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The Impact of Competency-Based Human Resources Management And The Resource-Based Approach on Creative Performance By Mediating The Knowledge Economy: An Analytical Research in The Central Bank of Iraq

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Abstract:

The research aims to clarify the effect of competency-based human resources management and the resource-based approach on creative performance through the mediating role of the knowledge economy. As a result of the pressures and challenges faced by the Central Bank, which requires efficient, distinguished and knowledgeable human resources, the researchers prompted the researchers to choose these variables through which to address some problems. Its importance is to help business organizations focus on intangible assets more than tangible assets. The research was launched from two main hypotheses to explore the relationships of influence by analyzing the answers of the research sample, which included (223) individuals working in the Central Bank of Iraq. Data and information were collected using a questionnaire, personal interviews, as well as field presence. The data were analyzed using the statistical program (SPSS_V.19) and a set of statistical methods such as factor analysis, the arithmetic mean, the standard deviation, the coefficient of variation, the correlation coefficient (person), and the multiple linear regression equation. The most prominent findings of the research are the contribution of human resources management based on competence and the resource-based approach to more interpretation of creative performance when there are intermediate dimensions such as innovation and the economic incentive system. The greater the independent variables when there is a knowledge economy, the higher the explanation ratio. It is clear that human resources in the Central Bank have the ability to continuously raise their creative performance as a result of competencies and the internal competitive advantage of human, financial and material resources.

Paper type: Research paper

Keywords: Competency-Based Human Resources Management , The Resource-Based Approach , Creative Performance, Knowledge Economy

1.Introduction:

The success of any organization is based on its possession of an internal competitive advantage, according to Robert Grand's point of view, because the external environment cannot be controlled and is characterized by continuous change and complexity. Thus, the issue of human competencies raises an intellectual debate, as well as the exclusivity of internal resources (tangible and intangible) that have added value to business activities, and it is possible to identify competitiveness, which researchers differ in determining which internal resources are the most competitive and the quality of competencies that are consistent with the nature of the business that ultimately leads to intangible assets based on rare competencies that cannot be imitated, which are those soft resources and are based on knowledge or information, that condition. The first to obtain a sustainable competitive advantage is in the heterogeneous nature of the internal environment in terms of the resources it possesses. This disparity is produced when some organizations create unique (permanent, specialized, and non-marketable) and superior resources (valuable, scarce, and difficult to imitate or replace). Competency-based human resource management and a resource-based approach decisively contribute to creating this disparity, as customer loyalty and employee special skills are crucial. The activities of the organization, its a particular activity, or reputation are examples of them.

1.1 Literature Review:

Several studies presented linkages between competency-based human resource management and the resource-based approach, Karami et al (2004) presented a study aimed at clarifying the relationship between strategic human resource management and the resource-based approach in the electronic manufacturing industry to increase the company's core competencies, especially human resources is one of the main elements of the success of the company's performance and that the participation of human resources in the development and implementation of business strategy leads to organizational effectiveness. While Zhuravlev et al (2018) suggested that the labor productivity of more educated workers is higher than that of less educated workers, the researchers relied on recent Russian and foreign studies and historical examples from the late nineteenth century by focusing on human capital and its competency in the knowledge economy. Pokrovskaja et al (2018) believed that the approaches to develop the professional diagnosis of the competencies of the engineer in the knowledge economy include issues of available knowledge to the employee, interests and motives for further training, and the diagnosis of employee competence based on the institutional audit of human capital. Osobajo and Bjeirmi (2021) presented a model in creating value and improving organizational performance that plays a role between tacit knowledge and competitive advantage by reconciling tacit knowledge and competitive advantage based on a resource-based point of view and finding a solution to the large gaps in human capabilities in the oil and gas industry due to the high rate of employee turnover. There is a shortage of skilled workers.

Also, there are some studies presented linkages between the knowledge economy and creative performance. Byron and Khazanchi (2012) presented a study aimed at explaining the role of rewards and their impact on creative performance, as many scholars and practitioners are interested in understanding how to motivate individuals to be more creative, and therefore rewards conditioned on creativity. They tend to increase and relate more positively to creative performance when individuals are given more positive, episodic, task-focused performance feedback and more options are provided. While Suwarsi and Helmi (2014) proposed that competency-based human resource management, knowledge management, organizational culture, and organizational performance have been well achieved, the implementation of competency-based human resource management and knowledge management had a small effect on performance, but it became significant when the organizational culture existed, and it was not the organizational performance of state-owned energy sector companies is optimal in all four aspects, i.e. financial, customer, internal business, innovation, and learning aspects.

Tür and Demir (2022) suggested that job opportunities and safety significantly affected individual creativity and it is important that employees serving customers are committed throughout the time is in their jobs and that their performance is creative.

