources and capabilities are difficult to copy, trade, or transfer from one organization to another, and this is likely to lead to constant differentiation and in the end. To a competitive advantage, it is also defined as the stock of available factors owned or controlled by the organization and consists, for example, of patents and licenses, and financial or physical assets such as property, plant and equipment, human capital, etc. (Andreu, 1993:26).

2.1.1 Key advantages of the resource-based approach

The theory has some features that distinguish it from others that explain the success of organizations and make it useful for practical application, namely: (Tomczak et al, 2017:54)

1. It is a dynamic theory as the focus is on competitive advantage.
2. It integrates insights from various branches of economic science (including behavioral science).
3. Provide starting points for developing strategies.
4. Its basic assumptions are more realistic than those of theoretical approaches with a macroeconomic orientation to competition and its results.

2.1.2 Dimensions of the resource-based approach

Resources are among the basic pillars of organizations that will gain financial returns and a competitive advantage as a result of their impact, and therefore they must be characterized by a set of characteristics in order for the characteristics of the resource-based approach to apply to them, as the value of resources is achieved when costs decrease and revenues increase, otherwise it is not considered a competitive advantage.

2.1.2.1 value

The concept of value has been studied for a long time. Aristotle (384-322 BC) was one of the first thinkers to develop this concept. For him, the value of an item comes from its feasibility for use or exchange. Medieval theories focused on determinants. Demand and such theories argued that value does not depend on any intrinsic value but on utility and scarcity. Adam Smith (1723-1790) is one of the first classical theorists to study value and explained that the value of any commodity is equal to the amount of work expended by the worker from the production of the

said commodity. His theory is on total utility rather than marginal utility, and in an updated version of the theory of value William Jevons (1835-1882) claimed with Carl Meneger (1840-1921) that "value depends entirely on utility", and Meneger explained that the value of diamonds is greater than the value of water because One of the later improvements to the theory of value came from Alfred Marshall (1824-1924) and Leon Walras (1834-1910) who found that supply and demand determine value (Salazar, 2017:30).

2.1.2.2 cannot be imitated

How can one organization have the same resources as another organization, implement the same strategy, and get the same results? As there is no guarantee that identical organizations with the same resources and even the same environment that implement the same strategy will end up with the same result. This may only happen in a closed system, but the theory of chaos and complexity has an important role (Salazar, 2017:30). Imitation is an important component of the resource-based organization view. If other organizations can acquire or develop the same resources, or replace them, and already possess those resources and can do so at nearly the same cost as the organization that already possesses them, it cannot be a source of competitive advantage for any organization (Barney, 1996:134). Unimitable resources are considered to be unobtainable by competing organizations, and therefore controlled by only one organization. Since imitation increases competition and reduces individual performance for a given organization, having unrivaled resources can be a source of sustainable performance and sustainable advantage. At the same time, it depends on unique historical circumstances, or because of causal ambiguity, or if it is socially complex (Bohnenkamp, 2013:5).

2.1.2.3 Rare Resources

Scarcity can be an issue at the level of analysis and it may be omnipresent to some extent, as each organization may have something that is rare in the medium range such as culture or even the CEO is unique, the question is not how much is it rare? Or how many organizations own this resource? But if the creation of resources can create value, then the activation of the concept of scarcity is related to this question: Do all competing organizations have the same resources and the same interrelationships between them? Certainly, there is a difference between resources, which generates value and scarcity at the same time (Salazar, 2017:31).

2.1.2.4 Resources that cannot be replaced

When other conditions are met for a resource that is valuable, scarce, and non-imitable, a resource-based approach can only be completed if it is not fungible, in which case competitors can still not be able to obtain Similar resources achieve the same effect by creating alternate resources. If this happens and competitors are able to substitute some value-creating strategies for the organization, prices fall and the potential competitive advantage vanishes with it. The no-substitution clause prevents this threat, allowing the organization to be superior even in the long run (Bohnenkamp, 2013:5).

