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RESEARCH ARTICLE

Work Environment and Administrative Creativity of Employees in Companies

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ARTICLE INFO	ABSTRACT
  *Corresponding Author: eadam@kfu.edu.sa	This study aims to bridge the research gap of the reality of administrative creativity among employees of Al-Tuwaijri Group in Al-Khobar, while identifying the impact of organizational culture on administrative creativity. The current study is a descriptive analytical study and will adopt the social survey method with a sample. The study community consists of employees of Abdullah Abdul Aziz Al-Tuwaijri Group of Companies in Al-Khobar (840) workers. The number of individuals in the random study sample was (140) individuals. The study concluded that the statement (the institution provides the necessary support and resources to implement innovative ideas) came in first place with a value of 3.314, then (there is strong guidance and leadership that enhances administrative creativity in the institution) with a value of 3.257, followed by (there is an environment that supports creativity in the institution) with a value of 3.271, then (there are flexible structures and processes that contribute to achieving administrative creativity) with a value of 3.121, while the statement (there are flexible structures and processes that contribute to achieving administrative creativity) came in last place with a value of 3.121. It was found that all statements are moderately consistent, which indicates the existence of an average level of administrative creativity in Abdullah Abdul Aziz Al-Tuwaijri Group of Companies in Al-Khobar with a value of 3.237 and deviation 1.104. The study recommended the necessity of encouraging employees to apply administrative creativity by providing moral and material incentives to employees.

1. INTRODUCTION

Human capital is recognized as a critical element in the contemporary organizational environment for attaining competitive advantages in both economic and service markets. It encompasses the collective knowledge, skills, values, and experiences of an organization's employees. Human capital extends beyond a mere economic concept; each individual possesses a unique set of abilities that can be optimally leveraged within the organizational context. The cultural environment in which employees operate is shaped by external community influences, including family values and social networks, as well as the internal organizational culture, which incorporates educational achievements and available professional experiences. Consequently, it influences employees and is shaped by them at all levels.

Modern organizations increasingly recognize that administrative creativity has become essential for effective management in today's dynamic environment. Traditional management approaches are no longer sufficient in the face of internal and external challenges, necessitating the urgent establishment of creative administrative units capable of adapting to these changes. This adaptation is vital for addressing imbalances and enhancing administrative performance (Qwamid & Shallali, 2022).

Administrative creativity revolves around the generation of innovative ideas within organizations, the analysis of these ideas, the selection of beneficial concepts, and their subsequent support and promotion. It also entails identifying sources that facilitate the transformation of these ideas and applying them effectively in their respective fields. This process calls for exploratory and investigative capabilities, intellectual originality, and the ability to influence others, thereby motivating them toward progress and excellence (Al-Makhareez et al., 2021). Creativity is a variable trait that varies among individuals and across societies, as evidenced by disparities in educational attainment and technological advancement among countries. This variability highlights the continuous need to assess administrative creativity to strengthen its advantages and address its weaknesses, ultimately enhancing the creativity necessary to overcome challenges faced by schools and communities (Al-Shaqran, 2021; Al-Madani, 2019). Consequently, this study aims to explore the relationship between organizational culture and administrative creativity through a field study of the Al-Tuwaijri Group in Khobar.

1.1 Research questions

This study seeks to bridge the existing research gap by addressing the following primary question:

What is the state of administrative creativity among employees of the Al-Tuwaijri Group in Khobar?

This main question encompasses several sub-questions as follows:

a. What is the level of administrative creativity among employees of the Al-Tuwaijri Group in Khobar?
b. What are the obstacles to administrative creativity among employees of the Al-Tuwaijri Group in Khobar?
c. What are the requirements for activating administrative creativity among employees of the Al-Tuwaijri Group in Khobar?

