THE IMPACT OF SUPPORTIVE MANAGEMENT ON THE EMPLOYMENT OF INTELLECTUAL CAPITAL- AN APPLIED STUDY IN A SAMPLE OF IRAQI BANKS

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Abstract

The current research aims to demonstrate the impact of supportive management with the following dimensions) Psychological and social support, safe and supportive work environment, effective communication, motivation and appreciation) The research was based on a main hypothesis (the existence of a significant impact of supportive management on the dimensions of intellectual capital for the sample banks). The research used the descriptive, historical, analytical, quantitative and statistical method and adopted the questionnaire as a tool to collect data and information from the sample of (40) who occupy the positions of (authorized manager, M. Commissioner Director, Department Director, Department Director, M. Department Director, Division Director, Division Officer, and Unit Officer) Relying on the statistical program (SPSS) to calculate (arithmetic mean, standard deviation, coefficient of variation, F test, coefficient of determination R2, , and T test) we can confirm that these results show a significant and positive correlation between supportive management and the dimensions of intellectual capital (human, structural, and relational), with high statistical significance.

The research was divided into four sections: - The first section: Methodology of the research, and the second research: The first section dealt with the research methodology, the second section dealt with the basic concepts of the research, and the third section dealt with analyzing the results of the research: Analyzing the results of the research and testing its hypotheses: The fourth section emphasizes the most important conclusions and recommendations reached by the research.

Keywords: Supportive management, intellectual capital.

Introduction

In the current era, organizations are facing increasing challenges as a result of rapid changes in the global business environment, which has overshadowed the importance of adopting management models that keep pace with these changes and enhance the organization's ability to survive and compete. In this context, the concept of "supportive management" has emerged

as one of the recent trends in management thought, which focuses on empowering people, stimulating creativity, and creating a work environment that promotes knowledge exchange and idea generation. It is based on the principle that human capital is the primary driver of value creation and sustainable growth within organizations.

On the other hand, "intellectual capital" has become one of the most influential intangible assets in building competitive advantage, as it represents the sum of the knowledge, skills, experiences, and organizational relationships that an organization possesses and contributes to achieving its strategic goals. Organizations' investment in intellectual capital is a critical factor in fostering innovation and achieving effective organizational performance, especially in dynamic and knowledge-based business environments.

Therefore, this study aims to analyze the role of supportive management in the development of intellectual capital within organizations, and to enhance the theoretical and applied understanding of the interactive relationship between the concepts of supportive management and intellectual capital.

Chapter 1: Research Methodology
Firstly:The Research Problem

In light of the rapid challenges faced by financial institutions, there is an urgent need to invest intellectual capital effectively to achieve competitive advantage. Supportive management is one of the essential factors in enhancing this investment by creating a stimulating environment and providing administrative, moral and material support to employees, which contributes to the utilization of knowledge, experience and skills within strategic frameworks that serve the bank's objectives. However, the reality indicates a clear disparity in the extent to which management adopts this type of practice. Accordingly, the research question is: Does supportive management effectively influence the utilization of intellectual capital in Iraqi banks? The following questions can be formulated

1-What is the extent of the impact of supportive management on the development of the dimensions of intellectual capital in Iraqi banks?

2-How does administrative support affect the enhancement of the knowledge structure within banking organizations?

Secondly: The Importance of the Research

The importance of this research is evident in highlighting the vital relationship between supportive management style and intellectual capital investment in Iraqi banks, as understanding this relationship enhances the ability of organizations to improve operational performance and innovation. The research also contributes to filling a knowledge gap on the role of managerial leadership in promoting a stimulating work environment that enables knowledge sharing and development among employees. In addition, the expected results will help decision makers and leaders to develop supportive policies based on scientific data, which will have a positive impact on the quality of banking services and the sustainability of competitiveness. The research also provides an academic reference that contributes to guiding future studies in the field of knowledge management and intellectual capital.

Third: Research Objectives

1 -Measuring the impact of supportive management on human capital in a sample of Iraqi banks.

2-Assessing the impact of administrative support on structural capital within banking organizations.

3 -Analyzing the role of supportive management in enhancing the dimensions of intellectual capital with customers and partners.