2-2 Creative performance

The first appearance of creativity was in (1939) by the writer (Schumpeter) when he talked about the economic cycle, leadership and creativity and referred to creative skills in jobs that contribute to growth and development and addressing negatives (Tiruneh, 2014:40). Creative performance was linked to human resources as they carry knowledge and orientation towards learning and their tolerance of risks that they may be exposed to, and therefore it is a distinct productive output that makes organizations superior to their counterparts and occupy a leadership position (Al-Hasnawi, 462: 2019).

Creative performance is the most important factor in the survival of organizations, as it is a feature of sustainability in a fast-paced era driven by technology, as creativity is one of the behaviors related to generating new and useful ideas, while creative performance does not include generating new ideas only, but also adopting new ideas of others at the level of the organization Or the individual or the work unit, as some scholars suggested that all types of creativity consist of three stages, starting with the stage of generating new and useful ideas in any field, and the next stage is developing the idea, which includes mobilizing support and obtaining approvals for the idea from colleagues and supervisors, and finally putting it into applications Useful within a work group or within the entire organization (Jawad, 2022:87).

Creative performance is the product of a combination of three factors including the employee's desire, ability, and relevant circumstances. Qualified employees have unused resources that can be used in creative activities. They spend less time completing their work than their colleagues because of their superior education, skills, and experience, which gives them more reward. Time to participate in creative activities, and therefore we find that improving the creative performance of employees with qualifications is to stimulate their desire to be creative (Zhang et.al., 2021:4). Employees who have survey, orientation towards learning, high flexibility, ability to take risks, and more persistence in facing difficulties are the most creative, which greatly enhances the efficiency and prosperity of organizations in keeping pace with changes (37: 2010, el at Kim).

Jiang & Li (2009: 359) referred to creative performance as the achievement of organizations in terms of new ideas, graphics, products, processes and systems, and also relates to the ability of the organization to exploit its knowledge of the unexplored potential of technology and generate new sets of existing knowledge, while defining (Kamasak, 2015: 1332) Creative performance is defined as the technical, design, manufacturing, management, and business activities involved in marketing a new (or improved) product or the first commercial use of a new process or equipment for organizations that have the ability to continually reinvent business process design through the use of advanced technology and methods. Continuous improvement such as total quality management and timely recognition. And he knew (Kotabe et al, 2017:1135) Creative performance as a process of improving and promoting products and services and relying on the organization's ability to exploit existing competencies.

2.2.1 The Importance of Creative Performance

(Christensen et.al., 2021:5) believes that individuals are more creative when they experience higher levels of prosperity at work, are more satisfied with their jobs, are more committed to the organization, and have the ability to learn and grow. They can easily identify problems and come up with appropriate solutions, and this can be done through the following:

- 1- The ability of individuals to persevere and adapt when faced with challenges in their work is enhanced, which leads to increased interest in difficult tasks and the ability to deal with challenges differently, and prosperity is enhanced when individuals believe that they are able to overcome challenges creatively.
- 2- Encouraging employees to search for a broader range of information through an active search for resources, as engaging in information-seeking behavior is associated with prosperity because employees discover new ideas, information, and strategies.
- 3- Beliefs help individuals to be more active and willing to learn in order to achieve goals Because these beliefs are key to motivating individuals through challenging goals and high outcome

expectations, they are more likely to find themselves learning, feeling alert and energized, and promoting prosperity.

2.2.2 Dimensions of creative performance

The researchers proposed different dimensions of creative performance as it is a complex structure with multiple dimensions, and after reviewing previous studies, they were identified as follows:

2.2.2.1 Fluency

It is the ability of the employee to present a large number of ideas and alternatives when the response to a specific stimulus is the number of unique responses to a task or problem, and the ability to provide a huge amount of updated and improved methods that increase creative performance. Fluency is related to the continuous flow of ideas, information and knowledge according to a new vision that helps employees work according to work methods that serve the organization with fluency and open thinking. others (Rietzschel et.al., 2007:857). A creative person can be distinguished by speed, ease, and the amount of new ideas in a specific period of time, and this is the result of his ability to remember information, ideas, and mental image easily.

