


THE IMPACT OF DIGITAL CULTURE ON THE RELATIONSHIP BETWEEN HUMAN RESOURCES MANAGEMENT AND CREATIVE PERFORMANCE (AN APPLIED STUDY OF A SAMPLE OF IRAQI COMMERCIAL BANKS)

Mohammed Abdulkareem Hasan Al-Dulaimi^A, Ahmed Turki^B



ARTICLE INFO	ABSTRACT
<p>Article history: Received: April, 11th 2024 Accepted: June, 11th 2024</p>	<p>Objective: The current study was based on three variables that interact with each other, where (human resources management) is considered an independent variable, (digital culture) is a mediating variable, and (creative performance) is a dependent variable. The goal of the study is determined by determining the nature of the relationship and the impact between the variables of the study.</p>
<p>Keywords: Human Resources Management; Digital Culture; Creative Performance; Iraqi Banks.</p> 	<p>Theoretical Framework: This topic presents the most important concepts and theories on which the research is based. Human Resource Management, Digital Culture, and Performance] stand out, providing a solid foundation for understanding the context of the investigation</p> <p>Method: An exploratory analytical approach was used, as the study relied on a stratified random sample of workers in Iraqi telecommunications companies. (310) questionnaires were distributed, and the number of invalid returned questionnaires was (5), while the total number of questionnaires suitable for statistical analysis was (305), with a response rate of (95%). Advanced statistical software (AMOS.V.26) and statistical software (SPSS.V.26).</p> <p>Results and Discussion: A set of conclusions were noted, the most important of which are: There is an influence relationship between human resources management and digital culture. There is a significant influence relationship between human resources management practices and creative performance. Culture plays a complete and partial mediating role in the relationship between human resources management practices and creative performance.</p> <p>Research Implications: The practical and theoretical implications of this research are discussed, providing insight into how the findings can be applied or influence practices in the field of human resource management, digital culture and innovation performance. These implications may include for the banks sampled in the study and the services they provide.</p> <p>Originality/Value: The importance of this study came from the scarcity of studies that attempted to identify and understand the nature of the relationship between variables (human resources management, digital culture, creative performance), as well as the current study's attempt to address a realistic problematic problem that directly affects the performance of employees in Iraqi banks.</p> <p>Doi: https://doi.org/10.26668/businessreview/2024.v9i7.4720</p>

^A PhD Student in Business Administration. Faculty of Economic Sciences and Management, University of Sfax. Sfax, Tunisia. E-mail mohammed.rami201215@gmail.com Orcid: <https://orcid.org/0009-0004-8668-3726>

^B PhD in Business Administration. University of Sfax, IHEC, PRISME. Sfax, Tunisia. E-mail ahmed.turki@ihescf.rnu.tn. Orcid: <https://orcid.org/0000-0003-3706-3024>

O IMPACTO DA CULTURA DIGITAL NA RELAÇÃO ENTRE A GESTÃO DE RECURSOS HUMANOS E O DESEMPENHO CRIATIVO (UM ESTUDO APLICADO DE UMA AMOSTRA DE BANCOS COMERCIAIS IRAQUIANOS)

RESUMO

Objetivo: O presente estudo baseou-se em três variáveis que interagem entre si, em que (gestão de recursos humanos) é considerada uma variável independente, (cultura digital) é uma variável mediadora e (desempenho criativo) é uma variável dependente. O objetivo do estudo é determinado pela determinação da natureza do relacionamento e do impacto entre as variáveis do estudo.

Estrutura Teórica: Este tópico apresenta os conceitos e as teorias mais importantes nos quais a pesquisa se baseia. [Gestão de Recursos Humanos, Cultura Digital e Desempenho] se destacam, fornecendo uma base sólida para a compreensão do contexto da investigação

Método: Foi usada uma abordagem analítica exploratória, já que o estudo se baseou em uma amostra aleatória estratificada de trabalhadores de empresas de telecomunicações iraquianas. Foram distribuídos (310) questionários, e o número de questionários devolvidos inválidos foi de (5), enquanto o número total de questionários adequados para análise estatística foi de (305), com uma taxa de resposta de (95%). O software estatístico avançado (AMOS.V.26) e o software estatístico (SPSS.V.26).

Resultados e Discussão: Um conjunto de conclusões foi registrado, sendo as mais importantes as seguintes: Existe uma relação de influência entre a gestão de recursos humanos e a cultura digital. Há uma relação de influência significativa entre as práticas de gestão de recursos humanos e o desempenho criativo. A cultura desempenha uma função mediadora total e parcial na relação entre as práticas de gestão de recursos humanos e o desempenho criativo.

Implicações da Pesquisa: As implicações práticas e teóricas desta pesquisa são discutidas, fornecendo uma visão de como os resultados podem ser aplicados ou influenciar as práticas no campo da gestão de recursos humanos, da cultura digital e do desempenho inovador. Essas implicações podem incluir os bancos incluídos na amostra do estudo e os serviços que eles prestam.

Originalidade/Valor: A importância deste estudo se deve à escassez de estudos que tentaram identificar e compreender a natureza da relação entre as variáveis (gestão de recursos humanos, cultura digital, desempenho criativo), bem como à tentativa do presente estudo de abordar um problema realista que afeta diretamente o desempenho dos funcionários dos bancos iraquianos.

