

# Job Satisfaction and its Impact on the Creative Behaviour of Employees of University Organizations: Field Study on a Sample of Administrative Staff at Samarra University

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**Abstract:** The research tests the correlation and impact between job satisfaction in its dimensions (salary, nature of work, promotion opportunities, leadership and supervision, working relationships) and creative behaviour in its dimensions (Problem solving, communication capacity, risk spirit, variability) s creative behaviour cannot be obtained by the Organization in the absence of job satisfaction of its staff, and the identification has been used as a data-gathering tool where it has been distributed. (98) A search sample form in which a group of administrative staff were selected and (94) a valid form was recovered. Research hypotheses demonstrated a moral correlation between job satisfaction and its impact on creative behaviour and the data was analysed using a program (spss) A number of statistical methods have been used to verify the validity, the results being identical to the research hypothesis and showing a moral correlation between job satisfaction and creative behaviour. In the light of this, a series of conclusions have been reached and some recommendations have been formulated, which are hoped to benefit those concerned in the present research.

**Keywords:** Job satisfaction - creativity - creative behaviour.

## Introduction

Job satisfaction is one of the topics in which it has been extensively researched as a result of its utmost importance in motivating workers to adopt creative behaviour. The term is commonly used within public and private organizations, and most areas of work and functions, where special attention is given by departments as a catalyst for performance and creativity and directing individual behaviour towards voluntary commitment to the organization and impetus for creativity in its field of work. Thus, most organizations seek to gain the satisfaction of their employees and meet their various requirements of wages, salaries and opportunities for promotion because they contribute to raising the level of job satisfaction and affecting the effectiveness and development of performance and create great opportunities to guide individuals towards creative behaviour that contributes to the efficiency of performance and the search for competitive opportunities that help the organization in achieving the goals they attain. It is therefore urgent to know the role that job satisfaction plays in embracing the creative behaviour of workers within university organizations. In order to achieve the desired creative behaviour of the Organization by trying to bring its employees to the level of job satisfaction in order to raise their awareness of the importance and value of the Organization's objectives, as well as to urge them to cooperate to meet the challenges and to provide the public interest over private interests.

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## 1. Study Methodology:

This study presents the problem of research and its importance, objectives and hypotheses, as well as addressing the society and sample of research and its spatial and temporal limits.

### 1.1 The research Problem

It is the primary driver of any organization, and because it carries a range of emotions, sensitivities and needs that it expresses in different ways reflected in its performance of the work entrusted to it, In the light of this, the research was keen to study job satisfaction, which seeks to open up the prospects and create fertile land and an appropriate climate to provide university staff with new capabilities, creations and ideas in the discharge of their duties and the work entrusted to them, so the problem of research can be formulated according to the following questions.

1. What level of importance are the dimensions of job satisfaction towards creative behaviour at the researching university.
2. Are managers aware or aware of the importance of achieving job satisfaction and its impact on creating creative behaviour for their employees.
3. What is the nature of the relationship between the dimensions of job satisfaction and the creative behaviour of the administrative staff of Samarra University.

### 1.2 The importance of research

Job satisfaction is a major reason to motivate workers to solve problems and access effective communication coordination as well as the ability to embrace the required changes on time The importance of current research stems from the importance of everything that affects the creative attitudes of university workers. This research tries to draw Iraqi universities' attention to the need to pay attention to the job satisfaction of their staff in order to gain access to the creative attitudes they possess.

1. To demonstrate the role played by job satisfaction in creating the creative behaviour of administrative workers in Iraqi universities.
2. Increasing attention in the university community to the job satisfaction of its staff as it is an influential factor in guiding the creative behaviour of university administrative staff towards creativity and knowledge of some factors influencing it.
3. Diagnosis of the actual level of job satisfaction of university administrative staff.

### 1.3 Research Objectives

research goals can be determined by the following points.

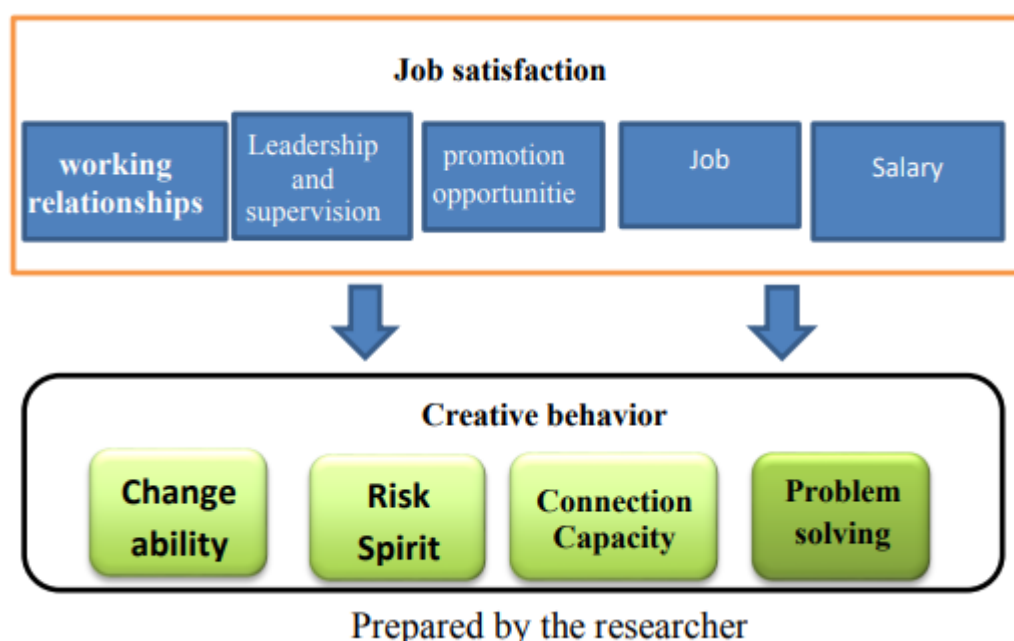
1. Recognize the extent to which the job satisfaction of the University's administrative staff has been achieved and its impact on creative behaviour.
2. Develop a theoretical framework on the subject of the dimensions of job satisfaction in the field of education and its creativity among the University's staff.
3. Test the relationship between the dimensions of job satisfaction and the creative behaviour of the university in question.