Fourth: Research Hypotheses Hypothesis Outline

1-   There is a statistically significant effect of supportive management on intellectual capital in the research sample banks

2-   2 -There is a significant and positive correlation between supportive management and the dimensions of intellectual capital in banks in the research sample
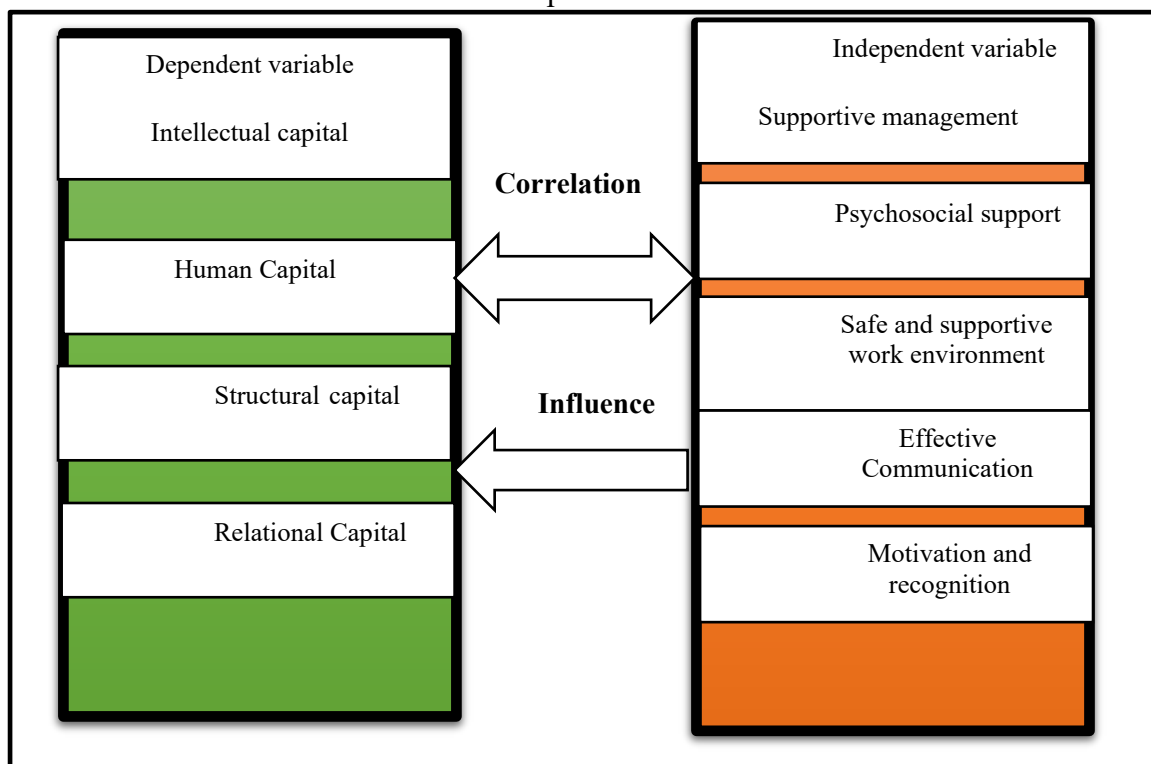

Figure 1: Hypothetical research outline

Fifth: Research Methodology

The research used the descriptive-analytical approach to explore the relationships between the study variables by analyzing the data derived from a questionnaire consisting of a five-point Likert scale.

Sixth: Research population and sample

The research community: Administrative leadership in Iraqi banks (Regional Commercial Bank, Bank of Baghdad, and the National Bank of Iraq).

Research sample: The researcher randomly selected the study sample, which represented administrative leaders at different levels (delegated manager, assistant delegated manager,

general manager, assistant general manager, department manager, assistant department manager, division official, division official, and assistant division official) The researcher distributed (45) questionnaires, where (40) were returned, and the number of invalid questionnaires was (5) questionnaires, while the number of questionnaires valid for analysis was (40) questionnaires .

Seventh: Research limits
 -Temporal boundary: 2024
  -Spatial Boundaries: Three major banks in Iraq (Regional Commercial Bank, Bank of Baghdad, National Bank of Iraq).
  -Human Boundaries: Administrative leaders at all levels (delegated manager, assistant delegated manager, general manager, assistant general manager, department manager, assistant department manager, division manager, division officer, assistant division officer).
 -Objective Boundaries: The research is limited to the variables of supportive management and intellectual capital without addressing other factors such as organizational culture or the external economic environment.