Palavras-chave: Gestão de Recursos Humanos, Cultura Digital, Desempenho Criativo e Bancos Iraquianos.

EL IMPACTO DE LA CULTURA DIGITAL EN LA RELACIÓN ENTRE LA GESTIÓN DE LOS RECURSOS HUMANOS Y EL RENDIMIENTO CREATIVO (UN ESTUDIO APLICADO DE UNA MUESTRA DE BANCOS COMERCIALES IRAQUÍES)

RESUMEN

Objetivo: El presente estudio se basa en tres variables que interactúan entre sí, donde (la gestión de recursos humanos) se considera una variable independiente, (la cultura digital) es una variable mediadora, y (el rendimiento creativo) es una variable dependiente. El objetivo del estudio se determina determinando la naturaleza de la relación y el impacto entre las variables del estudio.

Marco Teórico: En este tema se presentan los conceptos y teorías más importantes en los que se basa la investigación. Destacan [Gestión de Recursos Humanos, Cultura Digital y Rendimiento], que proporcionan una base sólida para comprender el contexto de la investigación.

Método: Se utilizó un enfoque analítico exploratorio, ya que el estudio se basó en una muestra aleatoria estratificada de trabajadores de empresas de telecomunicaciones iraquíes. Se distribuyeron (310) cuestionarios, y el número de cuestionarios no válidos devueltos fue de (5), mientras que el número total de cuestionarios aptos para el análisis estadístico fue de (305), con una tasa de respuesta del (95%). Software estadístico avanzado (AMOS.V.26) y software estadístico (SPSS.V.26).

Resultados y Discusión: Se observaron un conjunto de conclusiones, las más importantes de las cuales son: Existe una relación de influencia entre la gestión de los recursos humanos y la cultura digital. Existe una relación de influencia significativa entre las prácticas de gestión de recursos humanos y el rendimiento creativo. La cultura desempeña un papel mediador total y parcial en la relación entre las prácticas de gestión de recursos humanos y el rendimiento creativo.

Implicaciones de la Investigación: Se discuten las implicaciones prácticas y teóricas de esta investigación, proporcionando una visión de cómo los hallazgos pueden ser aplicados o influir en las prácticas en el campo de la gestión de recursos humanos, la cultura digital y el rendimiento de la innovación. Estas implicaciones pueden incluir a los bancos incluidos en la muestra del estudio y los servicios que prestan.

Originalidad/Valor: La importancia de este estudio radica en la escasez de estudios que intenten identificar y comprender la naturaleza de la relación entre las variables (gestión de recursos humanos, cultura digital, rendimiento creativo), así como en el intento del presente estudio de abordar un problema realista que afecta directamente al rendimiento de los empleados de los bancos iraquíes.

Palabras clave: Gestión de Recursos Humanos, Cultura Digital, Rendimiento Creativo, Bancos Iraquíes.

1 INTRODUCTION

Technology has affected all activities of life and has become an important tool not only in communicating information, but also in accessing it. The global environment has become strongly linked to the growth of technology, which has made this century different from others in the management of various banks. The world has become digital in all its various activities and sectors. As a result, assumptions that had prevailed for a long time changed. Accordingly, competition has increased between countries and societies to make the most of technology to increase the growth of their human resources, which can only be achieved through education.

Digital culture has become an unrelenting reality, as it has extended its influence over all cultures and cast its shadow over all aspects of life. It has come to shape a person's awareness of himself and his surroundings, and has come to direct the behavior of the individual and the group. Thus, it has come to confront man, to launch man with new challenges that he cannot accept, and it has also come to give him new opportunities to expand his perceptions and realize himself in the universe.

As a result, successful banks are those that attract, select, develop and maintain human resources, pay attention to them, their needs and desires, and exploit the opportunities of various technologies present in the surrounding environment and keep pace with them.

In light of these transformations, banks in Iraq are facing difficult circumstances that require them to adapt to this rapid transformation, by calibrating their policies and strategies, as most studies and research indicate that it is a result of information technology and an economy based on culture that has led to many changes in the markets, especially the labor market, which has been It has implications for human resources management practices and their role in these developments, which requires a reconsideration of their practices and their various functions. For example, in the field of selection and recruitment, reliance on contractual work has increased, which results in a clear definition of prospective human resources and the sources of obtaining them. In the field of training, it is natural, in an environment characterized by information technology that relies on knowledge, that the latter is of great importance in

response to this rapid transformation. As for the field of wages and incentives, in light of this new revolution, these banks cannot rely on traditional foundations in compensating these human resources, such as Seniority, loyalty, etc. Rather, performance and knowledge have become of great importance.

So, in light of these challenges, it has become clear that human resources are the basis of success in an economy that depends on information and knowledge.

2 THEORETICAL FRAMEWORK

2.1 CONCEPT OF HUMAN RESOURCES MANAGEMENT.

Human Resource Management (HRM) is an important aspect of organizational management that focuses on managing a bank's workforce or human resources. Dr. Flippo defined HRM as planning, organising, controlling, attracting, developing, rewarding, integrating and maintaining human resources for the purpose of achieving organizational objectives. Resource Management Human resource management is a distinct approach to managing employees within the workplace. Management includes planning, organizing, directing, and controlling, as well as evaluating, training, and compensating workers. At its core, human resources management is concerned with the recruitment, selection, training, development, and retention of employees to achieve organizational goals.

