The Role of the Intellectual Capital in Raising the Performance of Employees in the Commercial Banks in Saudi Arabia (Case Study in Northern Border Region)

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ABSTRACT---- ***This research aims to measure the extent of the impact of the policy of the commercial banks by the intellectual capital with its three components: the human, structural, and relational based on different authors' perspectives, and the results of many researches and studies in this area. The research adopted the questionnaire as a study tool to collect data from the study sample consisting of a group of employees in the commercial banks at Northern Border district. The study findings showed that there is a positive relationship of both: the bank's policy and performance, which are affected by the intellectual capital in a relatively moderate way. The research recommends indeed raising the technical level of employees, improving systems and procedures, supporting innovation, developing the leadership personality of banks' employees, following the policy of attracting customers, and finally increasing the stocks and shares of banks in the financial market.***

Keywords---- Human capital, Intellectual capital, Performance, Relational capital, Structural capita

1. INTRODUCTION

The importance of the knowledge-based economy has recently increased in parallel with the rise of the economic importance of the intangible capital for its prominent role in enhancing the performance of organizations. The developed notions started to spread among innovators, thinkers, to develop specifications and definitions related to intangible assets, into different formats; such as decisions, working plans, dialogues, brainstorming, potential and capabilities determining the knowledge types, forms of skills, and the type of experience gained. Therefore, some thinkers and researchers considered them an important parts of (thought), that varies between the managerial, political, economic, social, and environmental aspects; and their research tried to explain thinking within a measurable economic value through practice and impact and definitions considered (thought) as a capital that operates a range of dimensions that support the work and performance of organizations internally, and their methods of external communication. Many researchers tried to give it a general and a specific perception agreeing to call it "the intellectual capital" (McGrattan and Prescott, 2007). Afterwards, some researchers tried to explain its dimensions through linking the structural component with the operational; others tended to link the structural component through practical relations with the operational. (Hirschey and Weygandt, 1985) stated that intellectual capital is associated with the performance of the market and it focuses on certain types of intangible assets associated with the need for a technical support of advertising, research, and development. Studies rolled between (Chauvin and Hirschey, 1993), (Sougiannis, 1994), (Lev and Sougiannis, 1996), and (Eberhart, Maxwell and Sidique, 2004) stating the relation of the intangible capital with the operational performance is examined based on the knowledge, and experience of humans who occupy the operational dimension in the human capital, which was stressed by (Hansson, 2004) and (Pantzalis and Park, 2009) and was considered part of the regulatory capital by (Lev, Radhakrishnan and Zhang, 2009).

1.1 Intellectual Capital definition

The Intellectual capital is known as a term in various research to identify the intangible assets (Stewart, 1991). Yet, there is no acceptable unified term for the intellectual capital. However, it was agreed that its most important components include the human capital, the structural capital and the relational capital (Martín-de-Castro, Delgado-Verde, López-Sáez, and Navas-López, 2011). The intellectual capital can be figured out through two categories of assets: the human capital, and the structural capital, which means the totality of the customers' capital and the regulatory capital (Suciu, Bratescu, Pocoprus, and Lmbrisca, 2011). For the purposes of this study, the intellectual capital will be treated as the sum of three categories, which are the institutional capital, the human capital and finally the relational capital linking together presented by Chang, Chen, and Lai, (2008).

