

Administrative Creativity and its Impact on Organizational Development an Applied Study at Tikrit University

Mezher Abdullah Ahmed
Tikrit University, Iraq, mezhir.ab@tu.edu.iq

Abstract: The study dealt with administrative creativity and its impact on organizational development by applying to the University of Tikrit. A random sample was selected from the heads of departments and directors of divisions and units in the university in question of (60) individuals. The opinions of the sample members were obtained by means of the questionnaire list consisting of (32) Paragraph, and the respondent response rate was 100%.

The aim of the research is to know the impact of administrative creativity on organizational development among employees, as the results of the research showed the validity of the hypotheses that stated that there is a positive moral effect of administrative creativity on organizational development, as the statistical treatment of data demonstrated the existence of a positive, statistically significant effect of administrative creativity on organizational development in The university under study.

Keywords: job satisfaction, motivation, management creativity

The first topic

The general framework of the research

First: Introduction

In order for organizations to be at the top of their development, their work must be linked to creativity and development, and by development we do not mean the novelty of mechanisms or technologies used in the management of institutions such as computers or the communication system, the Internet or e-mail, but rather we mean the development of thought and openness and the integration of methods, as well as the development of human goals and ambitions, whether in management Or for workers inside or outside the organization, and no matter how advanced technologies are, the human being remains the owner of development, innovation and upgrading, by looking at problems and linking things to produce something new or changing the current situation to a new, more valuable situation, and from here new ideas and methods are generated, whether in leadership and supervision or design and decision-making (Bomarqoud, 2017: 12).

Organizational development represents integrated efforts and long-term programs to improve the organization's abilities to survive and renew the organization's operations, and it constitutes one of the organization's pivotal processes through which the organization is able to constantly advance towards better cases and maximize its capabilities in facing challenges and adapting to changes, (Mosaadah, 2015: 356).

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The organizational development is no longer a luxury, but has become an inevitable matter, especially in our present time, which is characterized by economic openness and information explosion, which necessitates organizations to constantly update and develop their systems, and this would have been achieved without improving the performance of employees, developing management and developing their creativity elements (Adel Wahrizi, 2018 : 16).

The success of the organization in achieving organizational development will give the organization the ability to benefit greatly from the strengths or from the available opportunities and the positive environmental variables, whether at the present time or in the future. It also enables it to remove most of the weaknesses and enhances its readiness to confront any threats or changes of a negative nature at the present time or in the near future (Al-Baghdadi, 2018: 543).

Secondly, previous studies:

1. Contributions that dealt with organizational development

- Al-Faqih Study (2017): The study aimed to know information technology and its impact on supporting organizational development and increasing its competitiveness. The study concluded that owning and investing in information technology has become one of the important criteria in developing organizations, improving their performance and increasing their competitiveness.

The study of Adel and Harizi (2018): The study aimed to show the impact of organizational development on job performance at the University of M'sila, Algeria, and the study found a statistically significant effect of organizational development on job performance at the University of M'sila.

- Hayshor's study (2021): The study aimed to analyze the phenomenon of organizational development in the organization and make it a strategic asset and a source of sustainable advantage. The study concluded that organizational development has become an inevitable matter and that organizational stability is not desirable in the dictionary of economic transactions.
- Al-Shammari and Al-Nuaimi study (2020): The study aimed to know the extent to which talent management programs are applied and their impact on the organizational development process. The research in this regard has reached several results, most notably the existence of two significant correlations and significant influence between talent management processes and organizational development.

2- Previous contributions that dealt with administrative creativity:

- Hussein Najm study (2018): The study aimed to test the correlation between the transformational leadership variable and the administrative creativity variable. The study proved that there is a significant correlation of the transformational leadership variable on achieving administrative creativity.
- Al-Nashmi and Al-Duais study (2017): The study aimed to know the relationship of administrative creativity to achieving competitive advantage in private universities in Yemen. It has been proven that the higher the level of administrative creativity, the greater the chance of achieving competitive advantage, as well as there is no direct statistically significant relationship between the creative abilities of individuals and the achievement of competitive advantage in these universities.
- Muayyad, Ali and Saad study (2013): The study focused on identifying the role of administrative creativity strategies in the job performance of workers in the Kufa Cement Factory. The study

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concluded that the laboratory management does not support or encourage creativity and does not adopt it seriously, and also does not care about establishing research and development units in order to improve job performance.