The research problem is represented by the challenges and difficulties that face the Central Bank of Iraq. These is a result of its possession of efficient, valuable and indispensable human resources, and through the survey conducted by the two researchers for a sample of employees, there is inequity for some employees in performance evaluation, the abundance of red tape, and the obsolescence of some activities in which the bank operates, the lack of transparency in employment, and the lack of flexibility in completing the work due to the centralization of work and the adoption of a traditional job structure. Challenges to influence the effectiveness of the work of organizations. Therefore, senior management is required to provide all the elements, and competency -based human resource management is one of the strategies to ensure the appropriate recruitment and development of employees and often they are seen as major components of all organizations by linking competence closely to the success of the organization. Competency-based human resource management is one of the strategies to ensure appropriate recruitment and development of employees. it is often seen as a key component by closely linking competence to the success of the organization. The research problem is determined by the following question: What is the extent to which the Central Bank of Iraq adopts human resources management based on competence and a resource-based approach in its activities?

The objective of the research to highlight the role of efficient human resource management and its competitive advantage based on uniqueness in building a knowledge economy that relies on intellectual capital, and to clarify the role of motivation, capabilities, and the existence of opportunity in increasing employee creativity and presenting creative ideas and innovations in the field of business. Determining the necessary requirements in the application of the knowledge economy for the purpose of moving from the traditional economy to modern trends in knowledge.

2. Material and Methods:

The researchers adopted the descriptive analytical approach, which is one of the forms of scientific description, analysis and interpretation. Identify the content and content in the Central Bank of Iraq and identify the most important conclusions that help in understanding the reality.

2.1 Research sample:

The researchers targeted a sample of the Central Bank whose organizational structure consists of the governorate, (11) departments, (1) center, (2) offices and (4) departments, so an intentional sample was selected that included those who hold at least a diploma in the administrative, who work permanently in administrative positions related to the questionnaire and research requirements in order to facilitate their dealings With it and the exclusion of specializations that have no relationship with the research variables represented by other departments and departments, the fact that 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.

2.2 Research hypotheses:

Two main hypotheses were formulated to explain the relationship between the variables and indicate the possibility of an explanation for the research problem, namely:

- There is a significant effect of competency-based human resource management and resource-based approach on creative performance in the Central Bank
- The impact of competency-based human resource management and a resource-based approach on creative performance is increased by mediating the knowledge economy in the Central Bank

2.3 Competence-based human resource management:

Competency management in France emerged from a series of experiments in companies, as some large organizations began to adopt competency management in the second half of the eighties, and scholars mention that IBM France and Solac as two companies launched competency management in 1985 and 1986, respectively, until the beginning of the nineties (Muratbekova and Des, 2007)

Competency-based human resource management became popular in the 1990 because it provided employers with a new way of defining and evaluating hard-to-measure attributes or soft skills (Hijazeh, 2011). After discovering its effect on the productivity of individuals in the early 1990s, most businesses were affected after a while, and experts tried to transform human capital strategies into more stable competitive advantages. Hence, the benefits and results in business were related to it, and in this period Losey(1997) introduced his concept of competency after working for many years in human resource departments (Mansournia, 2018).

Competency-based human resources management, which is specially developed to employ applications and programs, is based on the competencies used to attract, recruit, and upgrade employees with skills and capabilities, and in a timely manner to help the organization gain a competitive advantage. His abilities, skills and behavior, which can be developed through appropriate training programs designed specifically for them, and evaluating the results to identify and fill the gaps in the competencies required for performance. (Saxena et al, 2022). The current role of human resource management processes is to recruit, evaluate, plan, develop employees, modify their competencies, and benefit from them in meeting the needs of the organization by integrating the competency management system with human resource management practices (Sienkiewicz et al, 2014). While traditional human resource management depends on analyzing tasks and job descriptions to determine the nature of recruitment, selection, training, performance evaluation, and development of employees. Therefore, competency-based human resources depend on identifying and developing employee competencies to enable them performing their jobs effectively. Studies provide many basic dimensions of management. Competency-based human resources, includes the study of (Gunawan et al , 2019), which focused on five dimensions that we see as the most applicable in the Iraqi environment as they reflect the reality of administrative work and have an important impact on achieving creative performance.

2.3.1 Recruitment based on competence:

Recruitment aids in selecting and appointing employees with the required skills and competencies that are essential to the organization's strategy. Organizations can define competency standards for their potential employees during the selection process, as the acquisition of employees with appropriate competencies leads to an increase in the breadth and depth of knowledge necessary for the success of the organization. In general, recruitment provides opportunities to modify and reassemble the knowledge of the current organization. In addition, it can create a stock of new organizational knowledge through comprehensive selection and recruitment procedures that are characterized by extensive research, careful examination, and rigorous interviews by identifying and selecting the most qualified with the required skills (Van et al ,2018).

Many agencies use competencies as a basis for recruitment and selection, as the American medical systems considered recruitment as a first step for implementation by developing an interview guide based on behavior and preparing interview guides based on competency models and dividing them into two categories: competencies that are relatively easy to develop such as knowledge and technical skills, and team building presentation skills, etc. and those that are relatively difficult to develop such as energy, perseverance, integrity, etc. More emphasis and higher weights were assigned to those competencies most critical to success in a position and difficult to train, and using competencies as a basis for talent acquisition provided flexibility (Gangani et al, 2006).

