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THE AI-DRIVEN CREATIVITY: EXPLORING THE INTERCONNECTION OF ARTIFICIAL INTELLIGENCE AND ORGANIZATIONAL CREATIVITY FOR THE PERFORMANCE DISTINCTION

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KEYWORDS

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ABSTRACT

It is important to note that artificial intelligence is not a replacement for human intelligence; rather, it is a tool that can enhance human creativity & inventiveness. Artificial intelligence plays an essential part in the overall success of the company, and its importance cannot be overlooked. In the context of information technology industry in Lahore, Pakistan, variables that have been utilized comprised of the knowledge innovation, artificial intelligence, organization creativity, organization allyship, financial as well as operational performances. In the field of information technology, these concepts are important. The acceptance of new information is sped up by artificial intelligence, while organizational financial as well as operational performance is improved by improvements in innovation and creativity. In order to promote the organization, the study offers information that can be utilized by IT managers in the organizations to focus upon their creative abilities and their ability to establish required alliances. The study offered significant results towards the introduction to artificial intelligence, along with explanation of its significance for deeper comprehension towards the desired outcomes.

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INTRODUCTION

The interconnection of artificial intelligence (AI) and organizational creativity is a fascinating and evolving area that holds significant potential for enhancing performance and nurturing innovation (Li, Yan, Yang, & Gu, 2022). The interplay between AI and organizational creativity has potential to redefine how creativity is approached and harnessed within various industries (Paesano, 2023). The said ongoing interchange and investigation are important for revealing the full potential of AI-driven creativity for performance distinction. Companies are required to work in a manner that is beneficial for the future in order to compete in rapidly evolving 21st century, that is characterized

by rapid technological advancement. Given the increasingly challenging nature of global business environment, it is of utmost importance to have a solid understanding of ways in which new ideas and robot technology impact enterprises (Bahoo, Cucculell, & Qamar, 2023). This includes coming to terms with their creative potential and improving their ability to assist one another. In this study, an attempt is made to comprehend intricate connection that exists amid these factors and impact that they have on financial situation and efficiency of managers in IT industry (Mariani, Machado, Magrelli, & Dwivedi, 2023).

The innovation is unquestionably necessary for the success of any firm. It enables firms to adapt and expand, allowing them to stay one step ahead of their rivals. Learning new things, such as coming up with new ideas and encouraging others to share them, has become an essential component of how organizations function in the competitive environments (Tekleab, Karaca, Quigley & Tsang, 2016). Not only does the ability to use and obtain knowledge affect the ability to create new things, but it also affects how well organizations are functioning. This is becoming increasingly important advantage (Chen, 2023). The purpose of artificial intelligence is not to make environment better; rather, it is to stay abreast of the latest developments in the field of knowledge in order to improve the efficiency of the organization and the job that is being done by the operation as the result of AI (Mikalef & Gupta, 2021). In this particular scenario, the rate of technological adoption is slower in developing countries; however, the artificial intelligence is able to contribute toward the resolution of problems that are associated with the decent performances of organizations (Mariani, Machado, & Nambisan, 2023).

The standing of the role that knowledge innovation, artificial intelligence, organization creativity, organization allyship, financial performance, and operational performance play in context of the performance of organization cannot be overstated or ignored. As a result, study places a particular emphasis on importance of knowledge innovation being strengthened by article intelligence and the organization creativity becoming better and better if organization makes the contribution in the performance of organization. Use of artificial intelligence in pursuit of knowledge development has become a hot topic in research today as technology progresses at a rapid pace. By combining human intuition with AI-driven analytical capabilities, we can create powerful tool for generating new and unique ideas. In contemporary are, the innovation plays a significant role, and artificial intelligence creates an atmosphere in which enterprises are able to carry out their work by utilizing artificial intelligence. AI and creative thinking within organization both contribute to organization overall success. Thus, these two factors work together to make the organization more effective. By utilizing the artificial intelligence, the organization has the potential to improve its performance in emerging countries.

LITERATURE REVIEW

Knowledge Innovation Strengthened the Artificial Intelligence

AI can be developed better with knowledge and innovation. The creation and implementation of new knowledge within an organization is considered an important factor in its success. It involves the ongoing process of developing ideas and understanding concepts, as well as utilizing resources in a suitable manner. In this linking, the interdisciplinary teams can leverage the strengths of both

humans and AI, that results in fostering a creative ecosystem where diverse perspectives contribute towards the innovative solutions in diverse situations. Companies that innovate in their knowledge management create an atmosphere that supports the innovative thinking and continuous learning (Jarrahi, Askay, Eshraghi, & Smith, 2023). AI technology is becoming an increasingly important part of the business and everyday life, helping organizations to make better decisions and solve complex problems more efficiently. AI systems have ability to adapt and learn, so they can be very effective in increasing efficiency within organization. The relationship between development of new ideas and advancements in AI technology relies on how companies effectively use their human resources (Chen, 2023).