2. LITERATURE REVIEW

Cohen and Vlismas (2013) tried to prove the relationship between the intellectual capital, and the organizational performance in the local governments in Greece and discussed the status of the public institutions regarding with taking interests of intellectual capital in the way that exceeds the profitable institutions. The researchers have suggested that managing the intellectual capital effectively has a positive impact on the performance of non-profit public institutions. Based on empirical evidence for this assumption; the study developed some of them which resulted positive relationship between some of the intellectual capital branches and performance. Whether intellectual capital branches were motivating the financial performance and/or the governmental performance, and finally whether the Greek governmental institutions owning the intellectual capital has a higher performance than the institutions with less intellectual capital. The study improved the previous hypotheses. Furthermore, they have explained that the human capital refers to knowledge, abilities and behaviors (Cabrita, and Bonits 2008); (Hsu and Fang, 2009), while the structural capital includes integrating the technological knowledge and the infrastructure (Edvinsson and Malone, 1997; Sviby, 1997) with the organizational forms and their improvement (Chang et al.,2008). As for the relational capital, it was relatively available between the human and structural components mentioned above as components of the intellectual capital (Swart, 2006; Martin de Castro et al., 2011). Latter relational dimension focuses on the knowledge and the ability of the institution to manage its relations with its partners in the external environment; to create an economic value of knowledge. The concept and characteristics of the intellectual capital among profit corporate differ at the private and public levels (Ramirez, 2010). Moreover, the public sector always depends on a huge amount of human capital in the production processes (Serrano, Mar and Bossi, 2003) and the public institutions focus on the intangible results (Swart, 2006) without paying attention to the dimensions: the structural capital and the relational capital. In Nour, Qashi and Karakesh (2010) reached to many results most important of which is that: the intellectual capital focuses on the importance of the human element and most researchers agreed on the difficulty of measuring this kind of capital. (Levy, 2009) tried to develop a simulation model that works to assemble the information about the origins of the cognitive capital. It was dependent on the principle of determining the economic value (pricing) considering it a financial model that can measure the cognitive capital. The reason for choosing this principle is that it is flexible and it has been passed down in the accounting system for various types of businesses which can make effective decisions, specifically those related to the investment decisions. (Hsu and Fang, 2009) indicated that the model of evaluating the cognitive capital based on the principle of pricing allows buyers to learn the purchase processes which are fully based on the cognitive capital, that includes the human resource, the structural resource and the value of the customers' assets, and by the type of capital and that the human resources training contributes well in increasing the cognitive capital value; to achieve that goal, the study used the model of (Ohlson, 1995) and (Dhchow, 1999). The study found that the Korean IT companies establish and measure the intellectual capital in different ways that they rely on measuring the disclosure of human capital and the structural capital greater than focusing on the creativity capital. The study also proved that there is no rising up the revenues of these companies on recent years, because of the rise in the intellectual capital; the study also shows a positive relationship between the intellectual capital in these companies and its value in the market. In their study Passetti et al., (2009) investigated the extent and quality of the intellectual capital, and found an increasing in the extent of interest in the intellectual capital, especially with the presence of a high degree referring to the companies' interest in disclosing. However, (Suyuti, 2009) explained the dimensions of the intellectual capital, focusing on the concept of the administrative innovation which means the practiced competencies by the individual within an encouraging administrative environment, and a proper administrative climate that is interested in a new idea or work that has fluency, flexibility, originality and sensitivity to the problems, he focused on procedural ways of solving it by developing the pros in accordance to the capabilities of individuals and groups. according to the results of his study, Al-Suyuti (2009) depended on several types of the administrative banking creativity: the programming and the non-programming creativity, the creativity based on means and ends, and creativity on the degree of novelty and modernity, as well as the individual and collective creativity. The study is limited to the most important elements of management innovation in the banking organizations: originality, fluency, flexibility, risk, the ability of analysis, sensitivity to problems and getting out of the ordinary. The study was exclusive for the need of focusing on the administrative creativity and developing it constantly; because it is important for organizations' survival, and their development, including banks through the role of managers who should be encouraged and cared about terms of creativity. (Mohabbot, Habib, and Zohra, 2008) showed that all companies in the study sample are unqualified and unaware of the measurement process and the disclosure of the intellectual capital and all disclosures were descriptive and they did not include digital disclosures. (Abbas, 2004) analyzed the intellectual capital components, through the assembling of a relationship between its components, and the application of the total quality management. The study reached to designing a model that shows the relationship between the main intellectual capital components, and the model has contributed in enabling the contemporary organizations in managing its intellectual capital, enhancing the efforts of quality, and achieving the organizational effectiveness in the business organizations. This was preceded by (Firer and Williams, 2003) which concluded that the natural resources have had the greatest impact on the organizations' performance in terms of the human resources by examining the relationship between the efficiency of the added value to the basis of the organization resources, represented in the natural capital, the human capital, the structural capital and the performance effects represented in the profitability, productivity and market value in a sample of (75) organizations; whom working in the