2.3.2 Competency-based training:

Organizations need to improve the level of competencies of their employees and upgrade them through training and development practices, and when they are equipped with appropriate and comprehensive programs, they are more able to acquire a wide range of competencies that broaden their horizons and help them integrate knowledge from sources diversified, and apply their acquired skills and knowledge more easily in their jobs (Kalkavan, 2003). It helps the development of employees to shape and direct their behaviors and attitudes in line with organizational goals, and promote the dissemination of knowledge and information sharing and meet organizational demands that support the strategies of the organization, internal training and competency development in the knowledge economy in particular specificity is necessary as a result of increasing the specificity of human capital (Van et al, 2018).

2.3.3 Competency-based compensation:

An effective reward system is another important way to attract, motivate, retain, and develop employee competencies. Competency-based compensation can help organizations determining compensation according to actual performance levels through the process of measuring the actual competencies demonstrated by individuals while performing their tasks. It also helps in designing a fair and equitable system through objective assessment of competencies that contribute to employee performance (Tripathi and Agrawal, 2014).

2.3.4 Competency-based performance evaluation:

Competencies must be included in the performance management system, and this achieves the alignment of individual goals with organizational goals (Gangani et al, 2006). Competencies contribute to a performance management system by identifying factors relevant to performance in the job and specific and measurable objectives are one type of metric. Today, performance is not only seen as "what" does an employee achieve?, but also seen as "how" is the job performed? Therefore, performance in many organizations is reviewed by "what" is achieved and "how" it is achieved. Limited information does not provide a fair view of performance., to be effective, it should focus on what the individual does (output), how he/she does it (behaviour/competence)?, and how do personal and organizational factors influence these things? (Kalkavan, 2003).

2.3.5 Competency-based career planning:

It is the process of identifying an individual's performance gap or job-related skills to bridge those gaps through effective training, identifies the individual's strengths and weaknesses to help better understand themselves, and describes what needs to be done to overcome the weaknesses and enhance the individual's strengths (Saxena et al, 2022). A competency-based career planning system is a continuous process of determining competency requirements for jobs, evaluating the competencies of candidates, evaluating job matches, and selecting qualified employees who are ready to move to jobs in the organization when they become vacant, as succession planning was previously a narrow program covering only a small percentage of senior executives and a few key positions (Kalkavan, 2003)

2.4 The resource-based approach:

The management literature refers to the resource approach- RBV- as one of the tools that assumes that success lies within the organization itself, or more precisely in its tangible and intangible value with completely imitable resources allowing it 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). While Kozlenkova et al (2014) indicated that some organizations may consistently outperform others as a result of adopting a resource-based approach for two reasons .

Firstly, those organizations have a different set of resources even if they work in the same industry, and the assumption refers to some organizations are more adept at accomplishing certain activities because they have unique resources. Second, these differences in resources may persist because they are more difficult to circulate across organizations allowing benefits to continue over time.

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).

2.4.1 Valuable:

A resource is considered valuable if it is able to take advantage of the environmental conditions in order to achieve benefits for the organization, in the same way a valuable resource is required to meet the threats arising from the environment of the organization including competitive actions, however even if the resources as valuable as possible, it does not lead to a competitive advantage if it can be accessed by any competing organization, and if each entity is able to obtain valuable resources, then the real benefit from keeping them diminishes (Bohnenkamp, 2013).

2.4.2 Cannot be imitated:

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 these 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). Inimitable resources are considered to be unobtainable by competing organizations, and therefore controlled by only one organization. Since imitation increases competition and reduces with it the individual performance of a particular organization, the possession of incomparable resources can be a source of sustainable performance and a sustainable advantage at the same time being dependent on unique historical circumstances, or because of causal ambiguity, or if they are socially complex (Bohnenkamp, 2013).

2.4.3 Rare resources:

They are the resources that are difficult to find among the current and potential competitors of the organization, and the resources must be scarce or unique to provide competitive advantages, as the resources that many organizations possess in the market cannot provide a competitive advantage, because they cannot implement a unique business strategy compared to other competitors (Madhani, 2010: 5). Rare refers to the situation where the resource is not available at the same time to a large number of organizations for example a network of ATMs may have great value to the bank but since it is not scarce it is unlikely to confer a strategic benefit (Wade, 2004). If the resources are valuable but not scarce, the exploitation of this resource in conceiving and implementing strategies will generate competitive parity, The exploitation of these resources in general will not create competitive advantages for an organization, but failure to exploit them can put the organization in an unfavorable competitive position. In this sense, resources can be considered valuable, but not infrequent, organizational strengths (Barney and Clark, 2007).

2.4.4 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 they are irreplaceable. In this case, competitors are still not able to obtain similar resources that achieve the same effect by creating alternative 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, and allows the organization to be superior even in the long run (Bohnenkamp, 2013).

2.5 Knowledge economy:

The concept of the knowledge economy refers to the idea of the growth and prosperity of the economy depending on the knowledge, experience and intelligence possessed by highly skilled human resources, which calls for the creation of joint links between educational and business organizations. This process is based on an infrastructure of information and communication technology that is compatible with the requirements of the knowledge economy (Al-Mousawi and Bakhit, 2019). Knowledge development and scientific creativity constitute the greatest weight in the growth of the knowledge economy and depend on the development of knowledge workers to be able to deal with modern and advanced technologies (Al-Shamat et al., 2012).