A lot of studies have shown that when we innovate, our knowledge grows stronger and AI becomes even better. Such organizations, which promote culture of continuous learning, knowledge sharing, and distance learning and which have decent collaboration amongst departments, often have an increased speed of development in AI innovation (Liu & Chen, 2023). AI-driven computerization may help in streamlining the routine work and tasks, therefore allowing the creative professionals more time for higher-order thinking and ideation (Brougham & Haar, 2018). This efficiency can donate to faster & more agile creative developments within organizations. AI can augment human creativity by providing tools & platforms that enhances cognitive abilities (Vocke, Constantinescu & Popescu, 2019). Well, based on the literature reviews, it appears that knowledge innovation has a positive impact on the development of AI. The organizations that foster the culture of continuous learning, innovation, and knowledge sharing are likely to benefit from full potential of artificial intelligence technologies. In modern age of digital changes, it is vital to comprehend and apply the developments to ensure prosperity of the organization (Olan, Arakpogun, Suklan, Nakpodia, Damij & Jayawickrama, 2022).

Organization Creativity Depends on Artificial Intelligence

The use of AI in businesses is becoming increasingly important. The topic of organization creativity is a complex idea and involves coming up with new and beneficial suggestions within boundaries of a company. Innovation is a very important aspect of every business. It helps businesses solve their complex problems, get ready for changes, and maintain a competitive edge in the market. It has the potential to drastically transform organizational processes (Csaszar & Steinberger, 2022). The AI systems that include machine learning, natural language processing, and data analytics have the capability to analyze large amounts of information, identify trends, and provide insights that were previously difficult to get. These features make AI an attractive device for boosting organizational innovation. Studies have shown that AI can enhance creativity of an organization by aiding human intelligence. In this drive, AI algorithms can handle data processing and analysis, providing pattern identification in it, which, in turn, can offer significantly helpful outcomes during problem-solving (Olan et al., 2022).

A collaborative environment promotes different opinions and enhances creative thinking phase. AI helps organizations process and analyze large data sets to guide important choices. By analyzing market trends, customer preferences, and competitive landscapes with AI algorithms, businesses can gain a better understanding of their customers and market, which helps them make informed

decisions on their creative strategies. This alignment raises the chances of successful innovation. If organizations continue to use AI, then creativity in organizations may change in the future (Olan et al., 2022). They can optimize their creative processes by using AI tools, and they want to explore the intricacies and nuances of how this can be done. From literature reviewed, it appears that AI is becoming more and more important in terms of creativity within organizations. With the help of AI, businesses can gain deeper insights into customer behavior and preferences. This reveals new opportunities for creating new products, services and gaining viable advantage over business rivals, it is very important to think about ethics & responsible use of AI while developing this relationship (Liu & Chen, 2023).

Figure 1 Artificial Intelligence & Organizational Performance

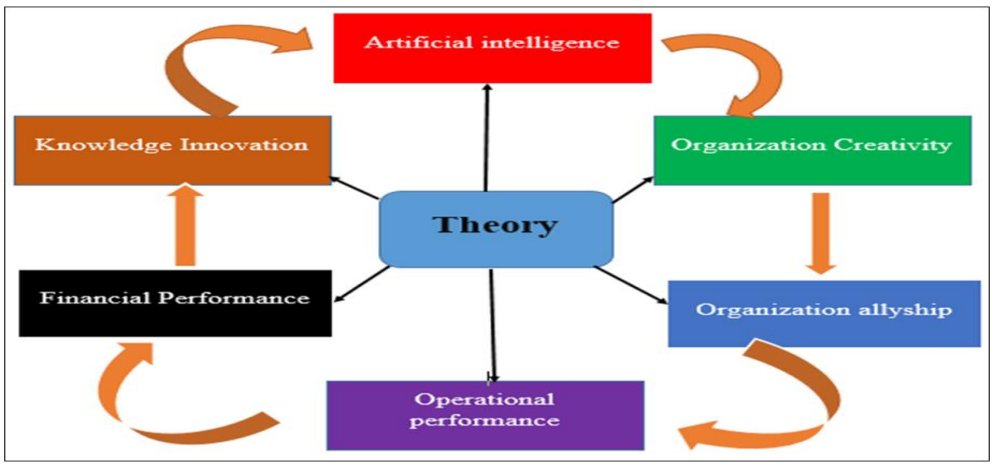
Collaboration & Allyship are Source of Performance