### 1.4 Default search model:

A hypothetical model has been designed that indicates a significant correlation between the combined dimensions of job satisfaction as an independent variable and the removal of creative behaviour as a subordinate variable and as in figure (1) below:

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Figure (1) Hypothetical outline of the study



### 1.5 Research hypotheses

In order to reach the research objective, a main hypothesis has been built and five sub-hypotheses emerge, as follows.

1. Main hypothesis: There is a statistically significant effect between job satisfaction and the creative behaviour of administrative staff at Samarra University.
2. Sub-hypothesis H1: There is a positive statistically significant effect between salary and creative behaviour of administrative staff at Samarra University.
3. Sub-hypothesis H2: There is a statistically significant positive effect between the nature of the work and the creative behaviour of the administrative staff of Samarra University.
4. Sub-hypothesis H3: There is a positive statistically significant effect between promotion opportunities and creative behaviour of administrative staff at Samarra University.
5. Sub-hypothesis H4: There is a positive statistically significant effect among leadership, supervision and creative behaviour of administrative staff at Samarra University.
6. Sub-hypothesis H5: There is a positive statistically significant effect between working relationships and creative behaviour of administrative staff at Samarra University.

### 1.6 Search Limits

**Human boundaries:** The research has been limited to administrative staff as a sample of the research community of Samarra University staff.

**Spatial limits:** This research was limited specifically to Samarra University colleges.

**Time limits:** The research was conducted between December 2022 and June 2022.

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## 1.7 Community and Sample Research

A. Summary of Samarra University: Samarra University was founded in 2012 and consists of (9) colleges (Faculty of Education, Faculty of Islamic Sciences, Faculty of Archaeology, Faculty of Engineering, Faculty of Applied Sciences, Faculty of Physical Education and Sports Sciences, Faculty of Administration and Economics, Faculty of Arts, Faculty of Agriculture and Organization).

B. Description of the research sample: The administrative staff of Samarra University have been selected as a research society. The reasons for the selection came to their great role in the work of the University and its great role in the creation of a conscious and advanced generation concerned with creativity and excellence. The staff cooperated in giving the correct information, which facilitated the work of the search questionnaire. (98) randomly distributed a sample form to the research community's 185 administrative officers and (94) statistical analytical forms were recovered.

## 1.8 Data and information collection tools

Researchers have relied on two aspects of data collection:

### 1.8.1 Theoretical aspect

Data have been collected on what is available in Arab and foreign libraries and research as well as the Internet.

### 1.8.2 Applied aspect

The questionnaire was used as the main tool for data collection and was designed on the basis of scientific messages and research to ensure the instrument's apparent honesty, using a quinquennial lectern scale to determine response weights, and the first two axes included paragraphs to measure the independent variable. (Job satisfaction) dimensions (salary, nature of work, promotion opportunities, leadership and supervision, employment relations) Through (21) phrase, the second axis contains the adopted variable (creative behaviour) in its dimensions (Problem solving, communication capacity, risk spirit, susceptibility) through (17) phrase.

## 2. Theoretical study

### 2.1 Job satisfaction

#### 2.1.1 Concept and definition of job satisfaction.

Due to the fact that job satisfaction is a psychological phenomenon associated with a human being who is always changing and of a complex psychological nature has multiple needs and desires and changes from time to time and his behaviour is associated with this satisfaction ", the majority of researchers and thinkers did not agree on a firm definition of job satisfaction, Job satisfaction is subject to several different psychological, physiological and environmental factors that affect his or her satisfaction with the organization to which he belongs, as well as his or her role in that organization (Judge & et.al, 2020:77).

Therefore, several definitions of job satisfaction have emerged from many researchers and thinkers, some of which can be explained as in table (1) below.

**Table No. (1) Some job satisfaction definitions**

No	Researchers	Definitions	Date &Page
1	Salahuddin	It is the positive emotional situation resulting from an individual's assessment of his or her job or what that job gets.	2001:211
2	Al-Syafi	Job satisfaction is defined as the set of interests in psychological,	2002:55

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		physical and environmental conditions that make an individual honestly say that I am satisfied in my job	
3	Huwaihi	constitutes satisfaction of the material and moral needs of the individual through work. Satisfaction is the positive direction that the individual carries towards his work and is a reflection of the extent of satisfaction derived from this work.	2008:185
4	Nabaa Al-Hassan	Satisfaction is defined as an individual's sense of parity with his work through positive outcomes.	2011:95
5	Noe et al.,	Values, realizations and ideas are the three important elements of job satisfaction. People will be satisfied with their jobs as long as they feel that their jobs meet their important values.	2011:309

From the preparation of researchers based on the above sources.

Therefore, job satisfaction can be said to be an individual's sense of psychological satisfaction with workers and work as a result of satisfying their important needs, leading to good behaviour towards the organization.

### 2.1.2 The importance of job satisfaction.

The importance of one's job satisfaction comes from the fact that it is an influential element in the productivity of work and the development of organizations as a pillar of production, development and creativity in organizations. If neglected, ignored and unduly motivated, this results in underdevelopment and lack of productivity of all organizations in that country, resulting in a country's backwardness. Therefore, job satisfaction should be examined because of its practical and practical importance to individuals and the Organization as well as to society. This is because an individual's job satisfaction is the cornerstone of his psychological, organizational and social consensus (Lawler & et.al: 1967:22), so we can divide his importance into

- Important for the individual, he or she has the capacity for creativity and innovation, motivation to deliver and improve performance, and the ability to fit in with the environment in which he or she works.
- Important for the Organization, providing high-quality services, reducing turnover and absences and delays in formal working hours, increasing individuals' affiliation with and loyalty to the Organization, and a strong desire to remain in the Organization.
- It is important for society, with high rates of service delivery and economic efficiency, low rates of leaving work, resulting in family stability and the cohesion and progress of society (Khalil al-Rabi, 2014:35).