Chapter Two: Supportive Management and Intellectual Capital
First: Supportive management
1 -Origins
A. Path-goal theory
Supportive management is one of the four leadership styles identified by the path-goal theory developed by Robert House and Terence Mitchell in 1975. This theory focuses on how a leader's behavior is adapted to meet the needs of employees and motivate them to achieve their goals. In this context, supportive leadership behavior is defined as:
"a leadership style characterized by a friendly and cooperative leader who shows concern for the well-being and needs of his followers and treats them as equals." (House & Mitchell, 1975, p4) This behavior includes providing emotional support, listening to issues, and providing a comfortable work environment**.**

B. Expansion of the concept
 The concept of supportive management has evolved to include additional aspects:
Social and emotional support: Shin et al. (Shin et al., 2016, p. 1732) Supportive management focuses on meeting the needs and well-being of employees and creating a comfortable interactive climate within the organization.
Fostering trust and respect: Yu (Yu, 2017, p. 78) asserted that supportive leader behavior aims to satisfy needs, develop positive attitudes, and increase followers' self-confidence.
Providing a psychologically supportive work environment: Chih et al. (Chih et al., 2018, p. 743) explained that supportive leaders seek to create a friendly and psychologically supportive work environment for employees.

C. Social exchange theory

Supportive management is also based on the social exchange theory developed by Blau (Blau, 1964, p90) in 1964 which posits that relationships between leaders and employees are based on mutual support and trust, leading to enhanced commitment and performance.

2: Concept

Supportive management is a leadership style that focuses on meeting employees' psychological and social needs by providing emotional support, showing concern for their well-being, and providing a comfortable work environment that fosters trust and cooperation (Elsaied, 2019, p1250) "Supportive management is the leader's behaviors that provide emotional support to employees, including expressing concern for their needs and well-being." (Elsaied, 2019, p1250)

"Supportive leadership is defined as leader behavior that focuses on meeting the needs and preferences of subordinates, such as showing concern for their well-being and creating a friendly and psychologically supportive work environment." (Dayanti et al., 2022, p. 74)

3: Dimensions

Supportive management is a leadership style that focuses on meeting employees' psychosocial needs by providing emotional support, showing concern for their well-being, and providing a comfortable work environment that fosters trust and collaboration.

According to recent studies, the dimensions of supportive management can be defined as follows: Based on contemporary management literature (Rhoades & Eisenberger, 2002, p. 700-705) and other studies of organizational behavior, four main dimensions of supportive management can be identified:

A-Psychosocial support: This is concerned with management's interest in the psychological and social health of workers, and providing support to them in the face of practical and living pressures to include providing managerial understanding, humanitarian response to the needs of workers, and providing support at the necessary time.

B- Safe and supportive work environment: It means providing an organizational environment in which workers feel safe to express their views and take risks without fear of punishment or ridicule. This aspect encourages innovation and reduces resistance to change, as psychological safety is a critical element in effective teams. It increases trust within the organization and promotes self-initiative.

C-Effective communication: It indicates the existence of transparent and open communication channels between management and workers that allow the exchange of information and comments on a regular basis, and communication enhances effective communication by performing tasks better, reducing conflicts, improving the quality of organizational relationships, and contributing to the effective achievement of goals.

D. Motivation and Recognition: It is related to management's valuing the efforts and contributions of workers, whether through material or moral incentives, and encouraging superior performance and leads to enhanced job satisfaction and organizational achievement.

4: Characteristics

Supportive management is a leadership style that focuses on fostering cooperation and harmony within a team, creating a positive and constructive work environment. Here are some of the key characteristics of supportive management (Dayanti et al., 2022, p. 74):

A. Promote emotional and social connection within the team to ensure a harmonious work environment.

B. Motivating the group to be more motivated, dedicated, and happy, which reflects positively on overall performance.

C. Focusing on team building and resolving internal conflicts to promote interpersonal understanding.

D. Improving the well-being of employees by providing a more harmonious and supportive work environment.

Second: Intellectual Capital

1: Growing up //

Yeshir, p145) 2024 Nhon, Thong, & Trung)

The roots of the concept of intellectual capital date back to the 1960s, when intangible assets began to be considered in the valuation of companies, and with the development of the knowledge-based economy, this concept has become more important in recent decades.