1.2   Aim of the study

The study aims to enrich the existing knowledge of organizational culture and administrative creativity by deepening the understanding of the factors that influence creativity within the Al-Tuwaijri Group. As such, it offers valuable insights for researchers and academics interested in organizational culture and administrative creativity. The study seeks to achieve the following objectives:

a. To assess the level of administrative creativity among employees of the Al-Tuwaijri Group in Khobar.
b. To identify the obstacles to administrative creativity faced by employees of the Al-Tuwaijri Group in Khobar.
c. To uncover the requirements necessary for activating administrative creativity among employees of the Al-Tuwaijri Group in Khobar.

1.3 Significance of the study

This study presents both a theoretical and practical framework regarding the practices of administrative creativity among employees of the Al-Tuwaijri Group in Khobar. This connection provides a significant scientific contribution that can benefit senior management in their decision-making processes. The issue of administrative excellence is particularly pressing, as it is shaped by the characteristics of corporate governance and plays a vital role in maximizing employee potential to address the challenges they encounter. Promoting and developing administrative creativity among employees is one of the strategic objectives of the company, especially given the numerous challenges and issues that require effective resolution.

1.4 Concepts of the study

1.4.1 Administrative creativity

This concept aims to foster innovation within the organization and is directly related to the organizational structure and administrative processes. It is indirectly connected to the core activities

of the organization that seek to improve work relationships, implement new ideas, or utilize new techniques to enhance employees' creative skills. Various definitions of creativity have been proposed in the literature. Drucker (1985) defined it as "a change in the economic or social performance of an institution that people consider innovative". Hamel (1998) described it as "the ability to renew and improve businesses continuously through the application of new ideas and innovative techniques". Rodeh (2001) characterized administrative creativity as "the ability to generate new ideas and effectively implement them to achieve change and development within institutions".

Additionally, Buchard (2005) defined it as "the ability to think innovatively and creatively in the design and implementation of administrative processes and procedures". In the same Context, Seelig (2012) described it as "the ability to transform ideas into tangible value through innovation, creative design, and effective execution."

Thus, it can be articulated that the administrative creativity discussed in this research refers to the capacity of employees within the organization to generate and produce innovative ideas aimed at addressing the challenges they face they encounter, with the goal of fostering development and facilitating positive change.

2. THEORETICAL FRAMEWORK OF THE STUDY

2.1 Theories explaining creativity

Various schools and trends in psychology address the topic of creativity at different levels, each according to its interests and foundations. The following is a brief overview of the perspectives of some psychological schools regarding creativity and creative work:

2.1.1   Cognitive theory

Cognitive theories primarily examine the various ways in which individuals perceive and conceptualize objects and facts, which are intrinsically linked to cognitive processes. These theories elucidate how individuals collect information from their environment. Rather than being passive recipients of environmental stimuli, individuals engage with the external world in distinctive ways. They process information through specific methods, interpret it accordingly, and retain it based on previously acquired knowledge. This notion is often supported by trends emphasizing the significance of perceptual accuracy, the abundance of environmental cues, the quantity of incoming and stored information, and the ability to deliberately regulate these aspects associated with creativity (Gaballah, 2020).

2.1.2   Human-environment theory

Proponents of this perspective assert that all individuals possess the inherent capacity for creativity and that the realization of this capacity is contingent upon the social climate in which they reside. In a society characterized by freedom and devoid of pressures or factors that compel conformity, an individual's innovative potential is likely to flourish and be fully realized. This self-perception positions the actualization of an individual's creative potential as synonymous with self-fulfillment and the attainment of a sound level of mental health. Humanists contend that conflict serves as a barrier to creativity, in contrast to Freudian perspectives (Abu Jadou, 2022). Through the examination of various theories that explain creativity; the following insights can be derived:

- It is clear that the subject of creativity has attracted the attention of researchers throughout history and continues to do so in contemporary discourse.
- Numerous scholarly works have explored this topic over many years, with diverse and occasionally contradictory interpretations highlighting the complexity of the concept and the challenges associated with comprehensively defining its characteristics (Al-Ghamdi, 2020).

The interpretations of creativity can be classified into two distinct categories:

Group 1: This group asserts that creativity is inspired by natural forces and hidden powers beyond human control.