Collaborating with one another in modern-day business environment is essential since it has the potential to influence success of any organization. A comprehensive overview of the ways in which collaboration, allies, and performance are intertwined in the corporate world is presented in this literature study (Perry, Castán Broto, Patel, & Sitas, 2023). Additionally, the significance of these concepts for development of both individuals and organizations is discussed. It is widely believed that collaboration in a structured environment can serve as a catalyst for creativity, productivity, and success. It can influence the way art is produced, impact cultural norms, and contribute to new forms of expression that reflect the intersection of human and machine creativity (Bauer & Vocke, 2020). When students collaborate, they bring a variety of perspectives, skills, and assets to table, which ultimately leads to improved group performance. In workplace, there is more to the concept of allyship than simply remaining together with the group. It entails making use of your capabilities and resources in order to assist those who may be experiencing difficulties as a result of the system (Wolbring & Lillywhite, 2023).

Even though teamwork and support provide great advantages, there are several obstacles that need to be addressed. It's important to recognize and confront these difficulties in order to enhance the effectiveness of cooperation and support on productivity. There are many examples of how

working together with others can improve organization's success. The companies that are actively promoting teamwork, relationship building and collaboration have higher employee satisfaction. AI systems can continuously learn and adapt, evolving their creative capabilities over time. This adaptability is beneficial in the dynamic environments where creative solutions need to evolve rapidly. As a result, organizations tend to have an overall better success rate (Mariani, Machado, Magrelli, et al., 2023). As organizations change, there is possibility that collaboration, cooperation, and efficiency become more intricate. It would be interesting to conduct research on issues like how technology can help foster collaborative friendships or the ways that global workplaces affect our cooperative behaviors. Thus, the collaborative culture enhances innovation productivity as well as overall desired performance whereas allyship enables a more inclusive environment (Wolbring & Lillywhite, 2023).

Figure 2 Organizational Cycle Theory Model



Role of Financial & Operational Performance in Organization

An organization's financial success is a major sign of how healthy and long it can last. People who study this say that money measures, like earning the profit, having enough cash, and getting good returns on investment, give important details about how well a company can make value for its partners (Fu, Abdul Rahman, Jiang, Abbas, & Comite, 2022). In this linking, the interdisciplinary teams can leverage the strengths of both humans and AI, fostering a creative ecosystem where diverse perspectives contribute to innovative solutions. Good money results are often linked with good management, smart choices, and the creation of the worth for stockholders. An organization's internal processes are checked for efficiency and effectiveness in operational performance. Doing things better means easy ways to work, lower costs, and the best use of resources. Thus, groups that focus upon doing things well usually become better at competing and reacting to market changes (Olan et al., 2022).

Those that work together and adhere to a comprehensive plan for evaluating performance are able to establish a connection between their financial objectives and the work that they undertake. It is very crucial to match these things in order to make intelligent plans that are not only inexpensive

but capable of being put into reality. This astute plan assists businesses in overcoming uncertainties and making the most of opportunities in the market (Feng, Akram, Hieu, & Hoang Tien, 2022). In order for groups to successfully follow developments, identify areas in which they can improve, and make sound decisions in timely manner, these measurements are of utmost standing. It is extremely crucial for these components to collaborate with one another in order for a business to attain success. Groups are able to formulate comprehensive strategies to improve their businesses if they have a solid understanding of relationship between financial health and day-to-day operations (Atmaja, Zaroni, & Yusuf, 2023).

RESEARCH METHODOLOGY

Questionnaire Design & Measures

This research has utilized a number of different variables, including but not limited to: knowledge innovation, artificial intelligence, organization creativity, allyship, financial performance, as well as operational performance. The purpose of this study is to investigate the significance of artificial intelligence in relation to any given business in order to produce new information by contributing the existing knowledge database. Thus, the study has been utilized within the framework of the information technology business in Pakistan. Information concerning constructs of the knowledge innovation, artificial intelligence, organization creativity, allyship, financial performance, and the operational performance had been gathered through the use of the questionnaire as the method of data collection that has been widely recognized as significant tool for collecting the information from the respondents.