The knowledge economy has fueled innovation, research and rapid technological progress. The vast majority of workers in the knowledge economy have high skills in computer and creating business and financial models. Increasing attention is paid to data collection and analysis, as well as the development of algorithms and artificial intelligence. In today's economy, business capacity depends, To increasingly develop and maintain a competitive advantage in the market and its ability to quickly adapt to an ever-changing world by constantly innovating its processes and business systems (Trofimova, 2021)

2.5.1 Investing in human capital:

Organizations aim to invest in human capital by training on the main activities related to objectives as well as with competencies (institutional, administrative, technical and professional). Organizations build this training on cultural values and standards that promote and develop the knowledge economy. This developmental process becomes continuous and adaptable and an effective and economically feasible means to achieve strategic and operational goals and contribute to the formation of the knowledge economy. In addition, it provides an appropriate way to solve existing or future problems in any activity within the organization (Mamatelashvili and Pudovina, 2021) The production of new knowledge and its adaptation to a particular economic environment is generally, associated with a higher level of research and development that is the share of university research. Such education is necessary to monitor technological trends, evaluate what is appropriate for the organization or the economy, and absorb new technologies. A more educated society tends to be relatively more technologically advanced(Chen and Dahlman,2005).

2.5.2 Innovation:

Innovation is one of the most famous and vital drivers of the knowledge economy, and there is a need for organizations to include innovation in their business model and determine their direction, as many organizations have recognized success in open innovation. This is characterized by the use of purposeful flows and impulses in learning to accelerate internal progress and development of business sectors for the external use of development, and when adopting this method, the borders of the organization or the economy will be impenetrable, and this allows the organization's resources to be integrated with any other organization (Agyemang, 2018).

2.5.3 Economic Incentive System:

The economic incentives system describes the internal framework for the work of the organization and society by asking questions: does the system stimulate knowledge generation and sharing? Is the money enough for innovations? Are there legal rules for practicing economic activity? In order to answer these, the economic and institutional system must be a catalyst for the effective use and creation of knowledge. Therefore there must be solid and transparent macroeconomic and competitive and regulatory policies, inflation should be stable and low. the exchange rate stable and reflect the real value of the currency, and the financial system can allocate resources to sound investment opportunities and redistribute assets from losing organizations to promising ones, and it imposes the basic rules of trade and protects property rights, and if they are not adequately protected. researchers will have less incentive to create new technological knowledge and even in the case of Once established, the lack of protection of intellectual property rights will greatly impede the dissemination of this new knowledge (Chen and Dahlman, 2005).

2.5.4 Information and communication technology:

It is a combination of hardware, software, and communication networks that enable the capture, storage, processing, and transmission of electronic information. Information and communication technology facilitates the processing and dissemination of information, and works to sustain business activities and social and economic development (Amavilah et al ,2021). This new type of economy has been made possible by the explosion and exploitation of information and communication technology that started since the mid-1990s and drives two main dynamics: (1) improvement of functionality and marketing of products and services and (2) cost reduction. It means progress at the industry level leading to the emergence of products that did not exist just a few years ago. Hence, this it needs to adapt technological progress because the knowledge economy integrates between the public and private sectors (Choong and Leung, 2021).

2.6 Creative Performance:

The first appearance of creativity was in 1939 by the Schumpeter when he talked about the economic cycle, entrepreneurship, and creativity referred to creative skills in jobs that contribute to growth and development and addressing negatives (Tiruneh, 2014). Creative performance was linked to human resources as they carry knowledge and orientation towards learning and their tolerance for the risks that they may be exposed to. Therefore it is a distinct productive output that makes organizations superior to their counterparts and occupy a leadership position (Al-Hasnawi, 2019). Creative performance is a process, product, or person in which each of these components interacts with other elements. These elements correspond to different individual or group perspectives or organized according to an interactive perspective of creativity, or the process of generating appropriate new ideas and its ability to convert new ideas into products Successful processes from an innovation output perspective, focus on the structural and relational characteristics of creative teams that can improve innovation and increase performance (Dweik,2018). Contextual and social factors play a critical role in enhancing or inhibiting the creative performance of employees, including the organizational climate and the availability of social relationships and leadership, as they are particularly important signals for employees to use during their interpretation of organizational events, and to overcome the potential negative effects that employees' resistance to change may have on their creative performance. The factors are a team climate that supports openness, equality, and transcending the status, empowering leaders who encourage and motivate employees to be flexible and invest in their work, and helpful and supportive co-workers who provide social support and encouragement to be creative (Hon et al, 2014).

2.6.1 Fluency:

Fluency is the ability of the employee to present a large number of ideas and alternatives when responding to a specific stimulus, represented by 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. It is related to the continuous flow of ideas information and knowledge according to a new vision that helps employees to work according to methods that serve the organization fluently and openly thinking to others (Rietzschel et al, 2007).

2.6.2 Flexibility:

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 initiative in situations and not be satisfied with 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 2016). It also refers to the individual's ability to change his/her mental viewpoint or take a different position. It also means re-studying work in a manner different from traditional work, in addition to not sticking to specific ideas (Ali, 2021).

2.6.3 Originality:

It is the distinction between individuals in terms of thinking beyond the ordinary and experience and presenting non-repetitive solutions that characterize the individual, meaning the less common the idea, the greater its originality. The performance of the creative individual is authentic and different from others (Al-Tai, 2021).