A. Sixties: The idea of "human assets" began to be accounted for, recognizing the value of knowledge and skills as assets for companies.

b. 70s and 80s: Interest in intangible assets increased, emphasizing the importance of knowledge and relationships in value creation.

C. 1990s: This period witnessed a great development in the study of intellectual capital, with the publication of many studies and models that seek to measure and manage it.

d. The 21st century: Intellectual capital has become an essential part of corporate strategies, especially in the digital economy and the move towards creativity and knowledge

2: Concept // The concept of intellectual capital is based on coherent theoretical frameworks that integrate cognitive economics and resource theory, and is considered one of the key strategic components in the modern economy, due to its role in sustainable value creation.

(Martín-de Castro, Díez-Vial, & Delgado-Verde, 2019, p. 558) refers to intellectual capital as "a bundle of intangible assets that includes knowledge, experience, skills, and relationships that contribute to achieving a sustainable competitive advantage for an organization".

(Beattie & Smith, 2013, p. 243) defines it as "organizational knowledge and capabilities that are used to create value and achieve superior performance".

3: Dimensions//

Intellectual capital refers to a set of intangible assets that contribute to value creation within organizations, and it has received great attention in contemporary studies, which mostly categorized it into three main dimensions that are interrelated and interdependent, namely: Human, structural, and relational capital. (Al-Husseini, 2023, p. 2)

1- Human Capital

Human capital is one of the main pillars of intellectual capital, and is embodied in the knowledge, skills, abilities, experiences, and competencies possessed by workers within the organization, which enable them to perform their tasks effectively and participate in achieving the goals of the organization. Bontis (1998) study confirmed that human capital is the first source of creativity and continuous development within organizations, and represents "the part that the organization cannot possess, but only benefit from it during the association of individuals with it (Bontis, 1998, p. 63).

2. Structural capital (Al Zeer et al., 2024, p. 586)

Structural capital refers to the systems, laws, software, processes, and patents owned by an organization that allow it to transform individual knowledge into replicable and scalable organizational assets. It also includes the organizational culture and management measures that support the work environment.

According to (Edvinsson & Malone, 1997, p. 11), structural capital is "everything that remains in the organization after workers leave at the end of the day", explaining its importance in stabilizing and communicating knowledge within the organization even if individuals change.

3- Relational Capital

Relational capital is related to the relationships that connect the organization to its external environment: customers, suppliers, strategic partners, and even society. This aspect includes customer loyalty, customer satisfaction, organizational reputation, and collaborative relationships that promote business sustainability and growth. (Bananuka et al., 2023p 3)

Relational capital is what enables an organization to leverage its network of external relationships to achieve competitive advantage, as it is a subtle dimension that reflects the impression and image that an organization builds over time

Chapter Third: Practical Aspect
Practical Aspect
First: Presenting the Demographic Characteristics of the Research Sample
The characteristics of the sample on which the study was conducted are reviewed, and then the field data is presented by reviewing the descriptive tables of the variables used in the questionnaire.

Table 1: Personal Data of the Research Community

Percentage (%)	Number of Individuals	Frequency	Variables
70%	28	Male	Gender
30%	12	Female	
35%	14	Under 30	Age
27.5%	11	30–40	
22.5%	9	41–50	
15%	6	Over 50	
45%	18	Administrative	Nature of Work
25%	10	Technical	
17.5%	7	Customer Service	
12.5%	5	Other	
47.5%	19	Less than 5 years	Years of Experience
32.5%	13	5–10 years	
20%	8	More than 10 years	

Source: Prepared by the researchers based on the SPSS.V.26 program.

The results of analyzing the demographic data, according to Table 1, indicate that males constitute the majority of the workforce (70%), reflecting the male nature prevailing in the Iraqi banking sector, while females represent (30%) of the sample, which provides a relative balance in representation between the two genders. In terms of age groups, the most present segment is "less than 30 years old" (35%), which indicates a high number of young workers. This is followed by the 30-40 years age group (27.5%), 41-50 years (22.5%), and finally the "more than 50 years" group (15%), which reflects generational diversity in the work environment. As for the nature of jobs, administrative jobs represent the largest percentage (45%), which may reflect an organizational structure that focuses on management or easy access to it. This is followed by technical (25%), customer service (17.5%), and "other" (12.5%), indicating an occupational diversity within banks. As for years of experience, the "less than 5 years" category represents (47.5%) of the sample, indicating a high percentage of employees who are new to the job. This is followed by the 5-10 years category (32.5%), and finally the "more than 10 years" category (20%), reflecting a dynamic work environment that combines young talents and long experience but in a smaller percentage.