- Mubarak & Noor study (2018): The study aimed to explore the relationship between authentic leadership and employee creativity in project-based organizations. The results indicate that employee creativity is linked to authentic leadership, work participation, and psychological empowerment.

Commenting on previous studies:

By presenting previous studies, the researcher reached the following aspects:

1. The current study differed from previous studies in terms of the study model and dimensions, and this represents the research gap that will be highlighted through the current study.
2. The large number of researches and studies that dealt with these two terms due to their importance in job performance, but these studies did not address the impact of administrative creativity on organizational development.
3. There is a difference and disparity in the results reached by those studies due to the difference in the dimensions and environments in which those studies were conducted.

Thirdly: research problem:

The goal of achieving success remains the ambition of each organization, through the organization's development and keeping pace with modernity changes, whether at the level of thought or technology, and this can be done if workers are stimulated to innovate in their fields of work in order to achieve the desired organizational development. Hence the problem of research in knowing the impact of administrative creativity arises On organizational development at the university under study

In light of what was presented about the impact of administrative creativity on organizational development, three questions can be formulated that express the research problem, as follows:

1. What is the impact of administrative creativity on the organizational culture at the university under study?
2. What is the impact of administrative creativity on empowerment in the university under study?
3. What is the impact of administrative creativity on the strategy in the university under study?

Fourth Research Objectives: The research seeks to achieve the following objectives:

- 1) Recognize the role of administrative creativity in organizational development.
- 2) Recognize how to use the administrative creativity method in the development of the organization.

Fifthly Research Importance: The importance of the study lies in the following:

- 1) The novelty of the topic by adding some knowledge and information to researchers and those in charge of business institutions.
- 2) The impact of administrative creativity on organizational development is more attractive, as creative thinking leads to excellence and success and keeps pace with the development in various

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fields, and this is what motivates researchers to continuously research and create new ideas and methods.

- 3) Shed light on one of the organizational development methods.
- 4) Motivating organizations to apply creativity of all kinds to achieve development.

Sixth: Variables and the research model: The research variables are divided into two parts:

1. The independent variable: managerial creativity
2. Dependent variable: organizational development, including dimensions (organizational culture, empowerment, strategy), a study of (Bomarqoud, 2017).

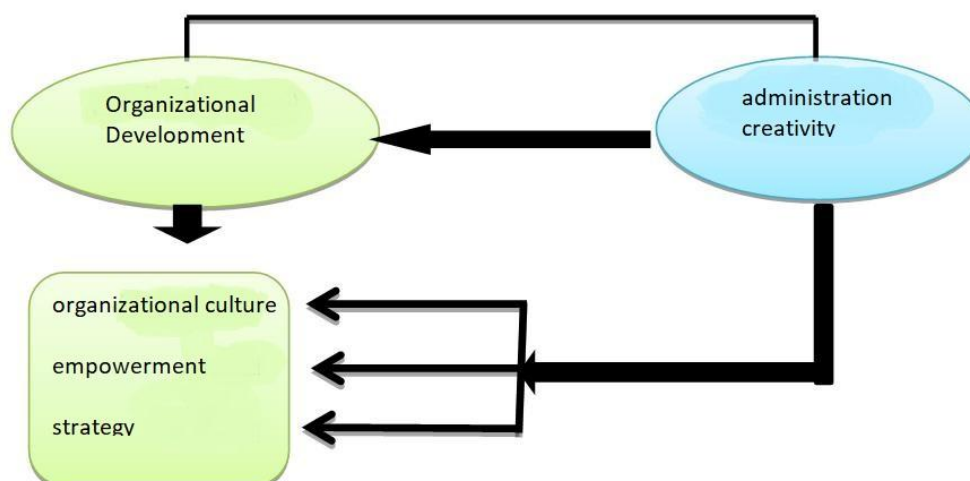


Figure (1) research model: prepared by the researcher.