2.2.2.2 Flexibility

It is represented by the ability to adapt to unexpected environmental changes, such as the emergence of a new competitor or the existence of an alternative product. These changes require a quick response and response to confront them to maintain their performance by making adjustments in plans, procedures, and even the organizational structure. Therefore, it is a means interactive emergency situations to adapt to different situations (Al-Hasnawi, 463: 2019). It also means the ability to generate various ideas and alternatives, look at the problem from multiple angles and think in different ways. Flexibility refers to the ability of individuals to take the initiative in situations and not be satisfied with the response, or the behavior of individuals by adapting and modifying behavior with the aim of finding solutions to the problems they face (Askar and Sawsan, 10: 2016).

2.2.2.3 Originality

It means renewal and uniqueness by presenting new and distinct ideas and avoiding repeating the ideas of others within the group to which the individual belongs, meaning the lower the degree of prevalence of the idea, the higher the degree of its originality (Askar and Sawsan, 10: 2016). Originality is the main feature of creative performance, as it refers to original excellence, scarcity of ideas, and the ability to present new methods that suit changing circumstances.

2.2.2.4 Sensitivity to problems

It is the feeling and sensation of problems or elements of weakness in the environment that others may not see. This means that some individuals are faster than others in noticing problems and verifying their existence, and therefore this is the first step in finding a solution to them, and this feeling generated for individuals, it is from noticing the unusual, confusing, or distinctive things in their surroundings, which increases the possibility for them to be creative (Askar and Sawsan, 11: 2016). Sensitivity to problems can be better understood by developing the activity of knowledge and experience to face difficult situations that occur and solve problems, and creative performance is enhanced by giving individuals a number of options to be creative in their work as well as engaging in experimentation and exploration (Muhammad and Ibrahim, 415: 2021).

3. Research Hypotheses

A main hypothesis was formulated to explain the relationship between the variables and indicates the possibility of an interpretation of the research problem, which is: There is a significant effect relationship of the resource-based approach in the creative performance in the Central Bank, and it branches out from it:

- 1- There is a significant effect of valuable resources on creative performance.
- 2- There is a significant effect of resources that cannot be imitated on creative performance.
- 3- There is a significant effect of rare resources on creative performance.
- 4- There is a significant effect of resources that cannot be replaced in creative performance.

Table (1) hypothesis chart

| |
|-----------------------------------|
| resource based approach |
| valuable resources |
| Resources that cannot be imitated |
| rare resources |
| Resources that cannot be replaced |
| creative performance |
| originality |
| fluency |
| Flexibility |
| sensitivity to problems |

4. Research sample

The researcher targeted a sample from the central bank whose organizational structure consists of the governorate, (9) departments, (1) center, (3) offices and (4), so an intentional sample was determined that included those holding a diploma or above in the administrative department (79). An individual, the Department of Statistics and Research (63) individuals, the Department of Information Technology and Payments (69) individuals, and the Department of Quality Management (12) individuals, who work permanently in administrative positions that are related to the paragraphs of the questionnaire and the research requirements to ensure that they can deal with them and exclude the specializations that are not It has a relationship with the research variables represented by departments and other departments, since the researchers find in the selected sample the experience and ability that qualifies them to deal with the questionnaire paragraphs and obtain accurate answers, and therefore the final number of the sample that can be analyzed has settled (223) questionnaire.

5-Results

5.1 Analysis of the sample responses to the variables and dimensions of the research sample

The researcher sees through the table (1) that there is a discrepancy in the answers of the research sample as a result of their realization that we are heading towards a high or low level in dimensions and variables, and their level of importance differed, and this does not mean that there are no concepts within the corridors of the Central Bank. The resource-based approach

variable got a total coefficient of difference It reached (22.10), which indicates that the Central Bank owns human, financial and material resources of value and scarcity that cannot be replaced or imitated, and the arithmetic mean was (3.62), which is higher than the hypothetical mean, and with a standard deviation of (0.80), which indicates good consistency in the answers of a sample. The research, while at the level of dimensions, scarce resources came in the first degree with a coefficient of difference of (21.85), an arithmetic mean of (3.57), and a standard deviation of (0.78), while in the second and third degrees the dimensions came: resources that cannot be replaced and resources that cannot be imitated with a coefficient of difference (24.10) (24.13) respectively, and the arithmetic mean was (3.61) (3.73) respectively, which are higher than the hypothetical mean, while the standard deviation was (0.87) (0.90) respectively, and they are a good dispersion in the answers of the research sample, and it came fourth and last After valuable resources with a coefficient of difference (24.86), which indicates the importance of the dimension, while the arithmetic mean was (3.58), which is higher than the hypothetical mean, and with a standard deviation of (0.89), which is a good harmony in the answers of the research sample.