2.6.4 Sensitivity to problems:

The sense of the problem is referred to as the ability to recognize weaknesses and gaps in exciting situations, and here the creative individual stands out, his potential and his contribution to continuous development and creativity in early detection of the problem and finding appropriate solutions in a short time before it escalates (Al-Tai, 2021). Sensitivity to problems identifies them from their various aspects, and the more the individual exerts himself in studying them, the greater the chance of reaching a solution, in other words, it is the ability that enables the person to transform problems into new ideas, as the creator has a sense of problems, consequently he/she can predict them and know their causes (Idris 2020).

3. Discussion of Results:

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

It is clear to us through Table 1 that there is a difference in the order of the four research variables in terms of importance. Hence, the researchers believe that there is a discrepancy in the answers of the research sample as a result of their awareness that we are heading for a high or low level in dimensions and variables and their level of importance differed. This does not mean that there are no concepts in within the corridors of the Central Bank. In terms of results, the creative performance variable primarily came in terms of interest, 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, work mastery and excellence in it, and the arithmetic mean reached to (3.54), which is higher than the hypothetical mean, and with a standard deviation of (0.76), which indicates a high consistency in the answers of the research sample. While at the level of dimensions, flexibility primarily came with a coefficient of difference of (22.13), an 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) and (22.60), respectively, and the arithmetic mean was (3.51) and (3.54), respectively which they are higher than the hypothetical mean, while the standard deviation was (0.79) and (0.80), respectively. They are a good dispersion in the answers of the research sample, and it came in the fourth and last rank after sensitivity to problems with a coefficient of difference (22.95), which indicates the importance of the dimension, while the

arithmetic mean reached to (3.53), which is higher than the hypothetical mean, and with a standard deviation of (0.81), which is a good consistency in the answers.

The resource-based approach variable came second in terms of interest, with a total coefficient of difference amounting to (22.10), which indicates that the Central Bank has human, financial, and material resources of value and rare that cannot be replaced and cannot be imitated. The arithmetic mean was (3.62), which is higher than the hypothetical mean, with a standard deviation of (0.80), which indicates a good consistency in the answers of the research sample. While at the level of dimensions, scarce resources came in the first place with a coefficient of difference of (21.85), an arithmetic mean of (3.57), and a standard deviation of (0.78). While in the degree of the second and third dimensions, resources that cannot be replaced and imitated, came with a coefficient of difference (24.10) and (24.13), respectively, and the arithmetic mean was (3.61) and (3.73), respectively, which they are higher than the hypothetical mean. While the standard deviation was (0.87) and (0.90) respectively, and they are a good dispersion in the answers of the research sample, and it came the fourth and last level after valuable resources with a coefficient of difference (24.86), which indicates the importance of the dimension, while the arithmetic mean reached to (3.58), which is higher than the hypothetical mean, and with a standard deviation of (0.89), which is good consistency in the research sample answers.

While the knowledge economy variable came in the third degree in terms of interest, with a total coefficient of difference amounting to (22.70), which indicates the Central Bank's tendency to build knowledge at the level of its employees and material resources, and invest in its knowledge cards in order to spread scientific knowledge among the financial community, and the arithmetic mean reached (3.70), which is higher than the hypothetical mean, and with a standard deviation of (0.84), which indicates a good harmony in the answers of the research sample, while at the level of dimensions, the economic incentives system came primarily with a coefficient of difference of (22.10), and an arithmetic mean of (3.53), a standard deviation of (0.78), while in the second and third degrees, investment in human capital and innovation came with a coefficient of difference (23.39) and (23.84), respectively, and an arithmetic mean of (3.72) and (3.65), respectively, which are higher than the hypothetical mean. While the standard deviation was (0.87) and (0.87) respectively, and they are a good dispersion in the answers of the research sample, and it came the fourth and last after information and communication technology, with a coefficient of difference (27.84), which indicates the importance of the dimension, while the arithmetic mean reached to 3.88, which is higher than the hypothetical mean, and with a standard deviation of (1.08), which is an acceptable harmony in the answers of the research sample.

While the human resources management variable based on competence came in the fourth level in terms of interest, with a total coefficient of difference amounting to (24.40), which indicates that the Central Bank possesses efficient human resources as a result of the specificity of the work that requires distinguished skills and people, and the bank management seeks to attract, develop and retain them, and the arithmetic mean reached to (3.32), which is higher than the hypothetical mean, with a standard deviation of (0.81), which indicates a good harmony in the answers of the research sample, while at the level of dimensions, career planning based on competence came primarily with a coefficient of difference of 26.02, and an arithmetic mean of (3.19), and a standard deviation of (0.83), while in the second and third degrees, the dimensions of competency-based compensation and competency-based employment came with a coefficient of difference (26.61) and (27.16), respectively, and an arithmetic mean of (3.27) and (3.35), respectively, which are higher than the mean. While the standard deviation was 0.87 and 0.91, respectively, and they are a good dispersion in the answers of the research sample, and ranked fourth after evaluating performance based on competency, with a coefficient of difference (28.22), which indicates the importance of the dimension, while the arithmetic mean reached to (3.26), which is higher than the hypothetical mean, with a standard deviation of

(0.92), which is a good harmony in the answers of the research sample, and came in the fifth rank after competency-based training with a coefficient of difference (29.01), which indicates the importance of the dimension. Whereas the arithmetic mean reached (3.55), which is higher than the hypothetical mean, standard deviation of (1.03), which is an acceptable consistency in the answers of the research sample.