We gathered information about IT industry located in Lahore, Pakistan, including their position within the organization, gender of individuals in charge, largest degree of education received by managers or owners, age, & information technology. Knowledge innovation, artificial intelligence, organization creativity, organizational allyship, financial performance, operational performance are variables that will be measured in following section. To measure these constructs appropriately in our study's context we altered existing items from literature. We made adjustments to assure their compatibility for our research aims. Using a Likert scale with five points, respondents were asked to identify their degree of the agreement with statements linked to each construct. A score of one indicated strong disagreement, a score of two indicated disagreement, a score of three indicated neither agreement nor disagreement, score of four indicated agreement, and score of five indicated strong agreement.

Sampling & Data Collection

The purpose of the study was to collect information by conducting a survey with the proprietors or managers of medium-sized information technology businesses in province of Lahore in Pakistan. In total, there were 28 information technology companies included in the sample. Because Lahore is well-known for having presence of the information technology industry, it was specifically chosen. An approach known as a cross-sectional survey was applied for the investigation. Through the use of a standardized questionnaire that was randomly given to 280 managers or owners, data was collected from a representative sample of the population. The 280 questionnaires were evaluated,

and only 250 were deemed suitable for use. Those in the information technology business that were managed by third parties were slightly more common than those that were handled by proprietors (52.4 versus 47.6%). The percentage of guys that took part in study was significantly higher than % of females who did (30%). In terms of education, overwhelming majority of respondents (98%) have completed their official college/university degree. Among small & medium-sized enterprises (SMEs), 88.9% had been in operation for less than five years, indicating that the distribution was relatively equitable.

RESULTS OF STUDY

Table 1 Model Fit Summary

	Saturated Model	Estimated Model
SRMR	0.000	0.177
D_ULS	0.000	0.660
D_G	0.000	0.115
Chi-Square		291.018
NFI	1.000	0.738

The provided table 1 appears to be related to the field of structural equation modeling (SEM). This entails comparison between a comprehensive model and an approximated one. The approximate model does not precisely align with all of the data. Further adjustments may be necessary to get an optimal alignment.

Table 2 Indirect Path of All Constructs

OC ~~~> OA ~~~> FP	0.283
AI ~~~> OC ~~~> OA ~~~> FP	0.171
KI ~~~> AI ~~~> OC ~~~> OA ~~~> FP	0.073
AI ~~~> OC ~~~> OA	0.311
KI ~~~> AI ~~~> OC ~~~> OA	0.133
KI ~~~> AI ~~~> OC	0.258
OC ~~~> OA ~~~> OP	0.253
AI ~~~> OC ~~~> OA ~~~> OP	0.153
KI ~~~> AI ~~~> OC ~~~> OA ~~~> OP	0.065

The table 2 provides data on the impact of several factors on the performance of companies and firms. It demonstrates their distinct paths. This implies that the results are not only direct but also operate through intermediary factors. It demonstrates the complexity of linkages within the tested system. The numerical data demonstrates the enormousness of indirect impacts, enabling scientists to determine the methods that exert a more substantial influence on performance outcomes. This study is crucial for understanding the intricate relationships between variables and can assist in conducting further research or informing managerial decisions to enhance the performance of a group or firm by using the AI.

Table 3 R-Square Values of All Variables

	R Square	R Square Adjusted
AI	0.182	0.181
FP	0.303	0.301

OA	0.265	0.263
OC	0.365	0.364
OP	0.243	0.241

The table contains R-Square and Adjusted R-Square values for a number of different components that are included in a regression model. The R-Square statistic describes the extent to which the independent variables in a model are responsible for change in the dependent variable. Detailed information about extent to which independent variables in the regression model explain changes in each dependent variable is provided in table. R-Square and Adjusted R-Square are two ways that this is expressed.

Table 4 Fornell-Larcker Criterion

	AI	FP	KI	OA	OC	OP
AI	1.000					
FP	0.516	1.000				
KI	0.427	0.314	1.000			
OA	0.538	0.550	0.367	1.000		
OC	0.604	0.514	0.414	0.514	1.000	
OP	0.485	0.574	0.327	0.493	0.424	1.000

Table 5 Heterotrait-Monotrait Ratio (HTMT)

	AI	FP	KI	OA	OC	OP
AI						
FP	0.516					
KI	0.427	0.314				
OA	0.538	0.550	0.367			
OC	0.604	0.514	0.414	0.514		
OP	0.485	0.574	0.327	0.493	0.424	

Fornell-Larcker approach is employed in model construction. This technique assesses the degree of distinctiveness between various elements and is frequently employed in the context of SEM. The main components within this box display the square root value, which is a component of average variation (AVE). Lateral components symbolize the interconnections among concealed entities. HTMT values of table indicate the extent to which various constructs can be distinguished from each other. If numbers fall below specified threshold (often 0.85), it shows that these characteristics exhibit dissimilarity.