Second: Description and characterization of the research variables:
This research aims to study the impact of supportive management on the utilization of intellectual capital, through applied research in a sample of Iraqi banks, namely: Regional Commercial Bank, Baghdad Bank, and National Iraqi Bank. Based on the responses of the sampling unit of the research community, the arithmetic mean and standard deviation will be used to analyze the data extracted from the questionnaire because the research relies on the five-point Likert scale in evaluating the responses of the sample members, the level of each variable will be within the range of (1-5) according to three evaluation levels, as shown in Table 2, which adopts the hypothetical mean of (3) as a reference point for evaluation.

Table 2 Weighted averages of the research sample's responses

Weighted Average	Assessment Level
From 1 to 2.33	Low
From 2.34 - Less than 3.67	Medium
From 3.67 to 5	High

The results of the study population's answers to the variables addressed in the questionnaire, based on the analysis of those answers related to the variables, were as follows:
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1Describing and diagnosing supportive management

This variable was measured through four dimensions, and the total arithmetic mean of the axis reached (3.60), which is higher than the hypothetical mean (3), indicating that employees in the study sample recognize that the work environment is characterized by a relatively high level of administrative support. The total standard deviation was (0.81), which indicates a moderate variation in the opinions of the sample members.

A. Psychosocial support//

Table 3 Analysis of the arithmetic mean, standard deviation, and relative importance of the psychosocial support dimension

Paragraph Number	Paragraph Content	Arithmetic Mean	Relative Importance	Relative Importance (%)
1	Management understands the employees' subjective situations.	3.60	0.78	72.0%
2	Provides employee support during stressful situations.	3.80	0.70	76.0%
3	The administration encourages work-life balance	3.55	0.82	71.0%
4	Management provides space for expressing ideas	3.40	0.90	68.0%
	Average distance	3.59	0.80	%71.8

Source: Prepared by the researchers based on the SPSS.V.26 program

The results in Table 3 for the psychosocial support dimension indicate that the bank provides good psychosocial support to employees, with an arithmetic mean of 3.59, which is higher than the hypothetical mean of 3, with a standard deviation of 0.80, reflecting a moderate to high degree of satisfaction among employees. This is a positive indicator indicating an understanding of the need for support during periods of stress or pressure. The lowest item was "Management provides space for expressing ideas" with an average of 3.40, which indicates that there is space that can be enhanced in the aspect of enabling workers to express their opinions more freely and in general, this dimension reflects an administrative awareness of the importance of the human aspect, with the need to enhance openness in personal communication and ideas.

B. Safe and supportive work environment

Table 4 Analysis of the arithmetic mean, standard deviation and relative importance of the safe and supportive work environment

The phrase	Mean	Standard Deviation	Relative Importance
I can express my point of view to managers without worry.	3.50	0.85	**70.0%**
Freedom of expression when presenting new ideas, even if they are not complete	3.65	0.77	**73.0%**
A spirit of mutual appreciation prevails in the work environment.	3.60	0.80	**72.0%**
Mistakes are treated as learning opportunities.	3.45	0.88	**69.0%**
There is no discrimination in the work environment	3.30	0.95	**66.0%**
Average distance	3.50	0.85	**70.0%**

Source: Prepared by the researchers based on the SPSS.V.26 program

Table 4 shows that the work environment is considered acceptable in terms of security and support, with a mean of 3.50 with a standard deviation of 0.85, indicating relative variability in the opinions of employees. The highest rating was "Freedom of expression when presenting new ideas even if they are not perfect" with a mean of 3.65, indicating a relative encouragement of innovation and initiative. The lowest was "No discrimination in the workplace" with an average of 3.30, indicating some challenges in organizational justice that may need to be addressed. Although the overall results are positive, enhancing transparency and fairness in the work environment will contribute to improving overall performance and sense of belonging.