Table 1:The analysis of the sample responses to the variables and dimensions of the research sample

| Dimension and variation | Mean | Std. Dev. | Cv. | N. |
|--|------|-----------|-------|----|
| Competence-based human resource management | | | | |
| Competency-based recruitment | 3.35 | 0.91 | 27.16 | 3 |
| Competency-based training | 3.55 | 1.03 | 29.01 | 5 |
| Competency-based compensation | 3.27 | 0.87 | 26.61 | 2 |
| Competency-based performance appraisal | 3.26 | 0.92 | 28.22 | 4 |
| Competency-based career planning | 3.19 | 0.83 | 26.02 | 1 |
| Competence-based human resource management | 3.32 | 0.81 | 24.40 | |
| 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 | |
| Knowledge economy | | | | |
| Investing in human capital | 3.72 | 0.87 | 23.39 | 2 |
| innovation | 3.65 | 0.87 | 23.84 | 3 |
| economic incentive system | 3.53 | 0.78 | 22.10 | 1 |
| Information and communication technology | 3.88 | 1.08 | 27.84 | 4 |
| Knowledge economy | 3.70 | 0.84 | 22.70 | |
| 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 | |

3.2 Testing and analyzing the impact of competency-based human resource management and the resource-based approach on creative performance and its dimensions

Through this paragraph, the researchers seek to test the third main hypothesis, which states (there is a significant effect of human resources management based on competency and the resource-based approach on creative performance in the Central Bank) as well as the sub-hypotheses, as it is clear from Table 2 that the calculated F- value amounted to 490.92, which is greater than the tabular F-value of (3.89), and this indicates that there is an effect of human resources management based on competency and the resource-based approach on creative performance, as the (sig) value was less than (0.05), which indicates there are significant differences, which indicates that there is an effect of the independent variables on the dependent variable and that the regression curve is good in describing the relationship between them, and it is possible to notice the constant value of a which amounted to 0.41, which indicates the presence of creative performance even if the value of the two independent variables is equal to zero, while the values of b1 and b2, were 0.15 and 0.72, respectively, as it indicates that an increase of one unit in the two independent variables will lead to an increase of the same amount in the creative performance. Which refers to the variation in creative performance is explained

by human resource management based on competency and the resource-based approach, and its amount (0.19) is explained by other factors that were not included in the research model. In light of these results, the third main hypothesis is accepted (there is a significant impact relationship of human resources management based on competence and the resource-based approach on creative performance in the Central Bank), as for the level of sub-hypotheses as follows:

3.2.1 It is clear from Table 2 that the two variables of human resource management based on competence and the resource-based approach had an Adjusted R^2 value of 0.74, which indicates the variance explained by these two variables for the dependent dimension of originality, and that the value of 0.26 is a variance explained by other factors were not included in the research model, and the constant value of a was 0.37, which indicates the presence of originality even if the value of the two independent variables was equal to zero, while the values of b_1 and b_2 were 0.16 and 0.71, respectively, which indicates an increase in unity. One of the two independent variables will lead to an increase of the same amount in originality, and the calculated F-value amounted to 316.75, which is greater than the tabular F-value, which is 3.89. As the value of sig. was less than 0.05, which indicates the existence of significant differences, which indicates the acceptance of the first sub-hypothesis, which states that there is a significant effect of human resources management based on competence and the resource-based approach in originality.

3.2.2 It is clear from Table 2 that the two variables of human resources management based on competence and the resource-based approach had the value of adjusted R^2 for them (0.73), which indicates the variance explained by these two variables for the dependent dimension of fluency, and that the amount of 0.27 is a variance explained by other factors were not included in the research form, and the constant value of a was 0.37, which indicates the presence of fluency even if the value of the two independent variables was equal to zero, while the values of b_1 and b_2 were 0.18 and 0.70, respectively, which indicates an increase in the unit. One of the two independent variables will lead to an increase of the same amount in fluency, and the calculated F-value amounted to 310.58, which is greater than the tabular F-value, which is 3.89. As the value of (sig.) was less than 0.05, which indicates the presence of significant differences, which indicates the acceptance of the second sub-hypothesis, which states that there is a significant effect of human resource management based on competency and the resource-based approach in fluency.

3.2.3 It is clear from Table 2 that the two variables of human resource management based on competence and the approach based on resources had the value of adjusted R^2 for them (0.75), which indicates the variance explained by these two variables for the dependent dimension of flexibility, and that the amount of (0.25) is a variance explained by other factors were not included in the research model, and the constant value of a was 0.41, which indicates the presence of flexibility even if the value of the two independent variables was equal to zero, while the values of b_1 and b_2 were 0.13 and 0.74, respectively, which indicates an increase in the unit. One of the two independent variables will lead to an increase of the same amount in flexibility, and the calculated F-value amounted to 347.93, which is greater than the tabular F-value, which is 3.89. As the value of (sig) was less than 0.05, which indicates the presence of significant differences, which indicates the acceptance of the third sub-hypothesis, which states that there is a significant effect of human resources management based on competence and the resource-based approach on flexibility.