Group 2: Conversely, this group views creativity as a human endeavor that occurs within a social context and can be learned and taught. Most interpretations align with this second group.

2.2 Characteristics of administrative creativity

Administrative creativity is characterized by several features that enhance its role and impact within organizations. The following are some of these characteristics:

2.2.1   Vision and direction

Administrative creativity entails the capacity to develop a strategic vision and direction for the organization. It involves transforming ideas into realistic goals and tangible visions that guide processes and inform strategic decision-making within the organization (Abdul Latif, 2020).

2.2.2   Creative thinking

Administrative creativity reflects the ability for creative and innovative thinking. It necessitates the capacity to analyze complex challenges and problems, generating new and innovative solutions. This includes both creative and analytical thinking, as well as the ability to view issues from diverse perspectives and apply new ideas within the work context (Al-Khalaylah &Ali, 2016).

2.2.3   Encouragement of innovation

Administrative creativity involves fostering an environment that encourages employees to engage in creative thinking and develop new ideas. This can be achieved by creating a workplace that motivates employees to innovate and propose novel ideas, while also promoting interaction and collaboration among teams to generate innovative concepts and translate them into actionable results (Abu Shari'ah, 2020).

2.2.4   Flexibility and adaptation

Administrative creativity denotes the ability to adapt to environmental and technological changes, as well as to develop new strategies and operational methods. It requires cognitive flexibility and the capacity to adjust to changing variables while identifying future opportunities and challenges.

2.2.5   Creative leadership

Administrative creativity necessitates creative leadership and the ability to motivate and guide employees toward creative thinking and the development of their creative capabilities. Leaders in administration should inspire and empower employees, providing the necessary support and resources to cultivate new ideas and transform them into viable projects.

2.2.6   Collaboration and communication

Administrative creativity involves collaboration among various teams and employees. Creativity is enhanced by fostering an environment that encourages communication and the exchange of ideas and knowledge. Promoting collaboration and developing communication skills among employees are essential for achieving collective thinking and sharing ideas and experiences.

2.2.7   Evaluation and continuous improvement

Administrative creativity requires the ability to evaluate outcomes, analyze performance, and identify areas for improvement. A commitment to continuous development is essential for enhancing processes and methods, as well as for cultivating the creative capabilities of employees (Al-Maimouni & Batah, 2017).

To sum up, the development and enhancement of these characteristics within the workplace can yield positive outcomes and promote innovation and excellence within institutions and organizations.

2.3   Fundamental principles of administrative creativity
Below is a list of administrative creativity principles
- Individuals serve as the driving force behind the organization, and prioritizing their development enhances the organization's effectiveness, profitability, and innovation.

- Moving away from traditional and centralized approaches while fostering creative energy is essential.
- Transforming a job into something enjoyable and engaging experience, rather than a mere task, which involves converting activity into responsibility and responsibility into ambition (Al-Nasser & Hussein, 2018).
- Continuous renewal of self, aspirations, and thought is crucial.
- Providing space for any idea, as long as it progresses in the right direction and serves the common good, can facilitate its emergence and growth.

2.4 Components of administrative creativity

Administrative creativity comprises three essential components:

2.4.1 Creative thinking skills

The possession of creative thinking skills enables administrative leaders to transcend traditional boundaries and generate a diverse range of modern and unconventional ideas and methods. This capability facilitates the accurate identification of problems, thereby enhancing the decision-making process (Burhan & Gharbi, 2016).

2.4.2 Experience

Experience equips executive leaders with access to creative solutions, thereby enhancing the strength and persuasive power of their ideas. It also encourages others to adopt the leader's vision (Al-Ghamdi, 2020).

2.4.3 Motivation

Creativity necessitates strong behavioral engagement from leaders, driven by significant motivation. This motivation is reflected in the desire to identify and implement the best possible solutions to challenges by taking advantage of available opportunities.