While the creative performance variable came with a total coefficient of difference amounting to (21.47), which indicates the interest of the Central Bank in the performance of its employees and motivates them to improve it continuously, master work and excel in it. The consistency is high in the answers of the research sample, while at the level of dimensions, flexibility came in the first degree with a coefficient of difference of (22.13), the arithmetic mean of (3.57), and a standard deviation of (0.79), while in the second and third degrees, the dimensions of originality and fluency came with a coefficient of difference (22.51) (22.60) respectively, and the arithmetic mean was (3.51) (3.54) respectively, which are higher than the hypothetical mean, while the standard deviation was (0.79) (0.80) respectively, and they are a good dispersion in the answers of the research sample, and it came fourth and last after Sensitivity to problems with a coefficient of difference (22.95), which indicates the importance of the dimension, while the arithmetic mean was (3.53), which is higher than the hypothetical mean, and with a standard deviation of (0.81), which is a good harmony in the answers of the research sample.

Table (1) Analysis of the sample responses to the variables and dimensions of the research sample

| Dimension and variation | Mean | Std.Dev. | Cv. | N. |
|-----------------------------------|-------------|-----------------|------------|-----------|
| resource based approach | | | | |
| valuable resources | 3.58 | 0.89 | 24.86 | 4 |
| Resources that cannot be imitated | 3.73 | 0.90 | 24.13 | 3 |
| rare resources | 3.57 | 0.78 | 21.85 | 1 |
| Resources that cannot be replaced | 3.61 | 0.87 | 24.10 | 2 |
| resource based approach | 3.62 | 0.80 | 22.10 | |
| creative performance | | | | |
| originality | 3.51 | 0.79 | 22.51 | 2 |
| fluency | 3.54 | 0.80 | 22.60 | 3 |
| Flexibility | 3.57 | 0.79 | 22.13 | 1 |
| sensitivity to problems | 3.53 | 0.81 | 22.95 | 4 |
| creative performance | 3.54 | 0.76 | 21.47 | |

5.2 Test and impact analysis of a resource-based approach to creative performance

Through this paragraph, the researcher seeks to test the main hypothesis, which states (there is a significant effect relationship of the resource-based approach in the creative performance in the central bank) as well as the sub-hypotheses, as it is clear from the table (2) that the value of (F)

calculated amounted to (918.91), which is greater than the tabular F value of (3.89), and this indicates that there is an effect of the resource-based approach on creative performance, as the value of (sig) is less than (0.05), which indicates the existence of significant differences, which indicates the existence of an effect of the independent variable in The dependent variable and that the regression curve is good in describing the relationship between them, and it can be noted the constant value of a, which amounted to (0.41), which indicates the existence of creative performance even if the value of the resource-based approach is equal to zero, while the value of b reached (0.84), which indicates that the increase of the unit One in the resource-based approach will lead to an increase of the same amount in the creative performance, and the value of Adjusted R^2 in explaining the usefulness of the regression equation in estimating the values (0.80), which indicates the variation in the creative performance is a variation explained by the resource-based approach, And that the amount of (0.20) is an interpreted variation from other factors that were not included in the research model, and in the light of these results, the second main hypothesis is accepted, which is (there is a significant effect relationship of the resource-based approach in the creative performance in the central bank) either at the level of hypotheses Sub words:

1-It is clear from the table (2) that the value of the resource dimension was the value of Adjusted R^2 (0.67), which indicates the variance explained by this dimension of the dependent variable, and that its value (0.33) is a variance explained by other factors that were not included in the research model. The fixed value of a was (1.04), which indicates the presence of creative performance even if the value of the independent dimension is equal to zero, while the value of b (0.69), which indicates an increase of one unit in resources of value, will lead to an increase of the same amount in creative performance, and that the value of The calculated (F) amounted to (460.53), which is greater than the tabular F value of (3.89), and this indicates that there is an effect of valuable resources on creative performance, as the (sig) value was less than (0.05), which indicates the existence of significant differences, which indicates To accept the first sub-hypothesis, which states that there is a significant effect of valuable resources on creative performance.