## 2.2 Creative Behaviour

### 2.2.1 Concept and definition of creative behaviour

One of the most important strategies for organizational development is the development and development of the human resource and for the purpose of implementation it must be driven towards creativity, which depends mainly on attention to the individual's behaviour within the organization and adapting to the challenges facing the organization and creative behaviour is the worker's approach in the workplace, or that comes as a result of the set of decisions that he makes, that start with the perception and analysis of the position that exists and then the gathering of information, evaluate available alternatives and choose the most appropriate alternative, then adopt or adopt certain behaviour and not bring creative behaviour to new results, and therefore

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Many researchers and specialists in this field have addressed the concept of creative behaviour in several respects and have been diligent in defining it and finding out the truth of this concept and from all angles we provide these definitions through the following table.

**Table (2).** Opinions of some writers and researchers on the concept of creative behaviour

No	Researchers	Definitions	Date &Page
1	Baitina	It is all existing individual work towards generating, delivering and applying new and useful things at any organizational level.	2008:21
2	Al-Gharyba	It is the distinctive activity performed by an individual in his or her workplace by adopting a particular idea	2003:34
3	Hamadat	is the initiative of an individual's ability to get rid of the ordinary context of thinking and follow a new pattern of thinking.	2007:68
4	Al-Maqtoun	A person's and a group's positive conduct in the workplace is therefore the means or instrument that must be provided to create creativity (act).	2000:165
5	Jawad	is a strange, different, unique and uncommon behaviour of an individual or a working group that generates ideas and solutions that are distinct from authenticity and regeneration.	2000:45

From the preparation of researchers based on the above sources.

## 2.2.2 The importance of creative behaviour

Creative behaviour is one of the key elements for a better and better direction and the organization's drive to achieve competitive advantage, especially in today's rapidly changing business environment. Therefore, management must provide a good climate that helps to create and develop creative capacity in a general acceptance of creative expression, tolerance and acceptance of mental difference, formulation of programmes and stereotyping of social relationships suitable for the development of creativity (Abdelstar Ibrahim, 2002:233).

If an organization wants to excel or even continue to perform under these changes, it must embrace creativity in its organizational strategies and policies.(Akturan & Cekmecelioglu,2016:345)

Some modern management organizations have understood this need and have set up special administrative units aimed at nurturing creativity and creativity and creating an appropriate organizational climate to create behaviour among their employees towards creativity (Al Gharaba, 2003:41).

## 2.2.3 Dimensions of creative behaviour

Creative behaviour includes many dimensions. Most studies and research have combined to identify four dimensions that researchers consider can be addressed in research (problem solving, communication capacity, risk-taking spirit, susceptibility to change).

1. Problem solving: It is meant to be able to provide creative solutions to problems in addition to anticipating problems that may occur and trying to avoid them and avoid their effects. (Al-Salem, 1999:98).
2. Capacity of communication: This is to give employees the opportunity to initiate useful and constructive feedback and discussions, and to access information through which to achieve the goals by improving relations between workers and their subordinates and colleagues.
3. A spirit of risk: Taking the lead in embracing new ideas and methods and seeking solutions to them, at the same time the individual is capable of taking the risks resulting from his or her actions, and is ready to face the responsibilities resulting therefrom.

The ability to change and move from one level to another (Mobile, 2015:68). The change is the development and elevation of new ideas according to the change in work (Al-Khatatneh, 2019:86).

### 3. Analysis Results& Discussion

After the data obtained was unloaded and disaggregated by the survey, researchers used the statistical means SPSS V.26 to analyze and test the validity of the assumptions by 94 views.

#### 3.1 Tool Stability (Identification):

One of the most reliable measures is the Alpha-Kronbach scale, with its value ranging from (0-1). Sometimes in books and scientific articles we find that the minimum acceptance of the value of the Alpha-Kronbach coefficient must be (0.60). The higher the value of this coefficient, the greater the stability of the measurement tool, the credibility of the study tool and the consistency of its axes.

**Table (3).** Alpha Kronbach coefficient for measuring the stability of the study tool

Study axes	Sentence number	Axe stability	consistency
Salary	5	0.84	0.92
Nature of work	4	0.73	0.85
Promotion Opportunities	4	0.71	0.84
Leadership and supervision	4	0.76	0.87
Employment Relations	4	0.68	0.82
Problem Solving	5	0.68	0.82
Connection Capacity	4	0.65	0.81
Risk Spirit	4	0.68	0.82
Changeability	4	0.71	0.84
General consistency of questionnaire	38	0.88	0.94

From the preparation of researchers based on the results of statistical analysis

#### 3.2 Data analysis and study hypothesis testing

##### 3.2.1 Description of study variables:

1- Description and diagnosis of job satisfaction variables

In order to see the answers that the individual researchers touched on the variables of each dimension of job satisfaction, their average responses to the ideal effect were as shown in Table (4).

**Table (4).** Computational medium and standard salary deviation

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
X1	My salary is commensurate with the nature of my work.	3.11	1.18	2
X2	Satisfying the salary of my basic needs	3.03	1.10	4
X3	I feel the fairness of my remuneration for my work.	3.07	1.23	3
X4	The salary motivates me to do the job in the best way.	3.60	1.19	1
X5	There is justice in the distribution of additional incentives	2.66	1.13	5
overall rate		3.10	0.90	

From the preparation of researchers based on the results of statistical analysis

From table (4) above, we note that the arithmetic medium of salary variables (X1,X2,X3,X4,X5) ranges from 2.66-3.60 with a standard deviation of 1.10- 1.23, and the overall rate of this dimension is 3.10 and a

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standard deviation (0.90), which means that the individual's answer was fairly close. In terms of relative importance, the variable (X4) came first and indicates the importance of the institution's motivation of workers to complete work through the salary they receive.