2.5 Factors influencing administrative creativity

Administrative creativity is regarded as one of the most crucial elements affecting the success of institutions and organizations in their business endeavors. The capacity for creative thinking and the implementation of new ideas enable organizations to adapt to emerging challenges and changes in the work environment, thereby enhancing their performance and competitiveness. Several factors influence administrative creativity, including the individual's creative mindset, organizational culture, and the regulatory environment. The following are key factors that significantly impact administrative creativity:

2.5.1 Organizational culture

Organizational culture is one of the most significant determinants of administrative creativity. It embodies the shared values, beliefs, and behaviors among the members of the organization. When organizational culture fosters creativity, innovative thinking, and initiative, it motivates employees to propose new ideas and develop processes and products. Conversely, a conservative organizational culture that favors adherence to traditions and routines may lead employees to hesitate in presenting new ideas and taking risks associated with innovative concepts (Abu Jadou, 2022).

2.5.2 Motivation and encouragement

Motivation and encouragement are essential factors influencing administrative creativity. Creating a stimulating and supportive environment for employees fosters creative thinking and the generation of new ideas. This can be achieved through the establishment of a reward system that recognizes innovative ideas and encourages their implementation. Additionally, administrative creativity can be further enhanced by providing opportunities for personal development and training, promoting collaboration, and encouraging critical thinking.

2.5.3 Diversity and collaboration

Diversity and collaboration among members of an organization are critical factors in enhancing administrative creativity. When team members possess a variety of backgrounds, skills, and

experiences, a broader platform for the exchange of ideas, knowledge, and diverse perspectives is established. This collaboration can lead to the generation of new ideas and stimulate the creative thinking process. Furthermore, collaborative efforts can enhance interaction and engagement among different teams within the organization, thereby fostering administrative creativity and contributing to the achievement of shared goals (Al-Nasser & Hussein, 2018).

2.5.4 Creative leadership

Creative leadership is pivotal in promoting administrative creativity within organizations. Leaders must possess the capability to motivate and inspire employees to engage in creative thinking and propose innovative ideas. Creative leaders can cultivate environments conducive to experimentation and encourage the overcoming of traditional barriers and constraints. Additionally, they should have the ability to transform new ideas into practical innovations and successfully implement them within the organization.

2.5.5 Technology and infrastructure

Technology and infrastructure play a fundamental role in facilitating administrative creativity. With advancements in technology, organizations can provide tools and systems that enhance creative thinking, collaboration, and innovation. Knowledge management systems, electronic communication platforms, and collaborative tools contribute to creating an environment conducive to the exchange of ideas and the generation of new concepts (Al-Shamri &Al-Haraheshah, 2014).

2.5.6 Strategic thinking

Strategic thinking is regarded as one of the essential components of administrative creativity. It encompasses the ability to analyze the current situation, anticipate future transformations, and identify potential opportunities and challenges. Strategic thinking directs creativity toward the organization's strategic goals, facilitating the achievement of desired long-term outcomes. This process requires a comprehensive understanding of the broader context and the ability to analyze the factors influencing both the internal and external environments of the organization.

2.5.7 Creative culture

Creative culture is recognized as one of the most critical components for enhancing administrative creativity within organizations. It constitutes an environment that encourages creative thinking and embraces challenges and new ideas. A creative culture is fostered by promoting collaboration and interaction among organizational members, encouraging free thinking and initiative, and valuing diversity and differences in ideas and perspectives. The presence of a creative culture significantly encourages employees to engage in innovative thinking and to develop new solutions to problems (Burhan and Gharbi, 2016).