financial market at South Africa. In (Al-Shammari, 2013), studied the impact of the intellectual capital in the performance of the Kuwaiti telecommunication companies. Study has adopted the analytical methodology measuring the impact of the independent variable, the intellectual capital (lC), with its three components (human capital (HC), structural capital (SC), and the relational capital (RC)). Study found that there is a strong and positive relationship between the intellectual capital and the business tool in the Kuwaiti companies that managers can manage the intellectual capital in order to raise the level of performance in their companies in the long run. Also, the study showed that the greatest impact was the first component of the intellectual capital, namely: the relations capital , followed by the human capital, then the structural capital as well as the presence of a strong and influential relationship among the three intellectual capital components with each other. finally, the study recommended paying more attention to the intellectual capital with its three components in order to manage it successfully and effectively, and the need the companies make more efforts to improve the human capital, in order to raise its level up which will reflect on the performance in those companies. In (Mohammed and Sa,aid , 2012) study aimed to measure the correlation relations and the effect among them in the light of the analysis of the data collected through the questionnaire distributed to a sample of the teachers of the Technical Institute in Mosul. the study found a set of conclusions that emphasized the relationships of the impact liaison between the main and sub-variables of the study. The study put a set of suggestions necessary to improve the organizational performance through the intellectual capital. In (Al-Yahya, 2012) which was conducted in the Gulf Cooperation Council countries and entitled "the problem of managing Development: the gap between the human capital and the institutional reform", the results have shown that one of the main reasons for the unsatisfactory results for the developmental performance is not necessarily a lack of skills and national competencies, especially in the recent years, but in the influencing of the suitable and unused ones, as well as the lack of the appropriate environment and incentives, that put those energies in the right place, avoiding it from being activated and used properly; the study explained that despite the continued growth in skills and national competencies, they are often formulated in the improper place which prevent them from being used right. according to the study, the proportion of the weakness of taking advantage of energy has reached to 49% in Saudi Arabia, (46%) in the Sultanate of Oman, and (45%) in the United Arab Emirates compared to (16%) in the European countries; this is attributed to several reasons, the most important of which include weakness in motivating and empowering human resources, lack of opportunities to participate in decision-making and trading of the administrative authority process, the lack of the culture of accepting new views and ideas, the spread of the phenomenon of bias on the basis of tribal and regional kinship when distributing the leadership positions and opportunities and other privileges, the lack of consistency between the experience.

2.1. Study problem:

The problem of the study lies in identifying the concept of the intellectual capital in it structural and human dimensions and linking it with the relational dimension at Saudi commercial banks that offer some sort of tangible economic value as commercial services, the sale of goods and the promotion of intangible products, which are associated with the ability of the employees of these banks, to improve the level of services, provided to customers depending on their feedback and the amount of the returned profitable capital at the banks. Furthermore, the study problem lies in determining the level of services attracting customers and the quality of such services and measuring the ability of these banks, to operate as interconnected administrative and organizational units by knowing the extent of the intellectual capital's impact on the commercial banks' policy in Saudi Arabia.

2.2. Study Objectives:

This study aims to highlight the importance of the intellectual capital among the employees in the Saudi commercial banks. From this point, the study seeks to achieve the following objectives:

1. Recognizing the concept and components of the intellectual capital.
2. Identifying the impact of the intellectual capital on the policy of the Saudi commercial banks.
3. Identifying the methods of managing the intellectual capital and its impact on the performance of employees at the banks.
4. Accessing to the most appropriate recommendations that help pay attention to the employment of the intellectual capital in order to raise the organization's performance.

2.3. Hypotheses

The study based on the following key assumption: There is a positive and measurable relationship between the commercial banks' policies and the intellectual capital. The following assumptions stem from the above-mentioned key assumption:

H1: the bank's policy positively affects the Human capital.

H2: the bank's policy positively affects the Structural capital.

H3: the bank's policy positively affects the Customers' capital (Relational).

Based on the above assumptions, the study will try to answer the following questions, which are based on the sub-hypotheses:

1. Is there a statistically significant positive relationship at ($\alpha \leq 0.05$) between the bank's policy and the human capital?
2. Is there a statistically significant relationship at ($\alpha \leq 0.05$) between the bank's policy and the structural capital?
3. Is there a statistically significant positive relationship at ($\alpha \leq 0.05$) between the bank's policy and the customers' capital (relational)?

2.4. Study sample description:

The study adapted the descriptive analysis of data collected through a questionnaire that is targeted to the banks in the Northern Border District, where the questionnaire was used as a tool for the study; the questionnaire was designed by reference to the questionnaire adopted by Cohen and Vlismas (2013) and its items were divided according to the axes of the study which adopted three dimensions for the intellectual capital. Then, the virtual authenticity, of the questionnaire was examined by subjecting it to a number of experts and specialists in this area, whose views were taken to conduct some amendments in a number of statements included in the questionnaire. the following is a description for the members of the study sample according to some demographic variables: sex, educational level, age, and experience, as in Table (1).