**Figure No. (2)** Figure of average arithmetic and standard salary deviation



From the preparation of researchers based on the results of statistical analysis

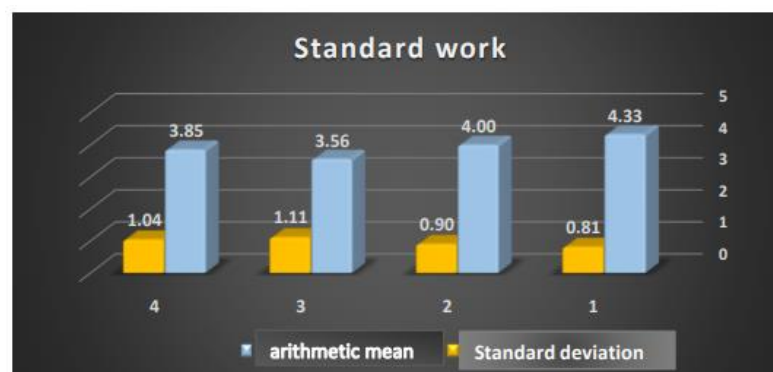
**Table (5).** Computational medium and standard deviation of the nature of work

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
X6	I feel the importance and value of my work.	4.33	0.81	1
X7	I'm so happy with my work time.	4.00	0.90	2
X8	I feel good about the terms of my job.	3.56	1.11	4
X9	My work is consistent with my orientation and interests.	3.85	1.04	3
overall rate		3.94	0.72	

From the preparation of researchers based on the results of statistical analysis:

From table 5 above, we note that the computational medium of the working nature variables (X6,X7,X8,X9) ranges from (3.56-4.33) with standard deviation ranging from (0.81-1.11), and that the overall rate of this dimension was (3.94) and standard deviation (0.72), which means that the individual's answer was fairly close. In terms of relative importance, the variable (X6) came first and indicates the importance and value of the respondent's work within the institution in question.

**Figure No. (3)** Computational average graph and standard deviation of work nature



From the preparation of researchers based on the results of statistical analysis



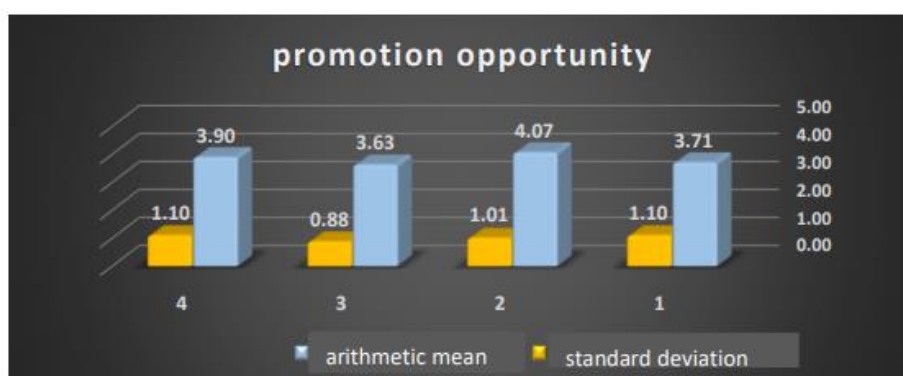
**Table (6).** Computational medium and standard deviation of the nature of work

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
X10	Staff have future promotion opportunities	3.71	1.10	3
X11	My efficiency is an important criterion in my transition to a higher career level.	4.07	1.01	1
X12	Adopts clear and specific criteria when upgrading	3.63	0.88	4
X13	Career success is an entry point for promotion	3.90	1.10	2
<b>overall rate</b>		3.83	0.74	

From the preparation of researchers based on the results of statistical analysis

From table (6) above, we note that the arithmetic medium for upgrade opportunity variables (X10,X11,X12,X13) ranges from (3.63-4.07) with standard deviation ranging from (0.88-1.10), the overall rate of this dimension being (3.83) and standard deviation (0.74), which means that the individual's answer was fairly close. In terms of relative importance, the variable (X11) came first and indicates the importance of considering efficiency as a criterion for moving to a higher functional level within the institution in question.

**Figure No. (4)** Computational average graph and standard deviation of promotion opportunities



From the preparation of researchers based on the results of statistical analysis

**Table (7).** Computational Medium and Standard Deviation for Leadership and Supervision

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
X14	My superiors treat me with respect and interest	4.33	0.86	1
X15	There's an open channel of communication between me and the officials.	4.18	0.83	2
X16	My thoughts and opinions are taken into account when making decisions	3.69	1.03	3
X17	Management helps me apply modern	3.57	1.10	4

	management methods in the work			
	<b>overall rate</b>	3.94	0.74	

From the preparation of researchers based on the results of statistical analysis

From Table (7) above, we note that the computational medium for leadership and supervision opportunity variables (X14,X15,X16,X17) ranges from (3.57-4.33) with standard deviation ranging from (0.83-1.10), and that the overall rate for this dimension was (3.94) and standard deviation (0.74), which means that the individual's answer was fairly converging. In terms of relative importance, the variable (X14) came first and points to the importance of a respectful exchange between the President and the staff of the institution in question.

**Figure No. 5** Computational average graph and standard deviation of command and supervision



From the preparation of researchers based on the results of statistical analysis

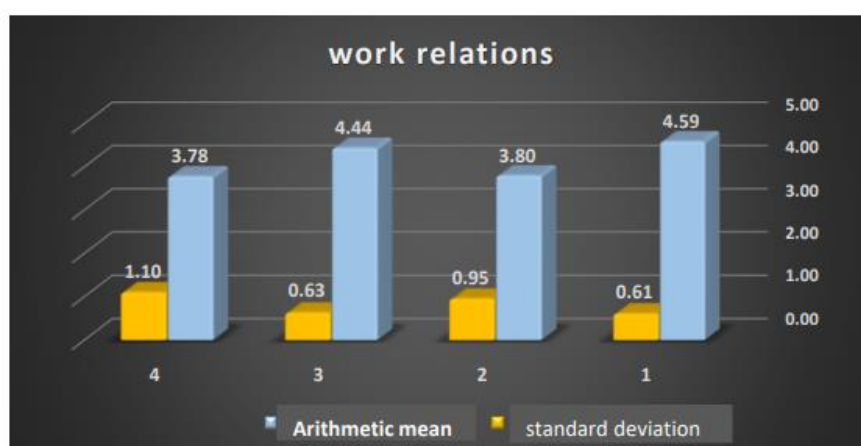
**Table (8).** Computational medium and standard deviation of labour relations