Numerous studies have explored the dialectical relationship between organizational culture and administrative creativity. For instance, the study by Al-Maimouni & Batah (2017) titled "Organizational Culture and Its Relationship to Administrative Creativity in Secondary Schools in the Al-Farwatiyya Governorate - Kuwait" examines this relationship in an educational context. Similarly, Malouki et al. (2018) in their study titled "The Impact of Organizational Culture on Administrative Creativity," and Al-Tarawneh et al. (2019) in "Organizational Culture and Its Relationship to Administrative Creativity in Private Schools in Jordan from the Teachers' Perspective," provide further insights. Additionally, the research conducted by Kraśnicka et al. (2018), titled "Innovation in Management, Innovation-Supporting Organizational Culture, and Organizational Performance: Testing the Mediation Effect," contributes to this discourse. Collectively, these studies highlight the importance of a robust organizational culture in enhancing administrative creativity across institutional, financial, and educational sectors, which urgently require such a culture to meet the demands of creativity. These studies consistently affirm the vital role that organizational culture plays in facilitating successful administrative creativity and in establishing a cultural foundation that can be leveraged for future success.

In summary, administrative creativity is a comprehensive process influenced by a multitude of factors. Cultivating a stimulating and supportive environment, investing in diversity and collaboration, prioritizing organizational culture and creative leadership, and employing appropriate

technology and infrastructure can significantly enhance administrative creativity, thereby contributing to the success of institutions and organizations in a dynamic business environment.

2.6 The need for administrative creativity in organizations

The following key reasons underscore the necessity for creative management within institutions (Al-Tarawneh et al., 2019):

- The increasing administrative and organizational challenges faced by modern organizations necessitate change and growth, which require creativity to achieve effective transformation and development.
- Escalating competition demands innovative management strategies to enhance competitiveness.
- The processes of globalization and the necessity to engage with global markets require creative management approaches.
- Advances in communication technologies, the information revolution, and the Internet, along with the challenges they present to contemporary organizations, necessitate the implementation of creative management solutions to effectively address these issues.

2.7 Field study

2.7.1 Methodology of the study

The social survey method is a widely used research tool, especially in descriptive studies, due to its ability to provide extensive data on the subject. This study employs the social survey method to collect accurate and comprehensive information aligned with its research aims. This methodology focuses on identifying relevant variables and analyzing the data gathered through the study instrument. By applying statistical methods, the study seeks to derive results that support its objectives regarding organizational culture and its relationship to administrative creativity within the Abdullah Abdulaziz Al-Tuwaijri Group of Companies. Data will be collected using a structured questionnaire.

Population and sample of the study

The study population consists of employees from the Abdullah Abdulaziz Al-Tuwaijri Group in Khobar. Due to the challenges of conducting a complete enumeration of all individuals, simple random sampling was employed to collect data. The sample included 140 individuals, representing 16.7% of the total study population 840.

2.7.2 Analysis of sample characteristics

Table 1: Characteristics of the study sample by gender

Categories	Frequency (n)	Percentage (%)
Male	112	80
Female	28	20
Total	140	100

Through the analysis of data about the gender composition of the study sample, it is evident that 28 individuals, representing 20%, are female, while 112 individuals, accounting for 80%, are male. This distribution corresponds with the overall employee demographics within the company, where the percentage of male employees is approximately 75%. Consequently, this gender distribution is deemed representative of the study population in a realistic context.

Table 2: Characteristics of the study sample by age

Categories	Frequency (n)	Percentage (%)
Under 25 years	40	28.6
From 25 to under 35 years	73	52.1

From 35 to under 45 years	17	12.1
45 years and above	10	7.1

The analysis of the study sample based on age reveals that 40 individuals (28.6%), are under 25 years old, while 73 individuals, accounting for 52.1%, fall within the 25 to 35 age range. Additionally, 17 individuals (12.1%) are aged between 35 and 45, and 10 individuals (7.1%) are over 45. This distribution indicates diverse participation across all age groups, highlighting the engagement of younger participants with the research instrument. However, there is a noticeable lack of participation from those over 45. As a result, the study's findings will encompass all age groups, with a particular focus on the younger demographic, which demonstrates a greater interest in organizational culture and administrative creativity in the workplace.