Seventh: Research Hypotheses

1- The first main hypothesis: There is a significant correlation between administrative creativity and organizational development dimensions. This hypothesis is divided into three sub-hypotheses:

- a. There is a significant correlation between administrative creativity and organizational culture
- b. There is a significant correlation between administrative creativity and empowerment.
- c. There is a significant correlation between administrative creativity and strategy.

2- The second main hypothesis: there is a significant correlation among the axes of organizational development, and it is divided into two sub-hypotheses:

- A - There is a correlation among the axes of organizational development.
- B - There is a significant correlation between the axes of organizational development and the overall organizational development.

3- The third main hypothesis: There is a statistically significant effect of administrative creativity on organizational development. Three sub-hypotheses emerge from this hypothesis:

- a. There is a significant and statistically significant effect of administrative creativity on organizational culture.
- b. There is a significant, statistically significant effect of administrative creativity on empowerment.

- c. There is a significant, statistically significant effect of administrative creativity on the strategy.
- d. There is a statistically significant effect of administrative creativity on organizational development.

Eighth: Research Methodology

1- Data sources are divided into two types:

- Secondary data: It includes Arabic and foreign references from books, periodicals, research and messages related to study variables.
- Primary data: where the researcher will visit the university in question and conduct personal interviews with the research sample to obtain the data.

2 - Research Limits: The limits of the research are as follows:

- Objective limits: The objective limits of the research were to focus on administrative creativity and its impact on organizational development in its dimensions (organizational culture, empowerment, strategy).
- Human limits: The limits of human research were limited to heads of scientific and administrative departments working at Tikrit University.

3- Population and research sample:

The research community was limited to the heads of scientific and administrative departments working at Tikrit University, and a random sample of (77) seventy-seven individuals was selected from the research community.

4- Statistical methods used in data analysis:

The researcher will use the statistical software package for the social sciences, known for short as (SPSS).

5- Research measurement tool:

In measuring the research variables, the researcher relied on the study (Bomarqoud, 2017) with regard to organizational development, and on the study (Al-Nawafa'a, 2018) with regard to administrative innovation, and based on previous studies, the researcher was able to design the questionnaire list after reformulating some of the phrases in proportion to the nature of the research and its objectives.

The second topic

Theoretical framework for research

The first requirement is administrative creativity

First: the concept of administrative creativity

Creativity is one of the human phenomena that existed from the emergence of humanity. Since God created man, he has been inventing, creating, and exploring all new. The issue of creativity has started since World War II, as it has become a major topic associated with competition among Western countries during the technological race. A group of researchers defined it as ((the initiative shown by the employee or manager with the ability to depart from the traditional mental sequence of thinking)) (Ali Marei, 2014: 397).

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Administrative creativity is defined as the ability to find new things that may be useful ideas, products, services or ways of working, noting that administrative creativity is based on the individual's excellence in seeing and solving problems (Al-Nashmi and Al-Dais, 2017: 186).

Second - the importance of administrative creativity:

Administrative creativity is of great importance at the level of the organization and is considered as the beating heart of its activities, through its provision of permanent supply to the manager to support his ability to develop the organization and its continued success (Durgut, 67, 2020).

Third: characteristics of administrative creativity

The characteristics of administrative creativity lie in the points (Ali Marei, 2017: 403):

1. Creativity is differentiation and making something different from others.
2. Creativity is to come up with everything new, wholly or partly.
3. Creativity is the synthesis of old things with new things in a new way.
4. Creativity is finding a new product in the market that differs from the traditional one.
5. Creativity is the ability to discover opportunities.