C. Effective Communication

Table 5 Analyzing the arithmetic mean, standard deviation, and relative importance of the effective communication analysis dimension

The phrase	Mean	Standard Deviation	Relative Importance
Senior management clarifies the goals and directions of work periodically	3.70	0.76	**74.0%**
Management listens to employee feedback and suggestions	3.55	0.82	**71.0%**
Everything concerning work is communicated clearly and in a timely manner	3.60	0.79	**72.0%**
Management encourages open discussion between employees and managers	3.40	0.85	**68.0%**
Medium distance	3.56	0.81	**71.3%**

Source: Prepared by the researchers based on the SPSS.V.26 program

Table (5) shows that communication within the organization is acceptable and tends to be positive, with an arithmetic mean of 3.56 with a standard deviation of 0.81. The highest item was "Top management clarifies work goals and directions periodically" with an average of

3.70, indicating that the organizational vision is clearly communicated to employees. The lowest item was "Management encourages open discussion between employees and managers" with an average of 3.40, reflecting some reticence in the freedom of discussion and interactive interaction between different levels of management. In general, effective communication is achieved to a satisfactory degree, but it needs development in the field of promoting open dialogue and listening culture

D. Motivation and Recognition

Table 6 Analysis of the arithmetic mean, standard deviation, and relative importance of the motivation and recognition dimension

The phrase	Mean	Standard Deviation	Relative Importance
The administration acknowledges employees' achievements, explicitly or personally.	3.80	0.74	**76.0%**
Senior management provides reward incentives for excellence and creativity in work.	3.75	0.78	**75.0%**
Senior management provides opportunities for promotion based on performance	3.60	0.82	**72.0%**
Motivation in the work environment drives me to do my best	3.85	0.70	**77.0%**
Average distance	3.75	0.76	**75.0%**

Source: Prepared by the researchers based on the SPSS.V.26 program

Table (6) shows that this dimension is the strongest among the studied dimensions, with an arithmetic mean of 3.75 with a standard deviation of 0.76, indicating a relatively high satisfaction among workers towards incentive and recognition policies. The highest paragraph was "Motivation in the work environment pushes me to do my best" with a mean of 3.85, indicating a strong correlation between incentives and job performance.

The lowest was "Management provides opportunities for promotion based on performance" with a mean of 3.60, which is still in the positive range, but illustrates the need to expand career growth opportunities and clarify promotion paths based on merit. These results indicate that the work environment clearly motivates employees and enhances their motivation, with room for improvement in fairness in future opportunities.

2- Describing and characterizing the intellectual capital variable

This variable was measured through three dimensions, and the total arithmetic mean of the axis reached (3.69), which is higher than the hypothetical mean (3), indicating that employees in the study sample recognize the importance of this variable, while the total standard deviation reached (0.75), which indicates a moderate variation in the opinions of the sample members.

A- Human Capital:

Table 7: Analysis of the Mean, Standard Deviation, and Relative Importance of the Human Capital Dimension

The phrase	Mean	Standard Deviation	Relative Importance
The bank's employees have the necessary knowledge to perform their work effectively	3.75	0.70	**75.0%**
The team has high professional experience	3.80	0.68	**76.0%**
The bank is interested in developing the capabilities of its employees	3.65	0.75	**73.0%**
The efficiency of the employees helps to enhance institutional performance	3.85	0.66	**77.0%**
The bank provides opportunities for education and professional training	3.60	0.80	**72.0%**
Average distance.	3.73	0.72	**74.6%**

Source: Prepared by the researchers based on the SPSS.V.26 program

It is clear from the results of Table 7 that the human capital dimension enjoys a high level of positive evaluation, with an arithmetic mean of 3.78 with a standard deviation of 0.73, indicating a clear satisfaction among employees about the efficiency of the human resource in the bank. The highest item in this dimension is: "The competence of employees helps enhance the bank's organizational performance" with an average of 3.90, reflecting a strong perception of the importance of human competence in improving overall performance, while the lowest rated paragraph was: "The bank provides opportunities for continuing education and professional training" with an average of 3.65, a positive rating but reflecting the need for more investment in sustained professional development of employees. These results indicate that the bank has a strong base of qualified human resources and pays attention to skills development, but there is room for improvement in continuous training and professional education programs to enhance the institution's competitiveness in the long term.