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
X18	I have a good relationship with the group I work with.	4.59	0.61	1
X19	The Foundation supports human and social relations between subordinates and heads	3.80	0.95	3
X20	My harmony with the working group makes me work very seriously.	4.44	0.63	2
X21	My boss doesn't differentiate between me and my co-workers.	3.78	1.10	4
	<b>overall rate</b>	4.14	0.60	

From the preparation of researchers based on the results of statistical analysis

From table (8) above, we note that the computational medium of working relationship variables (X18,X19,X20,X21) ranges from (3.78-4.59) with standard deviation ranging from (0.61-1.10), and that the overall rate of this dimension was (4.14) and standard deviation (0.60), which means that the individual's answer was fairly close. In terms of relative importance, the variable (X18) came first and points to the importance of a good relationship with the working group within the institution in question.

**Figure No. (6)** Computational average graph and standard deviation of work relations



From the preparation of researchers based on the results of statistical analysis:

## 2- Description and diagnosis of creative behavior variables:

To see the answers that individual researchers have addressed to the variables of each dimension of creative behavior, their average responses to the ideal effect are as shown in Table (9).

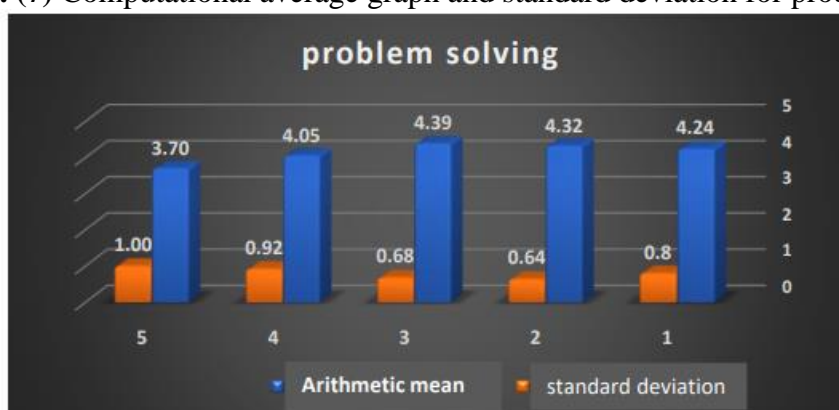
**Table (9)** Computational Medium and Standard Deviation for Problem Solving

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
Y1	Always trying to figure out problems with a view to solving them	4.24	0.80	3
Y2	I'm experimenting with new ideas and ways to solve the problems that may confront me at work	4.32	0.64	2
Y3	Be careful to know the imbalances and shortcomings in my work	4.39	0.68	1
Y4	I have the opportunity to provide creative solutions to the problems that occur at work	4.05	0.92	4
Y5	Allows me to participate in decisions that will bring about development at work	3.70	1.00	5
overall rate		4.14	0.54	

Preparation of researchers based on statistical analysis results

From table (9) above, we note that the computational medium for problem-solving variables (Y1,Y2,Y3,Y4,Y5) ranges from (3.70-4.39) with standard deviation ranging from (0.64-1.00), and that the overall rate of this dimension was (4.14) and standard deviation (0.54), which means that the individual's response was somewhat uneven. In terms of relative importance, the variable (Y3) came first and points to the importance of knowing the imbalances and shortcomings in the respondent's work within the research institution, which helps to develop staff capacity.

**Figure No. (7)** Computational average graph and standard deviation for problem solving



From the preparation of researchers based on the results of statistical analysis

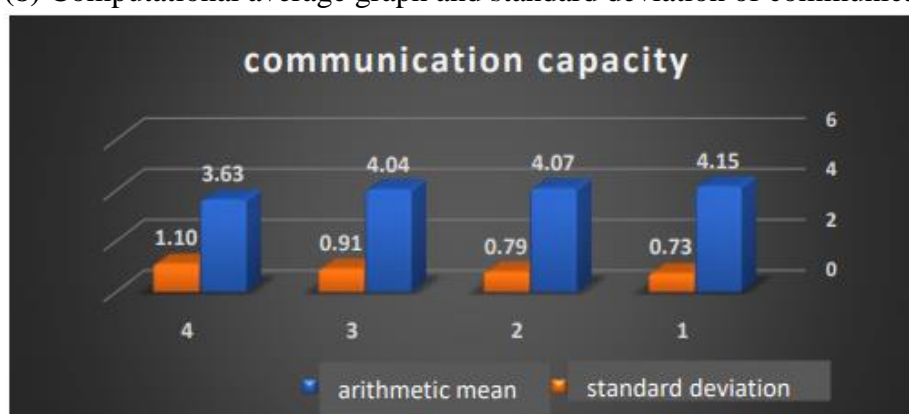
**Table (10)** Computational medium and standard deviation of communication capacity

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
Y6	Initiate useful and constructive feedback and discussions at working meetings	4.15	0.73	1
Y7	Make an effort to expand my career outreach to the Organization	4.07	0.79	2
Y8	Develop my relationships with specialists working in other institutions	4.04	0.91	3
Y9	I have full access to the information from and to my department.	3.63	1.10	4
overall rate		3.97	0.62	

From the preparation of researchers based on the results of statistical analysis

From table (10) above, we note that the computational medium of communication capacity variables (Y6,Y7,Y8,Y9) ranges from (3.63-4.15) with standard deviation ranging from (0.73-1.10), the overall rate of this dimension being (3.97) and standard deviation (0.62), which means that the individual's response was somewhat uneven. In terms of relative importance, the variable (Y6) came first and points to the importance of initiating useful feedback and discussions in the working meetings within the research institution, which helps to develop them.