Figure 1 Model (1) below shows the relationship between the dependent and independent variables, which emerged from the study

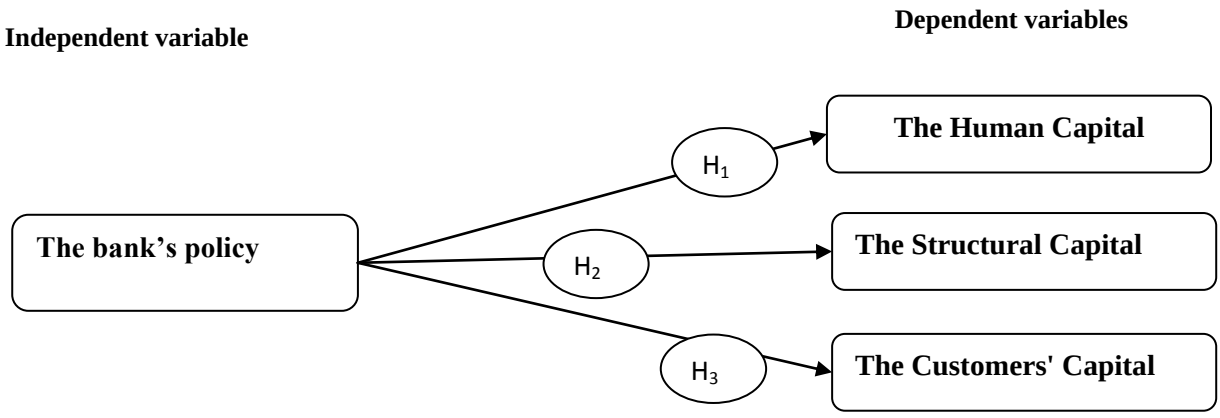

Table 1 The study sample distribution according to personal variables

Variable	Category	Number	Percentage
Gender	Male	33	89.2
	Female	4	10.8
	Total	37	100.0
education level	General secondary	2	5.4
	Diploma	25	67.6
	Bachelor	10	27.0
	Total	37	100.0
Age	less than 25 years	2	5.4
	26-30	19	51.4
	31-35	12	32.4
	More than 40	4	10.8
	Total	37	100.0
Experience	less than 5	16	43.2
	5 - less than 10	15	40.5
	10-15	2	5.4
	More than 15	4	10.8
	Total	37	100.0

- From Table (1), it's clear that the number of males stood at (33) by (89.2%), while the number of females stood at (4) by (10.8%).

- The table also shows that the most prominent variable of the level of education was (25) for (diploma) by (67.6%) followed by (BA) with a frequency of (10) by (27.0%).

- The table shows that the most prominent frequency for the variable age was (19) for the age group (26-30) by (51.4%), and it was followed by the age group (31-35) with a frequency of (12) by (32.4%).

- The table also shows that the most prominent frequency of the variable of experience was (16) by a percentage of (43.2%) for the category of (less than 5), and it was followed by the category (5-less than 10) with a frequency of (15) and a percentage of (40.5%).

3. RESULTS

- First hypothesis H1: the Bank's policy affects the Human Capital positively.

To validate the first hypothesis, an arithmetic means and standard deviations were extracted, for all the items of the field of the human capital as well as the general average of the total area. Table (2) shows that. (One- Sample t.Test) was applied on the individual samples for the overall average of the items that measure the impact of the Bank's policy on the human capital; Table 3 illustrates this.

- The following scale was adapted to judge the estimation degree of the arithmetic mean: Low; for the arithmetic mean that has (less than 2.33) degrees, Medium; for the arithmetic mean that ranges between (2.34 - 3.66) degrees, High; for the arithmetic mean that has (3.67) degrees.