3.2.4 It is clear from Table 2 that the two variables of human resources management based on competence and the resource-based approach had the value of Adjusted R^2 for them (0.67), which indicates the variance explained by these two variables for the dependent dimension of sensitivity to problems, and that the amount of 0.33 is an explained variance among other factors that were not included in the research model, and the fixed value of a was 0.47, which indicates the presence of sensitivity problems even if the value of the two independent variables was equal to zero, while the values of b_1 and b_2 were 0.14 and 0.71, respectively, which indicates an increase of one unit in the two independent variables will lead to an increase of the same amount

in the sensitivity to problems, and the calculated F-value amounted to 230.97, which is greater than the tabular F value (3.89). In the sensitivity to problems, as the value of (sig) was less than 0.05, which indicates the presence of significant differences, which indicates the acceptance of the fourth sub-hypothesis, which states that there is a significant effect of human resources management based on competence and the resource-based approach in sensitivity to problems.

Table 2: Analysis of the impact of competency-based human resource management and the resource-based approach on creative performance and its dimensions

| Independent Variable | a | b1 | b2 | Adjusted R^2 | F | Sig | Dependent Variable |
|--|------|------|------|----------------|--------|-------|-------------------------|
| Competency-based human resource management and a resource-based approach | 0.37 | 0.16 | 0.71 | 0.74 | 316.75 | 0.000 | originality |
| | 0.37 | 0.18 | 0.70 | 0.73 | 310.58 | 0.000 | fluency |
| | 0.41 | 0.13 | 0.74 | 0.75 | 347.93 | 0.000 | Flexibility |
| | 0.47 | 0.14 | 0.71 | 0.67 | 230.97 | 0.000 | sensitivity to problems |
| | 0.41 | 0.15 | 0.72 | 0.81 | 490.92 | 0.000 | creative performance |

3.3 Testing and analyzing the impact of competency-based human resource management and resource-based approach on creative performance mediated knowledge economy

This is the basic hypothesis in the research and seeks to test the relationship of the influence of the two independent variables, human resources management based on competence and the resource-based approach, on the dependent variable, creative performance, when the mediating variable is the knowledge economy, for the purpose of knowing the size of the effect in increasing or decreasing through the analysis and interpretation of the main hypothesis. :

As it is clear from Table 3 and Figure 1 the coefficients of the direct and indirect effect of the two variables of human resource management based on competence and the resource-based approach on creative performance through the mediating role of the knowledge economy, as it becomes clear that there is an indirect effect of human resource management based on competency and the approach based on resources in creative performance through the mediating role of each of the innovation and the economic incentive system, which the value of the impact of these dimensions (0.29) and (0.16), respectively, and is statistically significant at a significant level less than (0.05), except for the dimension of investment in capital human and information and communication technology do not have an indirect effect on the creative performance because of the level of significance, which amounted to 0.305 and 0.499 respectively, which is greater than (0.05), while there is a direct effect of two independent variables in the dependent variable with values of 0.09 and 0.28, respectively, at a significant level less than 0.05, while the value of the coefficient of determination R^2 (0.82), which indicates the variance explained by the management of human resources based on competency and the approach based on resources, while the remaining percentage (0.18) is from other factors were not included in the research model, which clearly shows us the role of the two independent variables through the mediating role of the knowledge economy in increasing the impact of creative performance, while the total effect size was (0.72), hence the mediation is partial because there is a direct effect of the two independent variables on creative performance and all these results are considered sufficient support in accepting the sixth main hypothesis, which is (the effect of human resources management based on competence and the resource-based approach on creative performance increases by mediating the knowledge economy in the Central Bank).

Table3:Results of the path analysis of competency-based human resource management and the resource-based approach to creative performance mediated by the knowledge economy

| Independent variable | Intermediate variable | Effect Type | Impact coefficient values | (sig) | Dependent Variable | R ² | |
|--|------------------------------------|--|---------------------------|-------|----------------------|----------------|-------|
| Competency-based human resource management and a resource-based approach | indirect | investing in human capital | 0.05 | 0.305 | Creative Performance | 0.82 | |
| | indirect | innovation | 0.29 | 0.000 | | | |
| | indirect | economic incentive system | 0.16 | 0.000 | | | |
| | indirect | information and communication technology | 0.02 | 0.499 | | | |
| | Direct first independent variable | | | 0.09 | | | 0.001 |
| | Direct second independent variable | | | 0.28 | | | 0.002 |
| | total effect | | | 0.72 | | | |