**Figure No. (8)** Computational average graph and standard deviation of communication capacity



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**Table (11)** Computational medium and standard deviation of risk spirit

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
Y10	I want to work in a team with a risk-taking spirit.	3.96	1.00	2
Y11	Be brave enough to initiate creative work, even if dangerous.	3.91	0.84	3
Y12	I take risks and difficulties in performing tasks associated with my work	4.16	0.85	1
Y13	I encourage those who go out of the ordinary in carrying out the work entrusted to them	3.79	1.02	4
<b>overall rate</b>		3.95	0.66	

From the preparation of researchers based on the results of statistical analysis

From table (11) above, we note that the computational medium of risk spirit variables (Y10,Y11,Y12,Y13) ranges from (3.79-4.16) with standard deviation ranging from (0.84-1.02), and that the overall rate of this dimension was (3.95) and standard deviation (0.66), which means that the individual's response was somewhat uneven. In terms of relative importance, the variable (Y12) came first and points to the importance of taking risks and difficulties in performing work-related tasks within the research institution, which helps improve staff performance and enterprise development.

**Figure No. (9)** Chart of arithmetic average and standard deviation of risk



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**Table (12)** Computational medium and standard deviation of changeability

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
Y14	I always try to stay away from routine in my business.	4.10	0.80	1
Y15	I'm finding new ways to carry out the work assigned to me.	4.01	0.70	2
Y16	The Foundation supports renewed	3.65	0.98	3

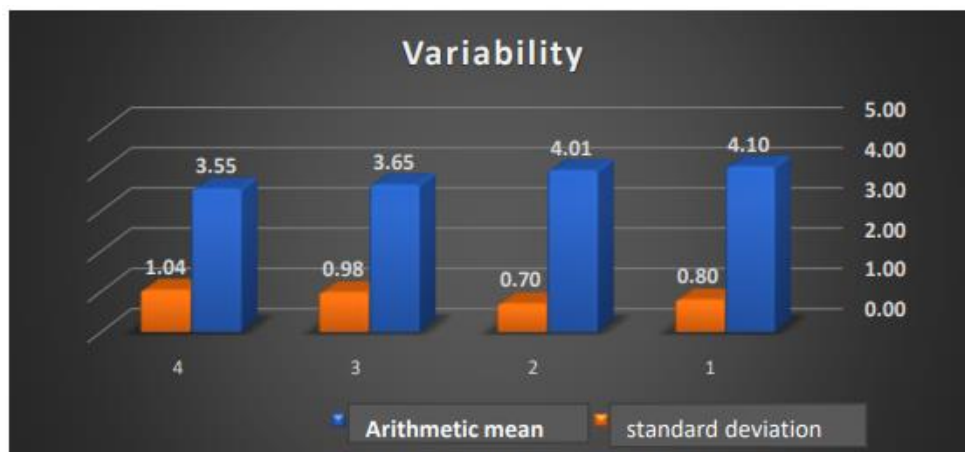


	change in business methods and methods			
Y17	The presidents share with me when making future plans geared towards change and development	3.55	1.04	4
	overall rate	3.83	0.65	

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From table (12) above, we note that the arithmetic medium of variability variables (Y14,Y15,Y16,Y17) ranges from (3.55-4.10) with standard deviation ranging from (0.70-1.04), and that the overall rate of this dimension is (3.83) and standard deviation (0.65), meaning that the individual's response was somewhat uneven. In terms of relative importance the variable (Y14) came first and points to the importance of moving away from routine workers within the research institution which helps in the enterprise's development.

**Figure No. (10)** Chart of arithmetic average and standard deviation of variability



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### 3.2.2 Study hypothesis test (independent variable):

To measure the nature and strength of the relationship between the dimensions of the study and its impact on each other, the Pearson coefficient test has been used as described in the hypotheses below:

1. Examination of the hypotheses of the relationship between job satisfaction dimensions.

The following results were achieved using the Pearson correlation coefficient as shown in table (13)

Dimensions	Salary	Nature of work	Promotion Opportunities	Leadership and supervision	Employment Relations	Total
Salary	1	.368**	0.184	0.148	0.180	0.577**
Nature of work	.368**	1	.420**	.527**	.552**	0.792**
Promotion Opportunities	0.184	.420**	1	.411**	.470**	0.683**
Leadership and supervision	0.148	.527**	.411**	1	.756**	0.764**
Employment	0.180	.552**	.470**	.756**	1	0.785**

Relations						
<b>Total</b>	0.577**	0.792**	0.683**	0.764**	0.785**	1

From the preparation of researchers based on the results of statistical analysis

\* \* Indicates correlation at an indicative level of 0.01.

## 2. Test the first main hypothesis

The results of the analysis showed in table (13) that there was a very strong correlation between some dimensions of functional satisfaction while the correlation was weak between some variables where the correlation coefficient of dimensions varied (salary, nature of work, promotion opportunities, leadership and supervision, working relationships) (1 - 0.148) at an indicative level (0.01) and has been marked with (\* \*) To indicate that it is a statistically strong correlation function as shown below the table, the correlation coefficient (1) refers to the full correlation between the same variables respectively, which indicates a close and morally significant correlation between the above variables and that they have a strong impact (expressly) on the dimensions of job satisfaction and therefore reject the zero hypothesis, whereas variables that were not statistically relevant indicate acceptance of the zero hypothesis.

## 3. Test the first sub-hypothesis

From table (13) there were post-salary engagements with dimensions (Nature of work, opportunities for promotion, leadership and supervision, working relationships) between (0.148 - 0.368) at an indicative level (0.01) which are very weak and statistically irrelevant correlation transactions except the dimension of the work nature as it is moral and statistical, and the total is statistically D and indicates the importance of this dimension and its strong impact on the rest of the sample of research.

## 4. Test the second sub-hypothesis

The table above shows the correlation of the nature of the work with the rest of the job satisfaction dimensions, where it was exclusive and moral with all other dimensions. The total was moral and statistical, indicating the importance of this dimension and its strong impact on the rest of the audience features of the research sample.

## 5. Test the third sub-hypothesis

From the table above, the importance of the coefficient of associating promotion opportunities with the rest of the job satisfaction dimensions, where it was moral and moral with all other dimensions except after the salary, where the correlation was weak and immoral. The total was moral and statistical, indicating the significance of this dimension and its strong impact on the rest of the audience features of the research sample.