Table 3: Distribution of the study sample by educational qualification

Categories	Frequency (n)	Percentage (%)
Secondary	9	6.4
Diploma	54	38.5
Bachelor's Degree	69	49.3
Master's Degree and Above	8	5.7
Total	140	100

Based on the above table, it is evident that 9 individuals, representing 6.4% of the sample, hold a secondary qualification. In contrast, 54 individuals, accounting for 38.5%, hold a diploma, while 69 individuals, representing 49.3%, have attained a bachelor's degree. Furthermore, 8 individuals, accounting for 5.7%, have a master's degree or higher. This distribution underscores the diversity of educational qualifications within the study sample, with the majority holding relevant educational qualifications. This suggests their suitability for responding to the questionnaire.

Table 4: Distribution of the study sample by years of experience

Categories	Frequency (n)	Percentage (%)
Less than 2 years	47	33.6
From 2 to 4 years	61	43.6
From 5 to 7 years	19	13.6
8 years and above	13	9.3
Total	140	100

Through the analysis of the study sample based on years of experience, it is evident that 47 individuals, representing 33.6%, have less than two years of experience. In contrast, 61 individuals, accounting for 43.6%, possess between two and four years of experience, while 19 individuals, representing 13.6%, have five to seven years of experience. Additionally, 13 individuals, or 9.3%, have more than eight years of experience. This distribution underscores the appropriateness of the sample participants for responding to the questionnaire, as it highlights the diversity in experience levels among the respondents. Such heterogeneity enriches the data collection process and enhances the validity of the study's findings, allowing for a more comprehensive understanding of the factors under investigation.

Table 5: Distribution of the study sample by job title

Categories	Frequency (n)	Percentage (%)
Manager	7	5

Administrator	73	52.1
Technician	22	15.7
Employee	38	27.1
Total	140	100

Through the analysis of the study sample categorized by job titles, it is evident that 7 individuals, representing 5%, hold managerial positions, while 73 individuals, accounting for 52.1%, serve as administrators. Additionally, 22 individuals, representing 15.7%, are technicians, and 38 individuals, accounting for 27.1%, are classified as employees. This distribution indicates that the study sample encompasses all categories and levels within the company, thereby facilitating an exploration of their perspectives on the relationship between organizational culture and administrative creativity.

2.7.3 The study instrument

The research employs a questionnaire as the primary tool for the field study based on the theoretical framework of the study and relevant previous research. The questionnaire comprises two sections. The first section gathers personal data from the study sample participants, including variables such as gender, age, educational qualification, years of experience, and job title. The second section includes statements pertinent to the study's dimensions, consisting of 25 statements. The first dimension, organizational culture, encompasses four components: organizational values, administrative leadership, the use of rewards and motivation, and training and qualification, amounting to 20 statements. The second dimension, administrative creativity, included five statements. A five-point Likert scale is utilized for responses, with options ranging from Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), to Strongly Disagree (1) for participants to indicate their level of agreement with the statements related to the study dimensions. To categorize participants' levels of agreement on the statements, the study applied the following calculations: Scale range = Highest number on the scale (5) – the Lowest number on the scale (1) = 4

Level range = Scale range / Number of levels (5) = 0.80.

Table 6: Levels of response to the statements of the study instrument

Level	Score
Very Low	1.0 - 1.79
Low	1.8 - 2.59
Medium	2.60 - 3.39
High	3.40 - 4.19
Very High	4.20 - 5.00

2.7.4 Validity of internal consistency for the tool

The validity of the statements in the questionnaire is evaluated by assessing the level of internal consistency. This involves examining the statistical significance of Pearson correlation coefficients between the score of each statement and the overall score of the dimension to which the statement pertains. The results of this analysis are presented as follows:

Table 7: Correlation coefficients for the statements of the first dimension

No.	Statement	Pearson Correlation	Sig
Organizational Values			
1	The stated organizational values accurately reflect the culture of the organization.	0.778**	0.000