Table 2 the arithmetic means and standard deviations for all items that measure the impact of the Bank's policy on the human capital

No.	Item	arithmetic mean	standard deviation	rank	degree
1	our employees are the best in the whole industry.	3.84	1.44	8	high
2	Our organization is proud that it is interested in the market	4.00	1.31	3	high
3	Our organization is proud that it is effective	3.92	1.23	5	high
4	when someone comes with a great idea that is not consistent with the institution's ideas, the institution does not publish it within the company as it should.	4.22	1.23	1	high
5	we constantly meet with the customers to see what they want.	3.95	1.25	4	high
6	the data on the customers' feedback is spread throughout the organization.	3.00	0.97	25	medium
7	our employees are satisfied with our organization.	2.81	1.17	28	medium
8	our employees are constantly doing their best	3.41	0.90	20	medium
9	Our program is a comprehensive recruitment and we are committed to hire the best candidates	3.35	0.95	22	medium
10	the available information systems makes it easy to get access to the relevant information	3.46	1.07	19	medium
11	If some individuals leave the company unexpectedly, we will be in a big trouble	3.49	1.15	18	medium
12	Most of the employees of the company know the targeted market segments and the customers' profiles.	3.78	0.82	9	high
13	We generally do not care about what the customer wants or thinks of us.	3.57	1.26	14	medium
14	our employees do not care about the results of their actions	3.41	1.46	20	medium
15	our employees do not perform the efforts required from them	2.73	1.48	29	medium
16	the organization gets the most benefit of its employees	3.16	1.17	27	medium
17	the systems and procedures being performed at the organization support innovation.	2.84	1.48	27	medium
18	This organization is the nightmare of bureaucracy	3.57	1.14	14	medium
19	the individual learns from the others.	3.70	1.15	10	high
20	the employees are excited to express their opinions in group discussions.	3.59	1.12	13	medium
21	We benefit from the desires and needs of our customers by constantly seeking to make them unhappy.	3.51	1.35	17	medium
22	at many times we present a new product because our customers do not want it	3.54	1.07	16	medium
23	the organization gets the best out of its employees	4.08	0.95	2	high
24	the organizational structure makes employees far from each other.	3.86	1.23	7	high
25	the culture and atmosphere of the organization is supportive and comfortable.	2.92	1.32	26	medium

26	Some individuals in the company work to foil others	3.35	1.30	23	medium
27	We are confident that our customers will continue to deal with us.	3.89	0.84	6	high
28	we get greater suggestions from our customers.	3.68	1.11	11	high
29	our employees make their efforts so as to make this company different from others	3.62	1.14	12	medium
Overall average		3.53	0.49	-	medium

Table (2) shows that the arithmetic means of the items that measure the impact of the bank's policy on the human capital ranged between (2.73-4.22), and most notably is tem (4), which states: "when someone comes with a great idea that is not consistent with the institution's ideas, the institution does not publish it within the company as it should." With a high degree. It is followed by item (23), stating that "the organization gets the best out of its employees" with a mean of (4.08) and a high degree. The least arithmetic mean was for item (15), which states, "our employees do not perform the efforts required from them" by (2.73), medium. The overall average for the items that measure the impact of the bank's policy on the human capital was (3.53) moderately.

Table 3 the results of One- Sample t.Test for the overall average to measure the impact of the bank's policy on the human capital

Field	arithmetic mean	standard deviation	freedom degrees	(T) value	statistical significance
Human capital	3.53	0.49	36	6.57	0.00

Table (3) shows that the T value is (6.57) by a statistical significance of (0.00), where the overall average was compared to the standard value of the quintet scale which is (3) (the medium degree of the Quintet scale). The results showed the presence of medium and statistically significant degree at ($\alpha \leq 0.05$) and this indicates the presence of a positive impact of the bank's policy on the human capital; **therefore, the authenticity of the first hypothesis of the study approved.**

- **The second assumption H2: the bank's policy positively affects the structural capital.**

To validate the authenticity of the second hypothesis, the arithmetic means and standard deviations for all the items of the structural capital were extracted in addition to the total average of the whole field. Table (4) illustrates this. One- Sample t.Test was applied on the overall average for the items that measure the impact of the bank's policy on the structural capital, Table (5) shows that.