The importance of human resources management in banks cannot be overstated. It plays a crucial role in motivating employees, resolving employee issues and complaints, resolving conflicts, improving employee satisfaction, training and development, and formulating and implementing policies. Human resource management also helps in planning future workforce needs, recruitment and selection of employees, performance management, and learning and development. It is considered resource management and development. Human resources are the cornerstone of most banks, as they aim to enhance organizational capabilities and enable banks to attract and qualify the necessary competencies.

Human resources are the basic resources that determine the existence and development of any business. Therefore, HR issues are always a primary concern. There are many different ways to say about human resource management: According to American Professor Dimock, "Human resource management includes all procedures and procedures applicable to the employees of a bank and deals with all situations that occur related to a particular type of work."

Professor Felix Migros said: “Human resource management is the art of selecting new employees and using old employees so that the productivity and quality of each person’s work are maximized.” Therefore, human resource management is understood as one of the basic functions of the management process, which is to solve all problems related to people related to their work in any organization. Human resources management is both a scientific and technical activity because human resources management is a field closely related to organizational culture and contains more human values than any other field of human resources management and any other value. (Wool, 2022)

Human resources management is a complex term that can have several different definitions, as human resources management deals with the design of formal systems in the bank to ensure the effective use of human talents to achieve organizational goals (Mathis & Jackson, 2005, 37-40).

Human Resource Management as an approach to employment management aims to achieve competitive advantage through the use of a series of cultural, structural and personnel techniques to deploy the workforce. (Watson, 2002, cited by Beardwell & Claydon, 2007) suggests that human resource management is used in different ways and tactics due to its interconnected situation. The meaning of human resource management can be broadly defined as an approach to managing people. Boxall (2003 & Purcell), adapted from Beardwell & Claydon, 2007) use the term to refer to all human resource management activities associated with the management of business relationships in a bank. In a similar case, human resource management can be viewed as the term that describes activities related to personnel management. Human resource management can be considered as an evolution from traditional employee management and is improved in some aspects. Human resource management as a managerial perspective emphasizes the need to create a series of personnel policies that can support organizational strategy.

Human Resources Management (HRM) is known as a strategic approach to managing the bank’s employees, work culture, and work environment so that individuals can work as effectively and productively as possible. Human Resources Management is also known as the function within the bank that focuses on recruiting, managing, and directing people in the bank. Boxall & Purcell (2003).

Through these definitions, it can be said that human resources management is an organized administrative entity that provides the organization’s human resources and uses them according to modern rules and foundations, follows up on them, manages its affairs, and works

to develop its capabilities and skills, as well as motivate them to ensure their preservation for the purpose of achieving the goals of these forces and the objectives of the bank together.

2.2 THE CONCEPT AND DEFINITION OF DIGITAL CULTURE

Digital culture is a concept that describes cultural changes resulting from the advancement of online technology. It refers to the way technology and the Internet shape the way we interact with each other, the way we think, and the way we act. Digital culture is the product of compelling technology that pushes us to change our behavior and the mechanisms through which we communicate within our societies. This concept is based on the content And the concept of culture, which is constantly evolving with the development of technology. As technology continues to advance, digital culture will continue to change and shape the way we live our lives.

Information culture is defined as teaching and learning all forms of searching for and types of information, evaluating it, and dealing with all information facilities and technology available to deal with knowledge and its institutions. The basic purpose is for a person to understand why, when, and how he needs and uses information and evaluates it critically (Abd, 2004). Elaziz Ebid). Digital culture is defined as: the skills necessary to use the computer and the Internet, and to use advanced communication technologies in daily life (Al-Muntashari Aqili, 2019). Digital culture is also defined as the minimum basic information and skills that an individual must possess to enable him to operate the computer, deal with its programs, use the Internet and benefit from it, and be aware of the ethics of using technology (Hamada, 2009). Digital culture is also defined as a set of digital values, knowledge, and skills that an individual must master in light of technological development (Al-Najjar, 2013).

Digital culture is relevant and important in today's world as it impacts different aspects of our lives, from education to business. In addition, banks are adopting digital tools and data-driven insights to make decisions and focus on customers. Understanding digital culture is essential for banks to maintain their ability Competitive and relevant in today's digital age. Furthermore, digital culture has a huge impact on society and how we interact with each other. It is important to understand and adapt to these changes to ensure that we use technology in a positive and productive way (Al-Muntashari Aqili, 2019)

The historical development of digital culture is an essential aspect for understanding its significance and relevance today. The term "digital culture" has spread in recent years, referring

to new cultural data generated by the use of electronic technology. The study of digital culture and cultural computing is an important field that aims to study the historical development of human behavior and cultural and linguistic trends. As technology continues to advance, digital culture will continue to evolve, and it is necessary to study and understand its historical development to better understand its impact on society and our daily lives.

2.3 CONCEPT OF CREATIVE PERFORMANCE.

Through the researcher's review of all the literature related to creative performance, he did not find a comprehensive definition for this concept. Rather, there are many definitions that have different dimensions in different time periods.