2-It is clear from the table (2) that the dimension of resources cannot be imitated. The value of Adjusted R^2 was (0.69), which indicates the variance explained by this dimension of the dependent variable creative performance, and that the amount (0.31) is the variance explained by other factors that were not included in the model. In the research, the constant value of a was (0.91), which indicates the existence of creative performance even if the value of the independent dimension was equal to zero, while the value of b (0.70), which indicates an increase in one unit in resources that cannot be imitated, will lead to an increase of the same amount in performance. Creative, and the calculated (F) value was (505.20), which is greater than the tabular F value of (3.89), and this indicates that there is an effect of resources that cannot be imitated on creative performance, as the (sig) value was less than (0.05), which indicates the presence of Significant differences, which indicates the acceptance of the second sub-hypothesis that there is a significant effect of resources that cannot be imitated on creative performance.

3-It is clear from the table (2) that the resource dimension is scarce. The value of Adjusted R^2 was (0.69), which indicates the variance explained by this dimension of the dependent variable creative performance, and that its value (0.31) is a variance explained by other factors that were not included in the research model. As for the fixed value a, it was (0.64), which indicates the presence of creative performance even if the value of the independent dimension is equal to zero, while the value of b (0.81), which indicates an increase of one unit in scarce resources, will lead to an increase of the same amount in creative performance. The calculated (F) amounted to (512.09), which is greater than the tabular F value of (3.89), and this indicates that there is an

effect of scarce resources on creative performance, as the (sig) value was less than (0.05), which indicates the existence of significant differences, which indicates Acceptance of the third sub-hypothesis that there is a significant effect of scarce resources on creative performance.

4-It is clear from the table (2) that the dimension of resources cannot be replaced. The value of Adjusted R^2 was (0.75), which indicates the variance explained by this dimension of the dependent variable creative performance, and that the amount (0.25) is the variance explained by other factors that were not included in the model. In the research, the constant value of a was (0.79), which indicates the presence of creative performance even if the value of the independent dimension is zero, while the value of b (0.76), which indicates an increase in one unit of resources that cannot be replaced, will lead to an increase of the same amount in performance. The value of (F) calculated was (695.23), which is greater than the tabular value of F, which is (3.89). Significant differences, which indicates the acceptance of the fourth sub-hypothesis that there is a significant effect of resources that cannot be replaced on creative performance.

Table (2) Analysis of the impact of the resource-based approach and its dimensions on creative performance

| the independent variable | a | b | Adjusted R^2 | F | Sig | dependent variable |
|-----------------------------------|------|------|----------------|--------|-------|----------------------|
| valuable resources | 1.04 | 0.69 | 0.67 | 460.53 | 0.000 | creative performance |
| Resources that cannot be imitated | 0.91 | 0.70 | 0.69 | 505.20 | 0.000 | |
| rare resources | 0.64 | 0.81 | 0.69 | 512.09 | 0.000 | |
| Resources that cannot be replaced | 0.79 | 0.76 | 0.75 | 695.23 | 0.000 | |
| resource based approach | 0.41 | 0.84 | 0.80 | 918.91 | 0.000 | |

6. Conclusions

There is a high interest in the resources owned by the Central Bank of Iraq and not to neglect them because they are the basis of work, especially the resources that are characterized by value and cannot be compensated because the specificity of the work requires skills and distinguished people that the bank management seeks to retain and develop. The creative performance of the Iraqi Central Bank is characterized by a high level of advancement and continuous development, as it is responsible for the stability of the national economy and the preservation of the value of the currency through the policies it proposes, which are the product of the ideas of its employees that are characterized by originality, freedom, flexibility, and the ability to solve problems facing the Iraqi economy. The Central Bank of Iraq relies on specific people in making critical decisions that have an impact on the Iraqi economic situation through the ability of the resource-based approach to interpret creative performance more than human resource management based on efficiency.

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- 234 *The Effect of a Resource-Based Approach on Creative Performance: An Analytical Study in the Central Bank of Iraq*
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