B. Structural Capital

Table 8: Analysis of the Mean, Standard Deviation, and Relative Importance of the Structural Capital Dimension

The phrase	Mean	Standard Deviation	Relative Importance
The internal system enhances cognitive participation.	3.50	0.82	**70.0%**
The bank relies on electronic systems to facilitate work.	3.70	0.78	**74.0%**
The bank has accurate databases.	3.60	0.80	**72.0%**
The technical infrastructure helps improve institutional effectiveness.	3.65	0.76	**73.0%**
There are clear policies to facilitate the completion of tasks.	3.55	0.84	**71.0%**
Average dimension	3.60	0.80	**72.0%**

Source: Prepared by the researchers based on the SPSS.V.26 program

Table (8) shows that this dimension achieved an arithmetic mean of 3.66 with a standard deviation of 0.76, indicating a good level of employee satisfaction towards the organizational and technical structure of the bank: "The bank relies on electronic systems that contribute to facilitating work" with an average of 3.80, reflecting the effectiveness of the technical environment in supporting internal processes. The lowest rated paragraph was: "The bank's internal system promotes knowledge sharing internally" with an average of 3.50, indicating a potential challenge in the area of knowledge flow and organizational sharing between departments or individuals. These results reflect that the bank's organizational and technical structure supports managerial and operational efficiency, but there is an opportunity to strengthen internal knowledge sharing systems by incentivizing professional collaboration and activating sharing platforms.

C. Relational capital

Table 9: Analysis of the mean, standard deviation, and relative importance of the relational capital dimension

The phrase	Mean	Standard Deviation	Relative Importance
The bank has close relationships with customers	3.80	0.70	**76.0%**
The bank maintains successful partnerships	3.70	0.74	**74.0%**
External relations contribute to improving reputation and market share	3.75	0.72	**75.0%**
The bank benefits from feedback	3.60	0.78	**72.0%**
The bank's relationships are built on trust and cooperation	3.85	0.68	**77.0%**
Average distance	3.74	0.72	**74.8%**

Source: Prepared by the researchers based on the SPSS.V.26 program

Table (9) shows that this dimension is also one of the positive aspects of the studied banking environment, with an arithmetic mean of 3.74 with a standard deviation of 0.71, indicating the strength of the bank's institutional relationships with stakeholders. The highest item was: "The bank bases its external relationships on trust and lasting cooperation" with a mean of 3.85, indicating a high level of commitment to long-term relationships based on trust. The lowest was: "The bank utilizes feedback from customers and stakeholders" with an average of 3.60, highlighting an opportunity to improve mechanisms to respond more effectively to the needs of customers and beneficiaries. These results indicate that the bank has a good reputation and well-established relationships externally, supporting its competitive position in the market, but there is room to enhance listening to the voice of the customer and analyzing their feedback in order to develop services and expand the loyalty base.

Thirdly: Testing the Correlation Hypothesis

First main hypothesis: There is a significant correlation between supportive management and the dimensions of intellectual capital (human capital, structural capital and relational capital) in the research sample banks(.

Table (10): Results of Correlation Relationships between Supportive Management and Banking Performance

Relational Capital	structural Capital	Human Capital	Digital Financial Services	Relationship	Independent Variable
0.490	0.400	0.410	0.390	Correlation	
0.00	0.00	0.00	0.00	Significance	Supporting Management

Source: Prepared by the researchers based on the SPSS.V.26 program

The results of Table (5) indicate a significant and positive correlation between supportive management and the dimensions of intellectual capital in the banks under investigation. The study showed that the components of intellectual capital, namely human capital, structural capital, and relational capital, are all positively correlated with supportive management. The correlation coefficient between supportive management and human capital was 0.410, indicating that management support enhances the development of skills and knowledge among bank employees. Structural capital also showed a correlation of 0.400, reflecting the importance of organizational structures, systems, and internal procedures in improving the effectiveness of administrative work. Furthermore, relational capital recorded a positive correlation of 0.490, which points to the role of management in strengthening the bank's relationships with customers, partners, and external stakeholders. When looking at the relationship between supportive management as a whole variable and intellectual capital as a unified component, it was found that the correlation coefficient was 0.467, a value that reflects a moderate to strong correlation, and indicates that providing a supportive management environment actively contributes to the development of the banks' intellectual capital. All of these relationships were statistically highly significant (p-value = 0.00), which confirms that the results are reliable and reflect a reality in the study sample, and are not due to chance. Based on this, the null hypothesis is rejected, and the alternative hypothesis is accepted, which supports the conclusion that improving supportive management contributes to stimulating and developing intellectual capital within banks, which is reflected in their efficiency and competitive advantage. Fourth: Testing the Hypothesis of Influence // This hypothesis was tested in the research related to measuring the effect of the independent variable on the dependent variable using a simple linear regression model. For this purpose, a main hypothesis was formulated to analyze the relationship of influence between the independent variable and the dependent variable, which is as follows: The second main hypothesis: There is a significant effect of supportive management on the dimensions of intellectual capital, which are (human capital, structural capital, relational capital) in the banks in the research sample.