2	Organizational values guide employee behavior towards creativity and innovation.	0.837**	0.000
3	Organizational values enhance collaboration and interaction among employees to achieve administrative creativity.	0.853**	0.000
4	Organizational values influence employee motivation to achieve creative performance.	0.886**	0.000
5	Organizational values contribute to building the institution's identity and enhancing the employee's loyalty.	0.866**	0.000
Administrative Leadership			
6	Administrative leaders encourage innovation and renewal in the workplace.	0.908**	0.000
7	Administrative leaders encourage employees to develop their creative skills.	0.882**	0.001
8	Administrative leaders set a model for creative thinking and behavior.	0.875**	0.000
9	Administrative leaders recognize and reward employees for achieving creativity in their work.	0.917**	0.000
10	Administrative leaders provide the necessary support and guidance for employees to achieve creativity.	0.864**	0.000
Use of Rewards and Motivation			
11	The use of rewards and motivation encourages creativity within the institution.	0.933**	0.000
12	There is a fair system for distributing rewards and motivation within the institution.	0.898**	0.000
13	Rewards and motivation enhance employees' desire to present innovative ideas and solutions.	0.892**	0.006
14	Rewards and motivation are important factors in attracting and retaining creative employees.	0.901**	0.000
15	There is an appropriate balance between material and non-material rewards within the institution.	0.885**	0.000
Training, Qualification, and Recreation			
16	The training and qualification I received supports the enhancement of my creative skills at work.	0.917**	0.000
17	The institution provides opportunities for recreation and relaxation for employees.	0.811**	0.000
18	The presence of recreational periods contributes to enhancing administrative creativity within the institution.	0.859**	0.001
19	There is a connection between training, qualification, recreation, organizational culture, and administrative creativity within the institution.	0.840**	0.000
20	I have received training and a qualification in the institution to enhance my creative skills at work.	0.840**	0.000

**Statistically Significant at 0.01

The analysis reveals that all correlation coefficients for the statements about the organizational culture dimension were statistically significant at the 0.01 level. This finding indicates that the statements within this dimension demonstrate internal consistency validity and are therefore appropriate for the objectives of the study.

Table 8: Correlation coefficients for the statements of the second dimension

No.	Statement	Pearson Correlation	Sig
1	There is a supportive environment for creativity within the institution.	0.778**	0.000
2	The institution encourages the generation of new and innovative ideas.	0.837**	0.000
3	There are flexible structures and processes that contribute to achieving administrative creativity.	0.853**	0.000
4	The institution provides the necessary support and resources for implementing innovative ideas.	0.886**	0.000
5	There is strong guidance and leadership that enhances administrative creativity within the institution.	0.866**	0.000

The analysis uncovers that all correlation coefficients for the statements associated with the administrative creativity dimension were statistically significant at the 0.01 level. This finding suggests that the statements within this dimension exhibit internal consistency validity and are therefore appropriate for the objectives of the study.

2.7.5 Reliability of the study instrument

Table 9: Reliability of the study instrument using Cronbach's alpha

Dimension	Number of Items	Cronbach's Alpha Value
Organizational Values	20	0.983
Administrative Creativity	5	0.971
Total Questionnaire	25	0.987

It is evident that the value of the reliability coefficient (Alpha) exceeds 0.7 for all dimensions of the questionnaire, confirming the validity and relevance of the statements within the questionnaire and indicating a high level of reliability for the study instrument. This supports the use of the instrument for the purposes of the study.

2.7.6 Scope of the study

The scope of this study is delineated by:

a. **Spatial boundaries**: The field study is conducted within one of the Saudi institutions, specifically the Abdullah Abdulaziz Al-Tuwaijri Group of Companies in Khobar.
b. **Temporal boundaries**: The study is conducted during the academic year 2023-2024.
c. **Human boundaries**: The human scope of the current study includes 140 employees from the Abdullah Abdulaziz Al-Tuwaijri Companies in Khobar.