The creative performance of employees focuses on collecting ideas and presenting them in a unique style or work, and this leads to a change in the results of the resources used in the bank's structures, and this change is characterized by benefit and modernity. The general context of creative performance is the process of helping the individual to be more sensitive to problems or solving the problem, aspects of deficiency, creative changes, information, searching for unique solutions, making predictions, formulating hypotheses, evaluating them, reformulating them, and modifying them into new results that creative people can transfer to others (Drazin & Glynn, 2000) (Schermerhorn et al., 2002) point out that creativity performance involves developing unique responses and a vision for problems and opportunities in a dynamic environment full of problems, and creativity is often determined in formulating decisions that lead to the success of people and banks in facing complex challenges. Hagedoorn, 2003 mentioned & Cloudt) that the organization's creative performance "is its achievements in the field of ideas, planning, new ways and means, products, services, and processes." (Wang, 2004 & Ahmed) defined: Creative performance "is the bank's tendency to support new ideas, new experiences, and find innovative solutions." While Gunday et al. (2011) Creative performance was defined as "the overall organizational achievements as a result of the organization's creative efforts in development and innovation in the various fields that it takes into consideration." (Darwish, 2014) defined creative performance as "a distinctive intellectual process that combines brilliant knowledge and creative work in... various aspects of life, dealing with reality and striving for the best, and creativity is a network of factors that create and invest in new knowledge and technology." As explained (Al-Harashah and Maqaba, 2019), creative performance is the distinctive performance that an individual or group practices in the

workplace, and it is also the result of a group of capabilities taken by the individual that begins with realizing... The existing situation, followed by interest in gathering information, then evaluating the available alternatives, testing them, and finally adopting or rejecting a specific behavior or idea. It was also defined, quoting Raad Hassan Al-Sarn, as: “New and useful ideas related to solving specific problems or assembling or rearranging known patterns into unique forms. Creativity is not limited to the tactical aspect because it does not only include developing goods and processes related to them and preparing the market, but it goes beyond Also machinery, equipment, manufacturing methods, improvements in the organization itself, training results, and work satisfaction, which leads to increased productivity” (Shaheen, 2019). It was also defined in a narrow sense as the extent to which the bank introduces new products, new process systems, or new devices in its market. As for the broad concept of creative performance, it refers to achievement in the entire path of creativity, starting from designing an idea to introducing an invention into the market (Maduki, 2019).

Creative performance simply represents a new idea or way of working. Creativity is often viewed as applying better solutions that meet new requirements, meet the needs of current banks, and creative performance occurs by providing more effective products, goods, services, processes, technologies, or business models that are provided to organizations or groups. For work or for society as a whole, creative performance is the main condition for achieving sustainable competitive advantage and has a major impact on the performance of the bank and its employees. It is also considered the primary driver of business performance. It is essentially linked to the bank's activity.

From the above, creative performance can be defined as “the thoughtful introduction and application within a role, organization, or group of new ideas and products, designed to achieve great benefit for the individual, the bank, or society as a whole,” or the ability to present creative ideas and the ability to transform them into practical applications that contribute to improving the bank's performance, through... Enhancing the elements of its competitive advantage (cost reduction, delivery, quality).

3 RESEARCH PROCEDURES AND METHOD

3.1 METHODOLOGY

The researcher followed the descriptive analytical method due to its suitability to the subject and objectives of the study, which “deals with the study of existing events, phenomena, and practices that are available for study and measurement as they are; without the researcher’s interference in their course of action, and the researcher can interact with them directly” (Al-Agha, 2000, 43).

3.2 RESEARCH POPULATION AND SAMPLE

The study population was represented by all workers in Iraqi commercial banks in Baghdad Governorate, of both genders, for the academic year (2022-2023), amounting to (1,705) male and female employees (Central Bank of Iraq, 2022). The following table shows the distribution of the study population categories according to the bank.

Table 1

Distribution of the study population by bank and gender.

Total	Gender		Companies
	female	male	
864	460	404	Al-Rafidain Bank
841	423	418	Al Rasheed Bank
1705	883	822	Total

Source: Prepared by the researcher, referring to bank data.

The total study sample was (305) male and female employees working in Al-Rafidain Bank and Al-Rasheed Bank, representing (15%) of the study population. They were selected by a stratified random method according to the variables of gender, academic qualification, years of service, job position), and after retrieving and unpacking the questionnaires. It was found that the number of valid responses for statistical analysis was (303) questionnaires, because the distribution of the questionnaire was electronic, so that the percentage of the sample compared to the study population was stable at (15%). The following is an accurate description of the study sample using tables, which contributes to forming an accurate perception of the distribution and composition of the study sample:

Table 2*Distribution of sample members according to categorical variables*

Percentage	Frequencies	Class	Taxonomic variables
%70	215	male	Gender
%30	90	female	
%3	10	Preparatory school	Qualification
%52	159	Bachelor's	
%5	15	Higher Diploma	
%31	97	Master's	
%9	24	Ph.D	Years of service
%15	47	Less than 5 years	
%24	73	From 5-9 years	
%29	87	From 10-14 years	
%14	44	From 15-19 years	
%18	54	From 20 or more	job position
%61	186	employee	
%29	88	Division official	
%5	15	Head of the Department	
%3	9	Assistant branch manager	
%2	6	Branch Manager	
100%	305	Total	