Table 4 the arithmetic means and standard deviations for all items that measure the impact of the Bank's policy on the structural capital

No.	Item	Arithmetic mean	Standard Deviation	Rank	Degree
1	Leadership industry	3.30	1.43	9	medium
2	Future predictions	3.54	1.19	7	medium
3	profit	3.86	1.03	2	high
4	profit growth	4.03	1.14	1	high
5	sales growth	3.68	1.11	4	high
6	Return on Assets	3.62	1.23	5	medium
7	Return on Sales	3.62	1.11	5	medium
8	comprehensive response to competition	3.73	1.17	3	high
9	success rate in the launch of new products	3.38	0.92	8	medium
10	the overall performance of work and success	3.24	1.09	10	medium
Overall average		3.60	0.84		medium

table (4) shows that the arithmetic mean of the items that measure the impact of the bank's policy on the structural capital ranged between (3.24-4.03), and the most notable was item (4), which states: "profit growth" with a high degree, which is followed by item (3),which states: "Profit", with a mean of (3.86) by a high degree. The least mean was the item no. (10) which states "the overall performance of the work and success," by a mean of (3.24) and a medium degree. The overall average for the items that measure the impact of the bank's policy on the structural capital was (3.60) moderately.

Table 5 the results of One- Sample t.Test for the overall average to measure the impact of the bank's policy on the structural capital

Field	arithmetic mean	standard deviation	freedom degrees	(T) value	statistical significance
Structural capital	3.60	0.84	36	4.34	0.00

Table (5) shows that the T value was (4.34) by a statistical significance of (0.00), where the overall average was compared to the standard value of the quintet scale which is (3) (the medium degree of the Quintet scale). The results showed the presence of medium and statistically significant degree at ($\alpha \leq 0.05$) and this indicates the presence of a positive impact of the bank's policy on the structural capital; **therefore, the authenticity of the second hypothesis of the study approved.**

The third hypothesis H3: the bank's policy positively affects the Customers' capital (Relational).

To validate the authenticity of the third hypothesis, the arithmetic means and standard deviations for all the items of the customers' capital were extracted in addition to the total average of the whole field. Table (6) illustrates this. One-Sample t.Test was applied on the overall average for the items that measure the impact of the bank's policy on the customers' capital; Table (7) shows that.

Table 6 the arithmetic means and standard deviations for all items that measure the impact of the Bank's policy on the customers' capital

No.	Item	arithmetic mean	standard deviation	rank	degree
1	a survey showed that our customers are satisfied with their organization	3.41	1.30	19	medium
2	the employees' confidence level in performing the job as a whole is considered ideal	4.00	1.15	3	high
3	the costs have been reduced compared to the revenues	4.00	1.05	3	high
4	when an employee leaves the company, there is no training program for the person taking the lead	3.51	1.54	16	medium
5	We have significantly reduced the time it takes to solve the customer's problem	3.43	1.14	18	medium
6	business planning comes constantly with the ideas of the Business Development	3.92	1.19	6	high
7	the proportion of the revenues earned for each employee in the company during the past few years continues to grow	3.51	1.73	16	medium
8	the proportion of revenues earned for each employee in our field at the company is the best	3.76	1.66	10	high
9	the company get the most out of its employees when everyone cooperates in doing the tasks	3.57	0.96	14	medium
10	Our share of the market has steadily improved during the past few years	3.27	0.99	22	medium
11	our market share is the highest in the	3.30	1.24	21	medium

	industry.				
12	Our organization does not promote the development of the internal relations among the various groups	3.68	1.36	12	
13	the time it takes to perform the job has been improved during the past years	3.86	1.18	8	high
14	the time it takes to complete a full transaction is the best in this industry.	3.81	1.61	9	high
15	Our organization always come up with new ideas	3.70	1.31	11	high
16	We apply most of the new ideas	3.35	1.40	20	medium
17	our constant and powerful relationship with our customers is admired by everyone	3.62	1.32	13	medium
18	Our organization supports maintaining the positive value of the service rendered to our customers	4.14	1.06	1	high
19	Our organization supports its employees to develop their skills and level of education	4.11	1.24	2	high
20	Our organization supports the development of new ideas	3.97	1.38	5	high
21	the employees of the organization are considered innovators	3.89	1.22	7	high
22	our customers are loyal to our organization more than any other institution in the industry.	3.11	1.10	23	medium
23	when it comes to new businesses, our customers constantly choose us among other competitors during the past few years.	3.54	1.10	15	medium
Overall average		3.67	0.74		high

table (6) shows that the arithmetic means for the items that measure the impact of the bank's policy on the customers' capital ranged between (3.11-4.14), and the most notable one was item no.(18), which states: "Our organization supports maintaining the positive value of the service rendered to our customers" by a high degree and this was followed by item (19) , which states "Our organization supports its employees to develop their skills and level of education" with a mean of (4.11) and a high degree. The least arithmetic means was item (22) which states that "our customers are loyal to our organization more than any other institution in the industry" by a mean of (3.11) moderately. The overall average for the items that measure the impact of the bank's policy on the customers' capital was (3.67) by a high degree.