## 6. Test the fourth sub-hypothesis

From the table above, the importance of the coefficient of leadership and supervision with the rest of the job satisfaction dimensions, where it was exclusive and moral with all other dimensions except after the salary, where the association was weak and immoral. The total was moral and statistical indicating the importance of this dimension and its strong impact on the rest of the audience features of the research sample.

## 7. Test the fifth sub-hypothesis

Table 13 above shows that the coefficient of labour relations with the rest of the job satisfaction dimensions, where it was morally and explosively with all other dimensions except after the salary, where

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the correlation was weak and immoral. The total was moral and statistical, indicating the importance of this dimension and its strong impact on the rest of the sample's audience features.

### 3.2.3 Study hypothesis test (subordinate variable):

To measure the nature and strength of the relationship between the dimensions of the study and its impact on each other, the Pearson coefficient test has been used as described in the hypotheses below:

Testing the hypotheses of the relationship between dimensions of creative behaviour. The following results were achieved using the Pearson correlation coefficient as shown in table (14)

**Table No. (14)** Pearson Association Transactions for Dimensions of Creative Behaviour

Dimensions	Problem Solving	Connection Capacity	Risk Spirit	Changeability	Total
Problem Solving	1	.540**	.324**	.300**	.779**
Connection Capacity	.540**	1	0.137	.223*	.695**
Risk Spirit	.324**	0.137	1	0.100	.600**
Changeability	.300**	.223*	0.100	1	.615**
Total	.779**	.695**	.600**	.615**	1

Preparation of researchers based on statistical analysis results

\* \* Indicates correlation at an indicative level of 0.01.

#### 1. First sub-hypothesis test

From Table (14), post-problem coefficients with dimensions of creative behavior (communication capacity, risk spirit, susceptibility) were between (0.184 - 0.180) at an indicative level (0.01), which are statistically and statistically related, while the total is statistically D and indicates the importance of this dimension and its strong impact on the rest of the sample audience's features.

#### 2. Second sub-hypothesis test

Table 14 above shows the correlation of communication capacity with the rest of the dimensions of creative behaviour, where it was exclusive and moral with all other dimensions except after the spirit of risk, where the correlation was weak and statistically inconclusive. The total was moral and statistical, indicating the importance of this dimension and its strong impact on the rest of the audience features of the research sample.

#### 3. Third sub-hypothesis Test

Table 14 above shows the correlation of risk spirit with the rest of the dimensions of creative behaviour, where it was exclusive and moral with all dimensions, while the total was moral and statistical indicating the importance of this dimension and its strong impact on the rest of the features of the research sample audience.

#### 4. Fourth sub-hypothesis Test

Table 14 above shows the correlation of susceptibility with the rest of the dimensions of creative behaviour, where it was exclusive and moral with all other dimensions other than the spirit of risk, where the correlation was weak and statistically inconclusive. The total was moral and statistical, indicating the importance of this dimension and its strong impact on the rest of the audience features of the research sample.

### 3.2.4 Proximity test

Cluster analysis method was used to test the first main hypothesis and to determine the level of factors' contribution to achieving functional satisfaction cluster analysis is defined as a procedure that seeks to arrange cases or variables in specific ways and to arrange them within clusters where the classification of variables in each cluster is homogeneous with respect to specific characteristics and is distinct from other variables in different clusters, This is in general, but in particular, pyramid cluster analysis has been used which is commensurate with relatively limited samples Abdullah, and others, 217:2018, represented the sample (94) responding to the extent to which job satisfaction contributed and showed that there were no missing values in the analysis. The processing rate (100%) was the following:

#### 1. Convergence matrix

This matrix identifies the similarity and asymmetry of variables expressed by the distance derived between the targets and gives indications of the convergence values of the clusters formed, and the matrix is symmetrical and the values of the main diameter are zeros.

**Table .No (15)**

Matrix of convergence of variables					
Variables	Salary	Nature of work	Promotion Opportunities	Leadership and supervision	Employment Relations
Salary	0.000	146.355	155.005	175.918	195.955
Nature of work	146.355	0.000	59.000	46.938	41.875
Promotion Opportunities	155.005	59.000	0.000	61.313	55.625
Leadership and supervision	175.918	46.938	61.313	0.000	25.813
Employment Relations	195.955	41.875	55.625	25.813	0.000

Prepared by researchers based on the SPSS program

The table above shows the distance between salary and the nature of work, reaching 146.355, which is the lowest value within the matrix. The distance between salary and promotion opportunities was 155.005, the distance between salary and driving and supervision was 175.918, and the distance between salary and employment relations was 195.955, the largest value within the matrix.

#### 2. Convergence table

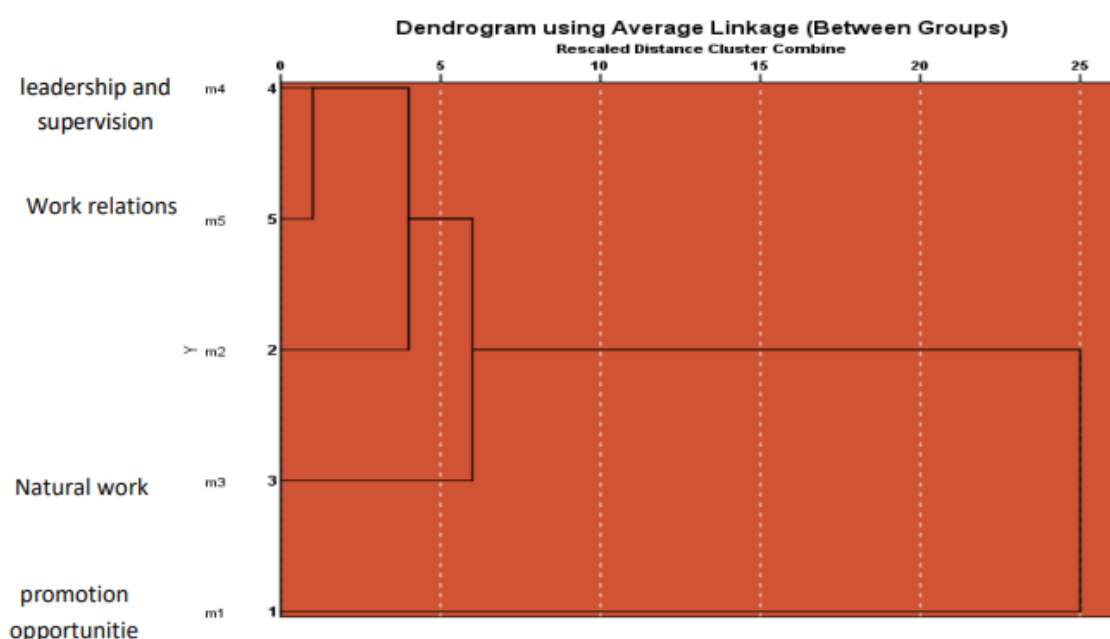
It shows how clusters form gradually or hierarchically and shows that the first cluster forms between leadership, supervision and working relationships with the coefficient. (425.813) formed a first contract known as command and supervision, and a second contract of command and supervision contract was formed with the nature of working at a coefficient (44.406) Another contract problem known as the nature of the work and to form a third contract of the nature of the work and the opportunities for promotion is also known as the nature of the work with labs (58.646) indicating the importance of this cluster by giving sufficient attention to this dimension through the development of procedures that raise the importance of the nature of the work. A fourth cluster of the nature of the work and the salary known as the salary coefficient (168.308) was also formed.