Fourth - creativity motives: the most prominent of which are (Bomarqoud, 2017: 23)

1- Intrinsic motivations:

- Enthusiasm to achieve goals
- the satisfaction
- Reach goals and objectives in a faster manner

2- External Environmental Motives:

- Addressing problems
- The need for growth
- The need for progress
- Keeping pace with rapid change

Fifth - Administrative Creativity Requirements:

One of the most important requirements for creativity is an understanding of the work system and belief in its value and the importance of mastering it and applying modern administrative methods, as well as good time management and allocating part of it to innovative activity. Effective communication skills and the ability to influence are also one of the main requirements for the administrative innovation process, as well as the ability to predict, conduct research, record ideas and document them. An idea that comes at the wrong time may be forgotten and not come back. All of these requirements, if available, work alongside the creative traits available in the individual to develop the managerial creativity process (Hedyeh, 2014:6).

Sixth- Obstacles to Administrative Creativity:

Administrative creativity is subjected to resistance by working individuals for the following reasons: Adnan & Abu Mayala, 2019:26).

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1. Thinking that creativity creates new jobs or opportunities that the current individual workers cannot fill, which causes them to fear losing their jobs.
2. Some administrators may be on the verge of retirement and do not want to see change or development in the organization.
3. Work supervisors resist the collision between two different cultures.
4. The degree of risk surrounding creativity.
5. Lack of material factor.

Seventh- Levels of Administrative Creativity:

Four levels of creativity can be identified as follows (Zahra and Guthie, 2019: 9)

- Creativity at the individual level
- Creativity at the community level
- Creativity at the level of the organization
- Creativity at the community level

The second requirement: organizational development:

First, the concept of organizational development:

Organizational development represents one of the branches of organizational theory whose main objective is how to manage the changes that occur within the organization, and in recent years there have been serious studies on the importance of organizational development and its role in managing change in modern organizations. Organizational development is no longer just a field of research, but rather it has begun to constitute a set of activities and roles aimed at stimulating and studied change in modern organizations (Al-Baghdadi, 2018: 543).

Organizational development is defined as a positive feeling emanating from the employee about a specific job, a specific work environment, or a specific organizational commitment in the organization in which he works (Al- Nawafa'a, 2018:9).

Organizational development is also known as the emotional orientation of employees towards their roles at work, and is an important element in motivating employees and encouraging them to improve performance. Job satisfaction is the biggest factor influencing the employees' intention to leave or stay in the company, i.e. it is a feeling of security or the employees' sense of safety to work, both in terms of social and economic security (Amalia, 2018: 12).

Secondly, organizational development goals:

The process of organizational development is not in an improvised or spontaneous manner, but rather it is a deliberate, purposeful and planned process, and one of the most important goals that accompany organizational change and development programs are as follows: (Al-Baghdadi, 2018: 548)

1. Organizational development supports the efficiency of the organization and its productive effectiveness.
2. Developing human resources, improving their efficiency and enhancing their performance.

3. Changing the prevailing culture in the organization so that the culture based on solidarity, cooperation and sharing of powers between subordinates and superiors prevails.
4. Care to create an appropriate climate in which individuals can achieve self-realization, growth and influence in their environments, organizations and jobs.
5. Organizational development is a long-term goal that requires an effort to raise the organization's ability to deal with external changes affecting the organization and improve its ability to face problems, whether internal or external.

Third stages of organizational development:

The organizational development process is considered an organized effort in addition to being a time-limited program and passes through different stages. The researchers distinguished five stages of the organizational development process: (Masa'dah, 2015: 361)

1. Feeling and feeling the need for the process of change.
2. Defining and drawing the relationship between the organization and the change expert.
3. Gathering data and information.
4. Identifying and diagnosing problems.
5. Develop an implementation plan.

Fourth: The characteristics of organizational development: Organizational development is characterized by some characteristics that distinguish it from other organizational changes (Al-Baghdadi, 2018: 547):

- 1- Focus on process and culture by all parties in the organization.
- 2 - Focus on the harmony of the organization's members with the factors of change.
- 3- Focusing on everyone's involvement and participation in decision-making at various levels.
- 4- Focusing on the system entirely for the developmental development of individuals and organizations.