Source: Analysis of demographic characteristics on SPSS

It is clear from the figure above:

- 70% of the sample members were male, while the percentage of females was (30%);
- (52%) of the sample's academic qualifications are (Bachelor's), (31%) are Master's, (9%) are Doctorate, (5%) are Higher Diploma, and (3%) are. Their educational qualification is middle school;
- the percentage of (29%) is their years of service (from 10-14 years), and the percentage of (24%) is their years of service (from 5-9 years), and the percentage of (18%) is their years of service (from 20 or more), and the percentage of (15%) of their years of service (less than 5 years), and (14%) of their years of service (from 15-19 years);
- a percentage of (61%) are employees, a percentage of (29%) holds the position of Division Officer, a percentage of (5%) holds a position as Head of a Department, a percentage of (3%) holds a position as Assistant Branch Manager, and a percentage of (2%) holds the position of a Branch Manager.

3.3 STUDY INSTRUMENT (QUESTIONNAIRE)

Questionnaires are widely used in social research, especially business administration research, especially descriptive ones. As the questionnaire seeks to obtain specific information and facts about the specific problem (Al-Agha, 2000), and to achieve the objectives of the study and to collect more data, information and facts related to the subject of his study, the researcher built the study tool, a questionnaire, to be applied to the study sample.

3.4 TESTING THE STUDY HYPOTHESES

Testing hypotheses about the relationship between two study variables. There are two types of hypotheses:

- null hypothesis: there is no statistically significant relationship between two variables of the study;
- alternative hypothesis: there is a statistically significant relationship between two variables of the study.

If the Sig.(P-value) is greater than the significance level of 0.05 a, then the null hypothesis cannot be rejected and therefore there is no statistically significant relationship between two variables of the study. However, if the Sig.(P-value is less than the significance level of 0.05, then Reject the null hypothesis and accept the alternative hypothesis that there is a statistically significant relationship between two variables of the study.

Testing the first hypothesis: There is a statistically significant influence relationship between human resources management and digital culture in the banks sample of the study.

To test this hypothesis, the researcher used structural equation modeling, and the figure below shows this:

Table 3

The relationship of influence between human resources management and digital culture

			Estimate	S.E.	C.R.	P
z	<---	x	.720	065.	11.094	***

- it is noted from the table above that there is a statistically significant influence relationship between human resources management and digital culture in the commercial banks of the study sample;

- the researcher believes that the repercussions of digital transformations are human resources management, which has come to play a central role in building banks' business strategies, and with its increasing importance, it has become necessary for it to adopt a method of teamwork and openness to the various departments and units of banks in order to be able to keep pace with the requirements of the digital business environment, which is what led to To the transformation of human resources management from an administrative function to a strategic function, especially in banks that attach great importance to the human resource, and because the banking sector is a service sector, digital transformation processes become more than necessary in order to compete and ensure market position, but their absolute dependence on technology Modernity does not necessarily mean the success of digital transformation efforts and the development of human resources management practices, as banks must create leadership competencies capable of exploiting this technology in order to develop human resources management practices, in addition to benefiting from the strengths that distinguish the banking sector, especially represented in the balanced composition of employees and their awareness. Due to the necessity of digital transformation, these banks must also work to enhance the culture of creativity and openness of leaders to employees at different levels and integrate them to participate in various areas of business, focus on attracting competencies with digital skills in recruitment processes, and adopt the method of work teams within banks in order to exchange skills among various employees;

Testing the third hypothesis: There is a statistically significant influence relationship between human resources management and innovative performance in the banks sample of the study.

Table 4

The effect of human resources management on creative performance

			Estimate	S.E.	C.R.	P
Y	<---	X	1.609	.117	13.745	***

As a result of the outputs of the structural model shown in the table above, there is an influence relationship between the two variables: human resources management and the creative performance variable. Accordingly, the null hypothesis is rejected and the first

hypothesis of the existence of the direct influence hypothesis between the human resources variable and the creative performance variable is accepted. The researcher believes that creative performance contributes to creating a creative culture for an environment. The internal bank and for all individuals working according to their work and specialization, and creating a state of harmony in all the bank's departments to contribute to the development of the work of this bank, as authenticity is the decision-makers' possession of culture, awareness, awareness, and creativity in providing the best.

Testing the third hypothesis: There is a statistically significant impact relationship between digital culture and innovative performance in the banks sample of the study.

Table 5

The impact of digital culture on creative performance

			Estimate	S.E.	C.R.	P
y	<---	z	1.629	.078	20.997	***

It is noted from the figure and table the results of the relationship between the digital culture variable and the creative performance variable. This hypothesis predicts that the digital culture dimension will have a positive impact on the level of creative performance in the commercial banks sample of the study, as the results show that the effect of the digital culture variable reached a significance level of less than (0.05). It is a positive and significant effect that matches the expectations of the study (1.629) and is a result of the outcomes of the structural model of the influence relationship between digital culture and the creative performance variable. Accordingly, the null hypothesis is rejected and the second existence hypothesis of the direct influence hypotheses between digital culture and the creative performance variable is accepted.