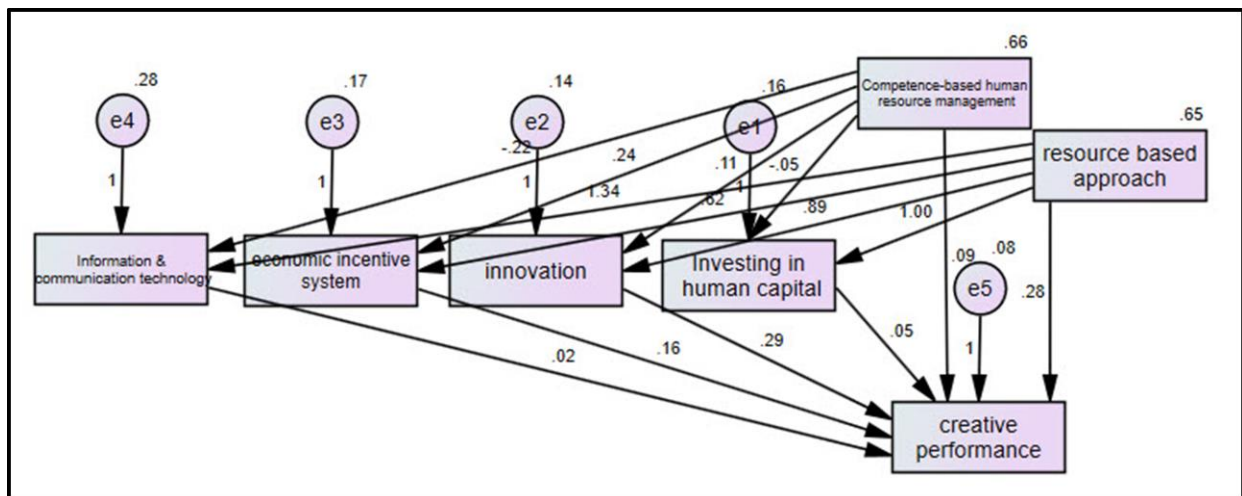


Figure 1: Path analysis of competency-based human resource management and the resource-based approach to creative performance mediated by the knowledge economy

4. Conclusions:

The researchers seek, through this paragraph to present the conclusions that resulted from the research, depending on the theoretical and practical side, in order to reach scientific facts that can be used at all levels, which include a set of propositions, ideas and philosophical opinions that clarify the variables of the research, as the Central Bank of Iraq has to manage resources humanity based on competence but not at the required level came as a result of the lack of employment in the recent period and the acceleration of economic and scientific events at the global level and work based on old competencies and the absence of new blood, and there is 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 resources which are characterized by value and cannot be compensated, because the specificity of the work requires distinguished skills and people that the bank management seeks to retain and develop. The existence of mediation in the case of simple linear regression, this indicates that the greater the independent variables when there is a knowledge economy, the higher the explanation ratio, and this indicates that the Central Bank has the ability to face all challenges and find solutions to problems and external variables as a

result of the ability of its human resources to continuously raise its creative performance as a result of competencies and internal competitive advantage of human, financial and material resources.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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تأثير إدارة الموارد البشرية المستندة على الكفاءة والنهج القائم على الموارد في الأداء الإبداعي: الدور الوسيط لاقتصاد المعرفة / بحث تحليلي في البنك المركزي العراقي

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هذا العمل مرخص تحت اتفاقية المشاع الإبداعي تُسبب المُصنّف - غير تجاري - الترخيص العمومي الدولي 4.0

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مستخلص البحث:

يهدف البحث الى توضيح تأثير إدارة الموارد البشرية المستندة على الكفاءة والنهج القائم على الموارد في الأداء الإبداعي من خلال الدور الوسيط لاقتصاد المعرفة، ونتيجة للضغوط والتحديات التي يواجهها البنك المركزي التي يحتاج فيها للموارد البشرية الكفوة والتميزة وذات معرفة دفعت الباحثان الى اختيار هذه المتغيرات التي من خلالها معالجة بعض المشاكل، وتتمثل أهميتها في مساعدة منظمات الاعمال بالتركيز على الموجودات غير ملموسة أكثر من الموجودات الملموسة، وانطلق البحث من فرضيتان رئيستان لاستكشاف علاقات التأثير عن طريق تحليل اجابات عينة البحث التي شملت (223) فرد من العاملين في البنك المركزي العراقي، وتم جمع البيانات والمعلومات باستخدام الاستبانة، والمقابلات الشخصية، فضلا عن التواجد الميداني، وتم تحليل البيانات باستخدام البرنامج الاحصائي (SPSS_V.19) ومجموعة من الاساليب الإحصائية كالتحليل العامل، والوسط الحسابي، والانحراف المعياري، ومعامل الاختلاف، ومعامل الارتباط (person)، ومعادلة الانحدار الخطي المتعدد، وبرز النتائج التي توصل اليها البحث مساهمة إدارة الموارد البشرية المستندة على الكفاءة والنهج القائم على الموارد في تفسير أكثر للأداء الإبداعي عند وجود ابعاد وسيطه كالابتكار ونظام الحوافز الاقتصادية، فكلما زادت المتغيرات المستقلة عند وجود للاقتصاد المعرفة ارتفعت نسبة التفسير، ويتضح بان الموارد البشرية في البنك المركزي لديها القدرة على رفع أدائها الإبداعي بشكل مستمر نتيجة للكفاءات والميزة التنافسي الداخلية للموارد البشرية والمالية والمادية.

نوع البحث: ورقة بحثية

المصطلحات الرئيسية للبحث: إدارة الموارد البشرية المستندة على الكفاءة، النهج القائم على الموارد، الأداء الإبداعي، الاقتصاد المعرفة.

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