The third topic

Practical framework for research

First, the test of reliability and validity:

This scale indicates the stability and validity of the questionnaire items, as well as the strength of the correlation among the questionnaire items, which is acceptable at the 60% level, as shown in Table (1):

Table No. (1) Test reliability and validity of survey statements

| Axis | number of phrases | Cronbach's Alpha Stability Coefficient | honesty coefficient |
|----------------------------|-------------------|--|---------------------|
| administration creativity | 8 | 0.814 | 0.902 |
| Organizational development | 24 | 0.910 | 0.953 |
| total | 32 | 0.914 | 0.955 |

It is clear from the previous table that Cranbach's alpha coefficient of stability for the administrative creativity axis equals (0.814), the validity coefficient equals (0.902), and for the organizational development axis equals (0.910), and the validity coefficient equals (0.953), as these ratios indicate the validity of the questionnaire statements and their expression of the research topic at the level of high. It also indicates the high level of internal consistency between the paragraphs of the questionnaire, which makes the paragraphs highly acceptable.

Second: Describe the personal variables of the respondents

1. Gender: the respondents were divided according to the gender variable into two categories, male and female, and the highest percentage was 86.7% within the male category, as shown in Table (2)
2. Position: the results showed that the respondents who occupy the position of unit manager constituted 36.7% of the sample members, while individuals who occupy the position of division director constituted 40.0% of the sample members, while individuals who occupy the position of department manager constituted 23.3% of the sample members As shown in Table (2).
3. Academic qualification: the results showed that the highest percentage of 63.3% of the respondents were holders of a doctorate degree, 26.7% of the holders of a master's degree, and 10.0% of the holders of a bachelor's degree among the respondents, as shown in Table (2).
4. Career service: the results showed that the respondents whose service is less than 10 years represented 6.7%, while the respondents whose service ranges between 10-20 years constituted 70% of the sample members, and the respondents whose service ranges between 21-30 years constituted a percentage 10.0% of the sample members, while the respondents whose service exceeds 30 years constituted 13.3% of the sample members, as shown in Table (2).

Table (2) Characteristics of the respondents

| No. | Gender | frequency | % |
|-------|------------------------|-----------|------------|
| 1 | Male | 52 | 86.7 |
| 2 | Female | 8 | 13.3 |
| Total | | 60 | 100 |
| No. | position | Frequency | % |
| 1 | Unit official | 22 | 36.7 |
| 2 | Section Manager | 24 | 40.0 |
| 3 | Division Manager | 14 | 23.3 |
| Total | | 60 | 100 |
| No. | Academic Qualification | Frequency | % |
| 2 | BA | 6 | 10.0 |
| 3 | Master | 16 | 26.7 |
| 4 | PhD | 38 | 63.3 |
| Total | | 60 | 100 |
| No. | Years of service | Number | Percentage |
| 1 | Less than 10 | 4 | 6.7 |
| 2 | From 10-20 | 42 | 70.0 |

| | | | |
|--|--------------|----|------|
| | From 21-30 | 6 | 10.0 |
| | More than 30 | 8 | 13.3 |
| | Total | 60 | 100 |

The table was prepared by the researcher based on the questionnaire form

Second - descriptive analysis of the research variables: It includes:

1- Testing the hypotheses of the relationship:

A- Identifying the relationship between administrative creativity and organizational culture

The results showed that the lowest value for administrative creativity was 19 and the highest value was 39, with an average of 28.16 and a standard deviation of 4.47. The respondents were divided into three categories using the range law, and it appeared that the highest percentage was within the low category, as shown in Table (3).

Table (3) Distribution of the respondents according to the categories of the administrative creativity variable.

| No | Categories | Number | % | average | R. value | p-value | Morale |
|-------|-----------------|--------|------|---|----------|---------|--------|
| 1 | Low (19-25) | 30 | 50 | 26 | 0.708 | 0.000 | ** |
| 2 | Medium (26- 32) | 18 | 30 | 29 | | | |
| 3 | High (33-39) | 12 | 20 | 34 | | | |
| Total | | 60 | %100 | **Significant at 0.01 . probability level | | | |

To find the correlation relationship between administrative creativity and organizational culture, the simple correlation coefficient of (Pearson) was used, which reached a value of 0.708 and indicates a significant positive correlation between the two variables according to the value of P-Value = 0.000. Which indicates the validity of the sub-hypothesis which states that there is a correlation between the administrative creativity variable and the organizational culture of employees. The reason for this may be that employees who have administrative creativity are more interested and knowledgeable about the organizational culture of the educational institution and what it follows in order to motivate its employees towards administrative creativity.