Table 6 Direct Effect of All Variables on Performances

	Original Sample	Sample Mean	SD	T Statistics	P Values
AI -> FP	0.171	0.172	0.034	5.079	0.000
AI -> OA	0.311	0.310	0.045	6.943	0.000
AI -> OC	0.604	0.602	0.039	15.491	0.000
AI -> OP	0.153	0.154	0.032	4.791	0.000
KI -> AI	0.427	0.426	0.048	8.967	0.000
KI -> FP	0.073	0.074	0.020	3.710	0.000
KI -> OA	0.133	0.133	0.029	4.603	0.000
KI -> OC	0.258	0.258	0.039	6.654	0.000
KI -> OP	0.065	0.066	0.018	3.575	0.000

OA -> FP	0.550	0.550	0.042	13.077	0.000
OA -> OP	0.493	0.494	0.045	10.846	0.000
OC -> FP	0.283	0.283	0.043	6.633	0.000
OC -> OA	0.514	0.513	0.049	10.474	0.000
OC -> OP	0.253	0.254	0.041	6.215	0.000

In light of this, it is clear that the elements that are being investigated (AI, KI, OA, and OC) have a significant impact on the outcomes of performance (FP & OP) in these linkages. In a nutshell, table provides essential information regarding the degree of strength and significance of the connections that exist between many factors considered in your regression analysis. Large T numbers and tiny P values indicate that linkages that were observed are most likely significant and are not result of a random occurrence.

Figure 3 Coefficient & P value

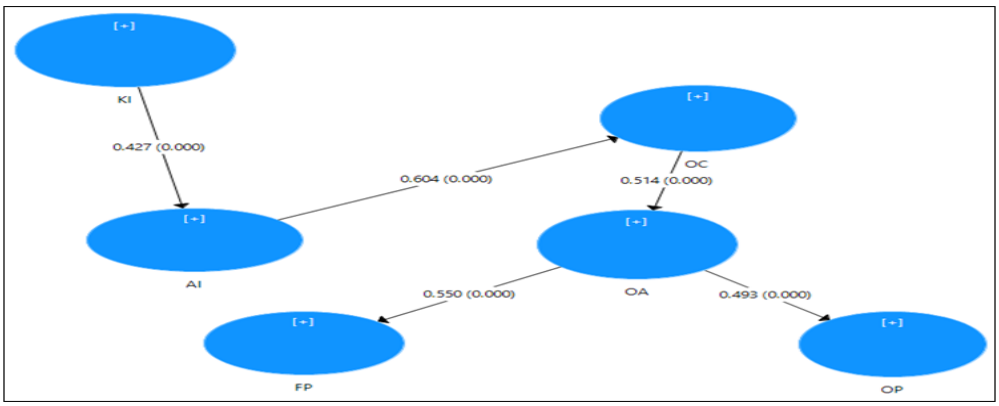
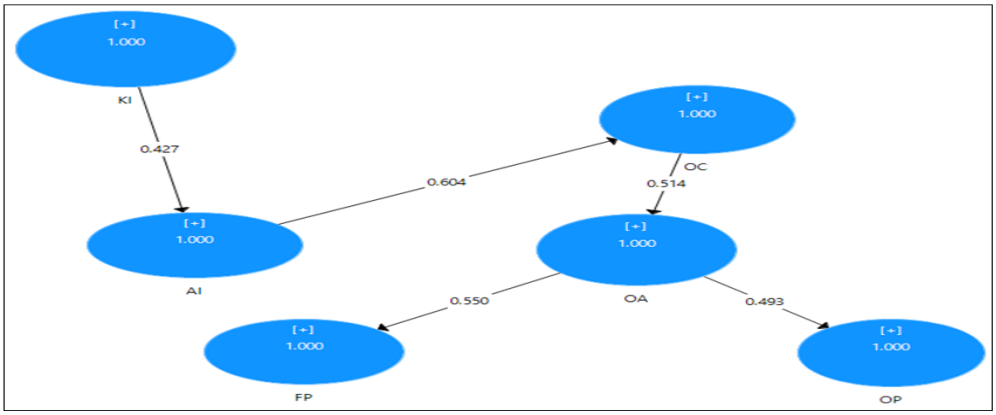