Fourth hypothesis: There is a statistically significant influence relationship between human resources management and creative performance with the presence of digital culture as an intermediary variable in the banks sample of the study.

Table 6

The effect of human resources management on creative performance with digital culture as a mediating variable

			Estimate	S.E.	C.R.	P
Y	<---	X	.720	.065	11.094	***
y	<---	z	1.270	.089	14.261	***
Z	<---	X	.695	.105	6.618	***

The mediating test (Moderation Models) is an examination of the mediating variable's ability to influence the nature of the relationship between the independent variable and the dependent variable. Therefore, this model includes three independent variables (independent), the first, the second independent, and a dependent variable. The Amos program was used, especially modeling. Structural equation to examine the amount of influence that the mediator variable has on the relationship between the first independent variable and the dependent variable. Interactive analysis is concerned with revealing individual differences or situational circumstances that may affect the strength of the relationship between the independent variable and the dependent variable within the test model. This effect introduced by the interaction variable may be positive, enhancing the relationship, or inversely reducing the relationship.

It is noted from the figure above that digital culture plays a direct and indirect role and impact, both complete and partial, on the relationship of influence between human resources management and creative performance in the commercial banks, sample of the study.

4 CONCLUSION

With the continuous increase in the importance of technology and the need for it as it is considered a strategic resource for banks today and a source of excellence and creativity, the importance of the digitization process has increased with it, which is one of the most prominent human resources management processes. It is based on creating new and modern processes, as this technology contributes to enriching the knowledge stock of individuals, and this is evident through their creative and distinguished performance and the additions and creative touches they provide that contribute to achieving the overall goal of the institution.

This is what we tried to clarify through our field study on a sample of commercial bank employees in Iraq. This study tested the impact of digital culture on the relationship between human resources management and creative performance. A theoretical background was formed

around the variables of the study consisting of the independent variable (human resources management) and the mediating variable (digital culture).) and the dependent variable (creative performance) and understanding the relationship between them, as the relationship between human resources management and creative performance was studied and tested through digital culture among a sample of Iraqi commercial bank employees. Accordingly, the study reached theoretical and applied results, as a result of which proposals are developed and presented to the management of the institution. In order to address the existing shortcomings, we mention them as follows:

5 RESULTS

- the digital economy is based on four pillars: innovation, education, infrastructure built on information and communications technology, and good governance;
- culture is a combination of accumulated experiences, norms, traditions, contextual information and expert insight;
- human resources management aims to create an interactive environment among the staff to collect, document, and transfer cumulative experiences gained from and during daily practice, traditions, customs, and digital practices;
- to build a human resources management system, the basic components and requirements must be present, including organizational and digital culture, organizational structures, and distinguished and creative administrative leaders;
- there are five basic processes of human resources management: selection and appointment, empowerment, training and development, compensation, and performance evaluation;
- creative performance is the set of ideas, abilities and characteristics of a person and their interaction with his internal and external environment, which enables him to create new ideas that are considered an added value to his organization;
- creative performance represents an important gateway to advancement and development in all aspects of humanity;
- there are three levels of creative performance: at the individual level, at the collective level and at the organizational level;
- there are five basic dimensions of creative performance: originality, fluency, flexibility, sensitivity to problems and the ability to reason and analyze;

- there is a group of motivations that underlie an individual's creative performance, including internal self-motivations and external environmental motivations;
- there are a group of factors that affect creative performance, such as individual characteristics, organizational climate characteristics, work group characteristics, leadership behavior patterns, digital practices and technology;
- creativity throughout history has relied on new knowledge. Creativity based on knowledge outweighs other innovations;
- human resources management is considered one of the most important pillars on which creativity in banks is based, whether at the individual or organizational level.

6 RECOMMENDATIONS AND PROPOSALS

Based on the conclusions reached by the current study, we can formulate a set of recommendations that can contribute to benefiting the banks studied.

- it is necessary for the management of the investigated banks to work to increase the levels of services they provide to their employees and support their endeavors, because individuals, according to the analysis, realize the extent of the management's involvement in embodying the characteristics of creativity in the banks, which indicates a positive point that requires the management of the banks to invest in the availability of these features within the work environment to influence the course of work in a way that Achieves maximum targeted goals;
- it is necessary for the researched banks to invest in the digital capabilities experienced by bank employees in a way that can create a more harmonious atmosphere to achieve self-confidence and trust in those in charge of banks, as the conclusions showed the availability of digital culture at a high rate among bank employees, which creates an opportunity to work on increasing efforts and programs. Purposeful, real investment of human potentials that are ready to develop and expand the field of banking work;
- the importance of the investigated banks taking advantage of the skills and digital technology that their employees possess, exploiting the new ideas they present, and providing them with greater opportunities to participate in developing solutions to problems, since, according to the conclusions, they have good talents and abilities that qualify them to be influential individuals in the field of banking work;