Table 7 the results of One- Sample t.Test for the overall average to measure the impact of the bank's policy on the customers' capital

Field	arithmetic mean	standard deviation	freedom degrees	(T) value	statistical significance
Customers' capital	3.67	0.74	36	5.53	0.00

table (7) shows that the T value was (5.53) by a statistical significance of (0.00), where the overall average was compared to the standard value of the quintet scale which is (3) (the medium degree of the Quintet scale). The results showed the presence of high and statistically significant degree at ($\alpha \leq 0.05$) and this indicates the presence of a positive impact of the bank's policy on the customers' capital; **therefore, the authenticity of the third hypothesis of the study approved.**

To test the main hypothesis, which states: "The Bank's policy positively affect the intellectual capital", One-Sample t.Test was applied on the overall average for the items that measure the impact of the bank's policy on the intellectual capital. Table (8) illustrates this:

Table 8 the results of One- Sample t.Test for the overall average to measure the impact of the bank's policy on the intellectual capital

Field	arithmetic mean	standard deviation	freedom degrees	(T) value	statistical significance
Intellectual capital	3.59	0.46	36	7.76	0.00

table (7) shows that the T value was (7.76) by a statistical significance of (0.00), where the overall average was compared to the standard value of the quintet scale which is (3) (the medium degree of the Quintet scale). The results showed the presence of a medium and statistically significant degree at (α≤ 0.05) and this indicates the presence of a positive impact of the bank's policy on the customers' capital; **therefore, the authenticity of the main hypothesis of the study approved.**

3.1. Summary of results:

Through the results of the statistical analysis, and after testing the hypotheses of the study, the results summarized as follows:

- The results showed a median and a positive statistically significant impact at the significance level (α≤ 0.05) of the Bank's policy on the human capital, where the overall mean was (3.53), and the T value was (6.57) with a statistical significance of (0.00), where the overall mean was compared with the standard value of the quintet scale which is (3) (moderate according to the Quintet scale).
- The results showed a median and a positive statistically significant impact at the significance level (α≤ 0.05) of the Bank's policy with regards to the structural capital, where the overall average was (3.60), and the T value was (4.34) with a statistical significance of (0.00), where the overall average was compared to the standard value of the quintet scale which is (3) (moderate according to the Quintet scale).
- The results showed the presence of high and positive statistically significant impact at the significance level (α≤ 0.05) of the Bank's policy with regards to the customers' capital, where the overall average was (3.67), and the T value was (5.53) with a statistical significance of (0.00), where the overall average was compared with the standard value of the quintet scale which is (3) (moderate in the Quintet scale).
- The results showed a median and a positive statistically significant impact at the significance level (α≤ 0.05) of the Bank's policy with regards to the intellectual capital, where the overall average was (3.59), and the T value was (7.76) with a statistical significance of (0.00), where the overall average was compared to the standard value of the quintet scale which is (3) (moderate in the Quintet scale).

4. RECOMMENDATIONS:

Based on the findings of the study, the researcher recommends the following:

- There is a need to diversifying the sources of expertise of employees of the banking sector in the commercial banks by increasing the number of the communication skills courses and the courses related to the art of dealing with the clients to attract customers.
- Banks shall develop the supply and demand skills among the employees in the commercial banks and deal with customers through the development of the service, processes and procedures to reduce time and cost.
- There is a need in supporting the decentralization of decisions between the Bank branches to escalate the implementation of procedures up and motivating entrepreneurs and initiators with innovative work and development suggestions in the policy of the bank and its commercial transactions.
- There is a need to support the practical application of creative ideas, and the adoption of the internal change policy in the banking transactions based on customers' need.
- Banks must Enhancing communication with the non-profit sectors of the local community like charities, youth clubs and service facilities to improve the marketing reputation of banks to expand the market base of customers for the bank.

- It's better for banks to start changing the trading systems in the Saudi banks in line with the policy of encouraging investment and enhancing the credibility of the bank through the quality of the product (service).