Figure 4 Direct Paths of All Constructs



DISCUSSION

This study aimed to determine if artificial intelligence (AI) may provide organizational value for enterprises and, if so, specific situations in which this occurs. The research utilized the current corpus of AI studies to achieve this goal (Atmaja et al., 2023). Thus, artificial intelligence skills as a crucial

organizational competency that give companies a viable advantage. Hence, artificial intelligence capabilities are not solely assessed from a technical standpoint; instead, they encompass the ability of leadership to creatively envision applications that generate value for enterprise. Furthermore, they encompass ability to explore & assess innovative methods of applying artificial intelligence (Rehman, Elrehail, Nair, Bhatti, & Taamneh, 2023). Expanding on this idea, intelligence capability is considered vital skill that firms should strive to develop, rather than just being supplementary group of abilities that can support specific operations. The implications of conceptualizing artificial intelligence capabilities in this way involve emphasizing the unique approaches over which these AI capabilities are developed and sustained within organizations. A corollary of this strategy is that each firm must develop its own unique methodology for building artificial intelligence abilities (Verma et al., 2023)

This approach should include multiple criteria, such as the industry, organizational history, cultural components, and environmental characteristics specific to the company's operating environment. The concept of knowledge representation is widely regarded as one of the most significant ideas in field of artificial intelligence (AI) (Mirsky et al., 2023). The development of models and structures that are able to represent data and knowledge in the manner that can be utilized by intelligent systems is required in order to implement this notion. Knowledge can be broken down into a number of categories, including the object knowledge, event knowledge, performance knowledge, meta-knowledge, facts, and understanding bases. The art creation has been considerably advanced by artificial intelligence, particularly in the formation of images and even in the reproduction of voices (Neumann, Guirguis, & Steiner, 2023). This is especially true in the artistic realm. It is especially important to note the significance of these developments. Thus, despite the fact that technology can assist artists with the creative process and expand the possibilities for the art-making, the artificial intelligence (AI) will not be able to replace artists. Through the promotion of a growth mindset, the reduction of bias, and the expansion of inclusiveness, you may establish a robust culture of allyship from within your firm.

CONCLUSION

This study examined the correlation between knowledge innovation, artificial intelligence (AI), creative capacity within an organization, and its agility in adapting to change. All of these factors might have an impact on the financial aspects and day-to-day operations of firms collectively. The findings of this study enhance our comprehension of interplay between these crucial components and their impact on organization performance. An important finding is that knowledge innovation has a significant favorable impact on both financial and day-to-day performance. Companies that invest in and promote intelligent methods of enhancing knowledge to see financial advance and increased operational efficiency. This result aligns with the notion that maintaining proficiency in generating and utilizing information is crucial for achieving long-term success in the dynamic landscape of the contemporary business realm. The advent of artificial intelligence has emerged as a formidable catalyst, significantly enhancing financial outcomes. With increasing adoption of AI tools by enterprises, they are able to enhance their operational efficiency & generate more profits. This demonstrates the challenging potential of AI in transforming company operations and gaining a competitive edge.

Suggestion & Recommendation

Taking into consideration the practical implications, the findings of the study offer practitioners a number of significant critical insights that they may utilize when implementing AI for the sake of IT industry promotion. In the first place, our formulation of the AI competencies idea highlights the significance of cultivating a setting that is conducive to making experiments. Moreover, managers ought to be aware of the opportunities presented by artificial intelligence in order to come up with inventive suggestions regarding ways in which AI applications might be utilized to help operations and the performance of organization. In addition, from an organizational standpoint, it is essential that top management not only offers financial resources for development of artificial intelligence initiatives, but also permits sufficient freedom to the managers and workers in the organization to learn with the collaboration and make contribution in the performance of the organization from the both perspective financial and operational. In concept of artificial intelligence competences, the proactive posture dimension is an essential component. This dimension focuses an emphasis on the fact that employees should be given chance to freely experiment with new ideas, methodologies, & approaches. Also, business spanning dimension emphasizes the need of the concurrent direction from top management towards value-generating applications of artificial intelligence as well as flexibility for experimentation. The ability to strike a balance between these two competing forces may prove difficult for many managers, and it will most likely be contingent on peculiarities of the organization and the team.

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