B - Identifying the relationship between administrative creativity and empowerment

The results of the analysis showed that the highest average for the empowerment axis was 37.25 within the high administrative creativity category, where the percentage of respondents in the high administrative creativity category reached 20% as shown in Table (4).

Table (4) Distribution of the respondents according to the categories of the administrative creativity variable

| No. | Categories of managerial creativity | number | % | Mean | r . value | p-value | significance |
|-------|-------------------------------------|--------|------|---|-----------|---------|--------------|
| 1 | Low (19-25) | 30 | 50 | 25.20 | 0.665 | **0.000 | significant |
| 2 | Medium (26- 32) | 18 | 30 | 29.18 | | | |
| 3 | High (33-39) | 12 | 20 | 37.25 | | | |
| total | | 60 | %100 | **Significant at 0.01 . probability level | | | |

To find the correlation between the administrative creativity variable and empowerment, the simple correlation coefficient of (Pearson) was used, which amounted to 0.665. It indicates a significant positive correlation between the two variables according to P-Value = 0.000. Which indicates the validity of the sub-hypothesis which states that there is a significant correlation between administrative creativity and employee empowerment. The reason for this may be to follow the appropriate ways, tools and methods that make its employees more administratively creative.

C- Identifying the relationship between administrative creativity and strategy:

The results of the correlation analysis showed that the highest average of 35.25 for the strategy was within the high administrative creativity category. While the lowest average was 28.40 for the strategy in the category of low administrative innovation. As shown in Table (5).

Table (5) Distribution of the respondents according to the categories of the administrative creativity variable

| No. | Categories | number | % | Mean | r . value | p-value | significance |
|-------|-----------------|--------|------|---|-----------|---------|--------------|
| 1 | Low (19-25) | 30 | 50 | 28.40 | 0.555 | **0.000 | significant |
| 2 | Medium (26- 32) | 18 | 30 | 29.64 | | | |
| 3 | High (33- 39) | 12 | 20 | 35.25 | | | |
| total | | 60 | %100 | **Significant at 0.01 . probability level | | | |

To find the correlation between the administrative innovation variable and the strategy, Pearson's simple correlation coefficient was used, whose value was 0.555. It indicates a significant positive correlation between the two variables according to P-Value = 0.000. Which indicates the validity of the sub-hypothesis which states that there is a significant correlation between administrative creativity and strategy. The reason for this may be that the university has strategic plans and a clear future vision for all its employees.

The second objective: to identify the matrix of the correlation between the axes of organizational development and the overall organizational development.

The results of the analysis of the correlation matrix between the axes of organizational development showed the significant, positive and strong correlation at the 0.01 probability level. Where the highest correlation strength was 0.708. The lowest correlation strength is 0.555. Also, the total correlation relationships were significant and positive, and their strength was high at the 0.01 probability level. As shown in Table (6).

Table (6) Matrix of correlations between communication patterns axes in the field of pesticides.

| Input variables | | organizational development axes | | | |
|---------------------------------|----------------|---------------------------------|-------------|----------|---------|
| | | organizational | Empowerment | strategy | Total |
| organizational development axes | organizational | 1 | **0.810 | **0.794 | **0.947 |
| | Empowerment | | 1 | 0.640 | **0.919 |
| | strategy | | | 1 | **0.867 |

It is evident from Table (6) that the highest correlation strength was between the organizational and empowerment axis, reaching 0.810. This is an indication of the relationship between the development

axis and job empowerment. While the correlation between organizational and strategy was strongly 0.794. It is also a strong positive moral relationship. While the correlation between functional empowerment and strategy is strongly 0.640. It is also a strong and moral link. This confirms the realization of the hypothesis that states that there is a significant correlation between the organizational development axes, as well as with the overall organizational development. This confirms the extent to which the organizational development axes are interconnected with each other in order to complete all the dimensions of organizational development and to form a clear picture in front of the employees of the institution.`

The third objective: Determine the regression relationship between managerial creativity and the dependent factor.