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Questionnaire

Dear Employee:

peace and Allahs mercy and blessings be upon you

Greetings:

This study aims to identify the role of the intellectual capital and its impact on the commercial banks' policy in Saudi Arabia, and their extent of adaption to the job requirements. Therefore, we hope that you will answer its questions noting that all data contained within will be dealt with objectively and confidentially for the purposes of scientific research only.

Thanks for corporation

Researchers

Part I: General Information

- Gender: ☐ Male ☐ Female

- Educational level:

☐ Less than secondary. ☐ Secondary
☐ Diploma Bachelor ☐ Graduate

Age:

☐ Less than 25 ☐ 26- 30
☐ 31 -35 ☐ 36-40
☐ More than 40

- Experience:

☐ Less than 5 ☐ Between 5 to 10
☐ Between 10 to 15 ☐ more than 15

Part two:
The following (3) elements are being measured:
1) human capital.
2) structured capital.
3) relational capital.
The human capital can be described as the collective ability of the company to extract the best solutions from the knowledge of its members. The structural capital can be represented by the organizational capacities of the company to meet the market requirements, and finally customers refer to the final satisfaction of the user and his loyalty to the organization.
Put (x) in the box that you feel appropriate:

Intellectual capital dimensions						
	item	**1**	**2**	**3**	**4**	**5**
1	a survey showed that our customers are satisfied with their organization					
2	the employees' confidence level in performing the job as a whole is considered ideal					
3	the costs have been reduced compared to the revenues					
4	when an employee leaves the company, there is no training program for the person taking the lead					
5	We have significantly reduced the time it takes to solve the customer's problem					
6	buissness planning comes constantly with the ideas of the Business Development					
7	the proportion of the revenues earned for each employee in the company during the past few years continues to grow					
8	the proportion of revenues earned for each employee in our field at					

	the company is the best					
9	the company get the most out of its employees when everyone cooperates in doing the tasks					
10	Our share of the market has steadily improved during the past few years					
11	our market share is the highest in the industry.					
12	Our organization does not promote the development of the internal relations among the various groups					
13	the time it takes to perform the job has been improved during the past years					
14	the time it takes to complete a full transaction is the best in this industry.					
15	Our organization always come up with new ideas					
16	We apply most of the new ideas					
17	our constant and powerful relationship with our customers is admired by everyone					
18	Our organization supports maintaining the positive value of the service rendered to our customers					
19	Our organization supports its employees to develop their skills and level of education					
20	Our organization supports the development of new ideas					
21	the employees of the organization are considered innovators					
22	our customers are loyal to our organization more than any other institution in the industry.					
23	when it comes to new businesses, our customers constantly choose us among other competitors during the past few years.					
24	our employees are the best in the whole industry.					
25	Our organization is proud that it is interested in the market					
26	Our organization is proud that it is effective					
27	when someone comes with a great idea that is not consistent with the institution's ideas, the institution does not publish it within the company as it should.					
28	we constantly meet with the customers to see what they want.					
29	the data on the customers' feedback is spread throughout the organization.					
30	our employees are satisfied with our organization.					
31	our employees are constantly doing their best					
32	Our program is a comprehensive recruitment and we are committed to hire the best candidates					
33	the available information systems makes it easy to access to the relevant information					
34	If some individuals leave the company unexpectedly, we will be in a big trouble					
35	Most of the employees of the company know the targeted market segments and the customers' profiles.					
36	We generally do not care about what the customer wants or thinks of us.					
37	our employees do not care about the results of their actions					
38	our employees do not perform the efforts required from them					
39	the organization gets the most benefit of its employees					
40	the systems and procedures being performed at the organization support innovation.					
41	This organization is the nightmare of bureaucracy					
42	the individual learns from the others.					
43	the employees are excited to express their opinions in group discussions.					
44	We benefit from the desires and needs of our customers by					

	constantly seeking to make them unhappy.					
45	at many times we present a new product because our customers do not want it					
46	the organization gets the best out of its employees					
47	the organizational structure makes employees far from each other.					
48	the culture and atmosphere of the organization is supportive and comfortable.					
49	Some individuals in the company work to foil others					
50	We are confident that our customers will continue to deal with us.					
51	we get greater suggestions from our customers.					
52	our employees make their efforts so as to make this company different from others					
53	Leadership industry					
54	Future predictions					
55	profit					
56	profit growth					
57	sales growth					
58	Return on Assets					
59	Return on Sales					
60	comprehensive response to competition					
61	success rate in the launch of new products					
62	the overall performance of work and success					