Table 11: Results of the Multiple Linear Regression Model Estimating the Relationship between Supportive Management and Dimensions of Intellectual Capital.

Statistical Significance	Calculated t	B (Regression Coefficient))	Sub-dimension	Statistical Significance	Calculated F	R² Coefficient of Determination	Independent Variable
0.049	2.010	0.042	**Human Capital**	0.00	14.870	0.435	**supportive Management**
0.024	2.354	0.067	**Structural Capital**				
0.003	3.250	0.250	**Relational Capital**				

Source: Prepared by the researcher based on the analysis results; the value (0.049) is significant at the 0.05 level. The tabular value (F) is (2.87) and (t) is (2.03) at degrees of freedom (DF) 36.

Table (6) shows the results of the multiple linear regression model that examined the impact of supportive management on the dimensions of intellectual capital (human, structural, relational) in banks. The results show that the model explains approximately 43.5% of the variance in the dimensions of intellectual capital (coefficient of determination $R^2 = 0.435$), indicating the strength of the combined impact of supportive management on these dimensions. The calculated F value for the model was 14.870 with statistical significance at the 0.00 level, which indicates that the model as a whole is statistically significant and explains the relationship between supportive management and intellectual capital well. Regarding the impact of each dimension separately, it appears that relational capital has the greatest impact with a regression coefficient of B = 0.250, a t-value of 3.250, and strong statistical significance (0.003), highlighting the importance of enhancing the bank's external relations through supportive management in enhancing intellectual capital. Structural capital came in second with a significant positive impact (B = 0.067, t = 2.354, significance 0.024), indicating the role of organizational structures and systems in improving intellectual capital. Finally, human capital also had a significant positive impact (B = 0.042, t = 2.010, significance 0.049), which clarifies that supportive management contributes to the development of employees' skills and knowledge. Therefore, these results confirm the validity of the hypothesis which states that there is a significant impact of supportive management on the dimensions of intellectual capital, which are (human capital, structural capital, relational capital) in the sample banks.

Chapter Four: Conclusions and Recommendations
Firstly: Conclusions:
1. Supportive management is characterized by a moderate to high degree of psychological and social support, with a need to promote freedom of expression of ideas.
2. The work environment enjoys relative safety and support, with some challenges related to the absence of absolute discrimination in the workplace.
3. Motivation and appreciation are the strongest dimension within supportive management, as it encourages high performance, with the need to expand promotion opportunities.
4. Regression results indicate a significant and effective impact of supportive management on the development of intellectual capital in banks.

5. Effective communication within banks is good but needs to enhance a culture of open dialogue between employees and management.

6. There is a significant and positive correlation between supportive management and the dimensions of intellectual capital (human, structural, relational), with high statistical significance.

7. Intellectual capital appears at positive levels, as employees possess good knowledge and experience, and there is a moderate structural and technical support, and strong relationships with customers and partners.

Secondly: Recommendations

1. It is necessary to direct attention towards enhancing structural capital through improving knowledge management systems and encouraging the exchange of information between departments regularly and effectively.

2. It is important to review the incentive and appreciation system so that it includes clear promotion opportunities based on performance and competence, in addition to providing regular encouragement rewards.

3. Banks' external relations should be strengthened by improving the quality of customer service and paying attention to their opinions and feedback to ensure their satisfaction and build long-term relationships.

4. Institutions must promote a culture of justice and transparency in the work environment to ensure employee satisfaction and enhance their loyalty to the institution.

5. It is preferable to develop internal communication mechanisms to encourage open dialogue and exchange of ideas between all organizational levels, which enhances the spirit of cooperation and innovation.

6. It is recommended to integrate employee support policies with intellectual capital development plans to achieve the best results in institutional performance and sustainable growth.

7. It is recommended to increase the management's efforts to promote a supportive work environment by providing training programs aimed at improving employees' communication skills and psychological support.

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