Multiple linear regression analysis was used to determine the effect of the administrative creativity variable on each of the organizational development axes, as well as determine the effect of the total managerial creativity on the organizational development factor, as shown in Table (7).

Table (7) The results of the multiple regression analysis between the variable administrative creativity and organizational development.

| independent variable | The effect of the independent variable on the axes | | | | | overall effect | | |
|---------------------------|--|----------------------|---------|---------|--------------|----------------------|---------|---------|
| | dependent axes | R ² value | F value | P-Value | Significance | R ² value | F value | P-Value |
| administration creativity | culture | 0.502 | 58.414 | 0.000 | 0.01 | 0.698 | 133.904 | 0.000 |
| | Empowerment | 0.443 | 46.065 | 0.000 | 0.01 | | | |
| | Strategy | 0.308 | 25.845 | 0.000 | 0.01 | | | |

It is evident from Table (7) that there is a statistically significant effect of the administrative creativity axis on the organizational culture. Where the coefficient of determination was (0.502). In other words, 50% of the changes in the organizational culture axis are due to the administrative innovation variable. The calculated (F) value was (58.414). It is greater than its tabular value at a significant level (0.01.)

It was also clear that there was a statistically significant effect of the administrative creativity axis on empowerment. Where the coefficient of determination was (0.443). In other words, (44%) of the changes in the empowerment axis are due to the administrative innovation variable. The calculated (F) value was (46.065). It is greater than its tabular value at a significant level (0.01.)

It was also found that there is a statistically significant effect of the administrative creativity axis on the strategy. Where the coefficient of determination was (0.308). That is, (30.8%) of the changes in the strategy axis are due to the administrative innovation variable. And 70% represent random variables that were not taken into account in the study. The calculated (F) value was (25,845). It is greater than its tabular value at a significant level (0.01.)

As well as showing a statistically significant effect of the axis of administrative creativity

From the previous analysis of the data, it was found that:

- The validity of the main hypothesis of the research, which states (the existence of a positive moral correlation for administrative creativity on the axes of organizational development (organizational culture, empowerment, strategy) in order to reach the research objectives and answer the questions that express the research problem.

- The validity of the second main hypothesis, which states that (there is a positive moral correlation between the axes of organizational development, as well as between the axes and the overall organizational development).
- The administrative creativity has a positive, significant, and statistically significant impact on the axes of organizational development and organizational development in all its axes (organizational culture, empowerment, strategy).

The fourth topic

Conclusions and Recommendations

First: Conclusions

1. Through what was presented in the theoretical side and the results of statistical analysis, the study proved that there is a correlation and moral effects of administrative creativity on organizational development in its three dimensions (organizational culture, empowerment, strategy).
2. It was found from the correlation matrix between the organizational development axes that they are linked with each other with a strong positive moral correlation. Also, a strong moral correlation was found between the axes of organizational development and the overall organizational development.
3. It was found through the results of the statistical analysis that the indicator of organizational culture as one of the axes of organizational development is one of the most important indicators agreed upon in the study sample.

Secondly: recommendations

By reviewing previous studies and the theoretical aspect of the research on the one hand, and through the statistical treatment of the data and its results on the other hand, the researcher makes the following recommendations:-

1. Paying attention to research and studies dealing with organizational development to reach the most important factors and ingredients that lead to the success and sustainability of organizations and increase their ability to continue and compete in light of contemporary challenges.
2. The necessity of paying attention to all axes of organizational development without giving preference or neglecting any axis, because they are linked with each other in a strong relationship. This means that all aspects of organizational development are of importance to the organization.
3. Paying attention to educating employees and making them aware of the importance of organizational development through giving lectures or holding seminars and courses under the supervision of professors specialized in the field of management.

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