- it is necessary for the investigated banks to invest in the belief of their owners in the true characteristics of creative work and work to embody them more clearly on the ground and benefit from them by deepening the levels of belonging among the individuals working in the bank, increasing their moral and material advantages, and giving them the ability to express the ideas, solutions and projects that are on their minds that can be realized. It increases their levels of empowerment on the one hand, which helps the bank achieve the best levels of competition and outstanding creative performance;
- the importance of the investigated banks being aware that demonstrating distinct management of the human resource at work in order to increase the performance levels of their employees, that is, there must be a clear impact of ethical dealing and spreading the spirit of cooperation in the bank on increasing the rates of achievement and dedication to achieving the requirements for the advancement of the bank's reality;
- it is necessary for the investigated banks to invest what is available from their employees who are characterized by high self-esteem and high confidence and feel appropriately empowered in enhancing their creative performance aspects by providing opportunities to participate in the decision-making process related to work and developing plans and implementation methods that are appropriate for the programs to be implemented and that are consistent with Bank policies, as well as providing the opportunity to participate in seminars and dialogue meetings that increase intellectual and practical cohesion between employees, management, and the bank's goals;
- the importance of the investigated banks developing strengthening programs that allow their employees to possess digital and creative practices, and at the same time achieve a good ideal atmosphere that makes them keen to provide advice and make volunteer work efforts that enhance the bank's performance;
- it is necessary for the researched banks to enhance the achieved high levels of research variables, according to the previous analysis, by setting priorities for work, at the forefront of which is attention to the human resource as the basis for achieving success and providing them with the opportunity to achieve their ambitions on the scientific and practical levels, and providing them with the opportunity to gain experience in their field of work;
- the importance of banks establishing a research unit or division concerned with researching digital aspects and exploring the extent of their impact on the banks' work

processes, as such an exception is possible to establish real and realistic development and training programs for the success of the bank's work, in addition to its ability to draw strategic plans that include all aspects of the bank's work. Recruitment and more.

REFERENCES

- Aghazadeh, H.; Keimasi, M. & Alaei, A. (2013). Evaluation of Impact of Employees Empowerment Dimensions on Organizational Commitment. *Journal of Basic and Applied*, 3(5), 367- 372.
- Ahadi, S. & Suandi, T. (2014). Structural Empowerment and Organizational Commitment: The Mediating Role of Psychological Empowerment in Malaysian. 3(1), 44-65. <https://www.researchgate.net/publication/305729822>.
- Ahmad, Z. & Islam, T. (2014). The Role of OCB in the Relationship between POS and Psychological Empowerment and Departure Intentions: A Guide from the Malaysian Hotel Industry. In *Proceedings of the First Middle East Conference on Global Business, Economics, Finance and Banking (ME14 DUBAI Conference)* Dubai, 10-12 October 2014.
- Akbari, M.; Kashani, S.; Nikookar, H. & Ghaemi, J. (2014) "Servant leadership and organizational identity": The mediating role of job involvement. *International Journal of Organizational Leadership*, (3), 41-55.
- Aksel, I.; Serinkanb, C.; Kizelogluk, M. & Bilal, O. (2013). Assess teachers' perceptions of organizational citizenship Behavior and Psychological Empowerment: An Empirical Analysis in Turkey. *Procedia - Social and Behavioral Sciences*, (89), 69-73.
- Alajmi, S. A. (2017). Organizational Trust: A Gateway to Psychological Empowerment. *Journal of Management Research*, 9(1), 52- 69. 8.
- Allahyari, R.; Behzadshahbazi, M.; Seyed, M.; Al-Madadha, A. & Koufopoulos D. N. (2014). Linking an Integrated Approach of Empowerment to Employee Creativity. *European Scientific Journal*, 2, 141-146.
- Amabile, T. M. (1997). Motivating Creativity in Organizations. *The Regents of the University of California*, 40(1), 39-48.
- Armbruster, B. (1989). *Metacognition in Creativity*. Center for the Study of Reading, University of Illinois at Urbana-Champaign, Champaign.
- Armstrong, M. & Taylor, S. (2013). *Manual on the Practice of Human Resources Management*. British Library Cataloguing-in-Publication Data, Library of Congress.
- Audenaert, M. & Decramer, A. (2016). When empowering leadership fosters creative performance: The role of problem-solving demands and creative personality. *JOURNAL OF Administration and Management*, University of Connecticut, on 18 Dec, Downloaded from <http://www.cambridge.org/core>.