**Table (16).** showing convergence

Convergence Table						
Stage	Clusters assembled		Transactions	Cluster Emergence Phase		Second Stage
	Cluster 2	Cluster 1		Cluster 1	Cluster 2	
1	5	4	25.813	0	0	2
2	4	2	44.406	1	0	3
3	3	2	58.646	0	2	4
4	2	1	168.308	3	0	0

Prepared by researchers based on the SPSS program

**Figure 11.** shows the cluster tree for functional satisfaction.



Prepared by researchers based on the SPSS program

From the above figure we note that the first cluster was between leadership, supervision and working relationships because they are the most similar in the research sample and this similarity shows that the research sample focused on both indicators by applying a set of procedures and steps that increase the possibility of providing job satisfaction dimensions, Notwithstanding this result, this requires a shift to the second cluster consisting of work, leadership and supervision. This also requires a shift to the third cluster consisting of promotion opportunities and the nature of work. Here again, the fourth cluster consisting of the nature of work and salary. The provision of job satisfaction needs to integrate all its indicators from the most important indicator to the least important one.

**Table. (17)**

Dimensions	Problem Solving	Connection Capacity	Risk Spirit	Changeability
Salary	.252*	0.196	0.153	-0.143
Morale	0.014	0.058	0.140	0.169
Nature of work	.333**	.345**	0.012	0.055
Morale	0.001	0.001	0.908	0.598



Promotion Opportunities	.426**	.358**	0.183	.280**
Morale	0.000	0.000	0.078	0.006
Leadership and supervision	.478**	.372**	0.070	.475**
Morale	0.000	0.000	0.502	0.000
Employment Relations	.402**	.344**	0.045	.543**
Morale	0.000	0.001	0.663	0.000

From the preparation of researchers based on the results of statistical analysis

\*\* Indicates correlation at an indicative level of 0.01

\* Indicates correlation at an indicative level of 0.05

Table 17 above refers to the moral and statistically significant correlation values between job satisfaction dimensions and creative behaviour, where the moral relationship and statistical significance in green are distinguished at a moral level (0.05, 0.01) while those that are not characterized by any colour are immoral and statistically irrelevant.

#### 4. Conclusions & Recommendations

This study contains the main findings of the study, as well as the following recommendations:

##### 4.1 Conclusions

The most important findings that emerged from the researchers' statistical analyses are:

1. The existence of a close and morally significant correlation between the above variables and that they have a strong impact (expressly) on the dimensions of job satisfaction and therefore reject the zero hypothesis, whereas variables that were not statistically relevant indicate acceptance of the zero hypothesis.
2. Post-salary engagement transactions with dimensions (nature of work, promotion opportunities, leadership and supervision, labour relations) Between (0.148 - 0.368) at an indicative level (0.01) which are very weak and statistically irrelevant correlation factors except the dimension of the nature of the work as it is moral and statistical. The total is statistically D and indicates the importance of this dimension and its strong impact on the rest of the features of the research sample.
3. The nature of the work is linked to the rest of the job satisfaction dimensions, where it was exclusive and moral with all other dimensions. The total was moral and statistical, indicating the importance of this dimension and its strong impact on the rest of the features of the research sample.
4. The coefficient of association of promotion opportunities with other dimensions of job satisfaction appeared as it was both moral and moral with all other dimensions except after the salary, where the correlation was weak and immoral. The total was moral and statistical indicating the importance of this dimension and its strong impact on the rest of the features of the research sample audience.
5. The results showed the importance of the coefficient of leadership and supervision with the other dimensions of job satisfaction, where it was moral and moral with all other dimensions except after the salary, where the association was weak and immoral. The total was moral and statistical indicating the importance of this dimension and its strong impact on the rest of the features of the research sample.
6. The coefficient of linking working relationships with other dimensions of job satisfaction has emerged where it has been moral and moral with all other dimensions except after salary, where the correlation has been weak and immoral. The total has been moral and statistical, indicating the importance of this dimension and its strong impact on the rest of the features of the research sample.

## 4.2 Recommendations

1. The university in question should take into account the importance of the job satisfaction of employees in order to achieve performance excellence through motivation and improvement of working relationships and not delay their career promotion.
2. Attention to the occupational behaviour of workers through regulations on administrative dealing, respect for administrative contexts, respect for working relationships and support for workers' skills and creativity.
3. Work to grant powers and empowerment in order to obtain future managerial leadership with the ability to properly supervise and lead the work.
4. Create a good working environment commensurate with employees' functional abilities, with emphasis on administrative organization and adherence to administrative contexts according to the organizational structure of the university and familiarization with the authorities and administrative levels.
5. Develop advanced training programmes aimed at developing skills and increasing expertise to achieve the career creativity of employees at different levels of administration.

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