- Avelio, B. J.; Zhu, W.; Koh, W. & Bhatia, B. (2004). Transformational leadership and organizational commitment: mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior*, (25), 951–968.
- Avey, J.B., Luthans, F., Hannah, S. T., Sweetman, D. & Peterson, C. (2011). Impact of employees' character strengths of wisdom on stress and creative performance. *Human Resource Management Journal*, (10), 1-17.
- Avrama, E. & Priescu, I. (2012). Access to information and empowerment perspectives in health services. *Procedia Social and Behavioral Sciences*, (33), 949-953.
- Awan, K.; Qureshi, I. & Sadiya, A. (2012). Effective leadership in NGOs: Impact of Servant leadership Style on Employees' work Performance and mediation effect of work motivation. *International 168 Journal of Economics and Management Sciences*, 1(11), 43-56.
- Awang, H. & Ramly, I. (2008). Approach creative thinking skill through problem-based learning: pedagogy and practice in engineering classrooms. *World Academy of Science, Engineering and Technology International Journal of Educational and Pedagogical Sciences*, 2(4), 334-339.
- Bailyn, L. & Fletcher, J. K. (2003). *The Equity Imperative: Reaching Effectiveness through the Dual Agenda*. CGO Insights, Simmons Graduate School of Management. www.simmons.edu/som/cgo.
- Bambale, A. (2013). The Construct Validity of Servant Leadership in Nigerian Public Utility Organizations. *Bayero University Kano, Nigeria, International Journal of Global Business*, 6(2), 16-33. 21.
- Bambale, A. (2014). Relationship between Servant Leadership and Organizational Citizenship Behaviors: Review of Literature and Future Research Directions. *Bayero University, Kano, Nigeria, Journal of Marketing and Management*, 5(1), 1-16.
- Bambale, A.; Shamsudin, F. & Subramaniam, C. A. (2012). Servant Leadership as Employee-Organization Approach for Performance of Employee Citizenship Behaviors in the Nigeria's Electric Power Sector. *Journal of Marketing and Management*, 3(1), 1- 21.
- Barbara, V.; Stuart, A.; Douglas, D.; Bruce, W. (2014). Relationship between Servant Leadership and Organizational Citizenship Behaviors: Review of Literature and Future Research Directions. *Journal of Leadership Education*, 13(3), 70-82.
- Barbuto, J. E. & Hayden, R. W. (2011). Testing Relationships Between Servant Leadership Dimensions and Leader Member Exchange (LMX). *Journal of Leadership Education*, 10(2), 22-37.
- Baron, R. M. & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Barton, H. & Barton L. C. (2011). Trust and psychological empowerment in the Russian work context. *Human Resource Management Review*, (21), 201–208.

- Bashir, I.; Ismat, S. & Mahmood, B. (2012). Employee-Employer Relationship Empowerment and Interpersonal Trust in Private Educational Institutions and Its Impact on overall Profitability of an Organizations. *International Journal of Asian Social Science*, 2(3), 262-270.
- Bass, B. M. (1999). Ethics, personality, and transformational leadership. *Binghamton University, Leadership Quarterly*, 10(2), 181–217.
- Beardwell, J. & Claydon, T. (Eds.). (2007). *Human resource management: A contemporary approach*. Pearson Education.
- Boxall, P. & Purcell, J. (2003). *Strategy and Human Resource Management*. London: Palgrave Macmillan.
- Cohen, J. & Cohen, P. (1983). *Applied Multiple Regression/ Correlation Analysis for the Behavioral Sciences* (2nd ed.). New York: Lawrence Erlbaum Associates.
- Csikszentmihalyi, M. & Sawyer, K. (1995). *Shifting the Focus from Individual to Organizational Creativity*. Claremont, CA, USA: University of Chicago.
- Daft, R. L. (2003). *Organization Theory and Design*. Cincinnati, Ohio: Southwestern College Publishing.
- D'Annunzio-Green, N., Maxwell, G. A. & Watson, S. (2002). *Human resource management: international perspectives in hospitality and tourism*. Continuum.
- Dewberry, C. (2004). *Statistical Methods for Organizational Research: Theory and practice*. Taylor & Francis.
- Field, A. (2005). *Discovering statistics using SPSS* (2nd ed.). London: Sage.
- Gibson, J. L.; Ivancevich, J. M.; Donnelly, H. & Robert, K. (2012). *Organizations Behavior, Structure, Processes*.
- Guest, D. E. (1987). Human resource management and industrial relations [1]. *Journal of management Studies*, 24(5), 503-521.
- iEduNote. (2020). *Environmental Factors Affecting Entrepreneurship*.
- Kharazid, K. (2011). Survey of relationship between the psychological empowerment of employees with organizational learning. *Procedia - Social and Behavioral Sciences*, (30) 1549-1554.
- Legge, K. (1989). Human resource management: a critical analysis. In J. Storey (Ed.). *New Perspectives on Human Resource Management*. London: Routledge.
- Mathis, R. L. & Jackson, J. H. (2004). *Human resource management* (10th ed.). Singapore: Thomson Learning.
- Mcshane, S. L. & Von Glinow, M. (2010). *Organizational Behavior* (5th ed.). Irwin: McGraw-Hill.

- Nsiah, J. & Walker, K. (2013). *The Servant Leadership Role of Catholic High School Principals*. A C.I.P. record for this book is available from the Library of Congress.
- Nunnally, J. C. & Bernstein, I.H. (1994). *Psychometric theory*. New York: McGraw-Hill.
- Schermerhorn, J. R.; Hunt, J. G. & Richard, N. O. (2000). *Organizational Behavior* (7th ed.). United States.
- Sendjaya, S. (2015). *Personal and Organizational Excellence through Servant Leadership*. Department of Management Monash University Caulfield East VIC, Australia. Book.
- Spears, L. C. & Lawrence, M. (2002). *Servant-Leadership for the Twenty-First Century*. the print version of this book may not be available in this electronic edition, For more information about Wiley products, visit our web site at www.Wiley.co.
- Taylor, S., Shaw, S. & Atkinson, C. (2003). *Human resource management: managing people in smaller organisations*. University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship.
- Wooll, M. (2022). *What is human resources management?* Retrieved 2022, from <https://www.betterup.com/blog/human-resources-management>