Main research question: <u>What is the impact of organizational culture on administrative creativity from the perspective of employees at the Al-Tuwaijri Group in Khobar?</u>

Dimension one: Organizational culture

1. Organizational values

Table 10: Statements on organizational values

Statement	Mean	Standard Deviation	Rank	Level of Agreement
The stated organizational values accurately reflect the culture of the institution.	3.243	0.821	5	Moderate

Organizational values guide employee behavior toward creativity and innovation.	3.336	0.870	1	Moderate
Organizational values enhance collaboration and interaction among employees to achieve administrative creativity.	3.329	0.893	2	Moderate
Organizational values influence employee motivation to achieve creative performance.	3.257	0.876	4	Moderate
Organizational values contribute to building the institution's identity and enhancing employee loyalty.	3.307	0.872	3	Moderate
Mean	3.294	0.867	Moderate	

The analysis reveals that the statement "*Organizational values guide employee behavior toward creativity and innovation*" ranked highest, with a mean score of 3.336. This is followed by "*Organizational values enhance collaboration and interaction among employees to achieve administrative creativity,*" which scored 3.329. The statement "*Organizational values influence employee motivation to achieve creative performance*" receives a mean score of 3.257, while "*The stated organizational values accurately reflect the culture of the institution*" ranked lowest at 3.243. All statements demonstrate moderate agreement, indicating a medium level of implementation of organizational values at the Abdullah Abdulaziz Al-Tuwaijri Group in Khobar, with an overall mean score of 3.294 and a standard deviation of 0.867.

These findings align with Khalaileh and Ali (2016), highlighting the role of organizational values in developing the Social Security Corporation's identity and enhancing employee loyalty. They are also consistent with Al-Shamri & Al-Haraheshah (2014), who noted the effectiveness of organizational values in promoting collaboration among employees at the Saad Al-Abdullah Academy for Security Sciences in Kuwait. Additionally, Al-Ghamdi (2020) found that organizational values influence employee behavior and their relationship with administrative creativity in girls' education offices in Riyadh. Consequently, it is noted that organizational values significantly facilitate administrative creativity within institutions.

2. Administrative leadership

Table 11: Statements on administrative leadership

Statement	Mean	Standard Deviation	Rank	Level of Agreement
Administrative leaders encourage innovation and renewal in the workplace.	3.336	1.043	1	Moderate
Administrative leaders encourage employees to develop their creative skills.	3.314	1.018	2	Moderate
Administrative leaders' model creative thinking and behavior.	3.214	1.105	5	Moderate
Administrative leaders recognize and reward employees for achieving creativity in their work.	3.221	1.080	4	Moderate
Administrative leaders provide the necessary support and guidance for employees to achieve creativity.	3.236	1.173	3	Moderate
Mean	3.264	1.084	Moderate	

The analysis indicates that the statement "*Administrative leaders encourage innovation and renewal in the workplace*" ranked highest, with a mean score of 3.336. This was closely followed by "*Administrative leaders encourage employees to develop their creative skills,*" which scored 3.314. The statement "*Administrative leaders provide the necessary support and guidance for employees to achieve*

creativity" received a mean score of 3.236, while "*Administrative leaders recognize and reward employees for achieving creativity*" scored 3.221. The statement "*Administrative leaders model creative thinking and behavior*" ranked lowest at 3.214.All statements reflected moderate agreement, suggesting a medium level of implementation of administrative leadership practices at the Abdullah Abdulaziz Al-Tuwaijri Group in Khobar, with an overall mean score of 3.264 and a standard deviation of 1.084.

These findings align with Abu Jado (2022), highlighting the importance of college deans in supporting creativity at the University of Baghdad, and with Mohamed & Morsi (2012), who emphasized the critical role of administrative leadership in fostering innovation and encouraging creative skill development at Assiut University. Thus, it can be concluded that administrative leaders are essential in promoting creativity among employees through encouragement, motivation, and effective management of workplace challenges.

3- Use of rewards and motivation

Table 12: Statements on the use of rewards and motivation

Statement	Mean	Standard Deviation	Rank	Level of Agreement
The use of rewards and motivation encourages creativity within the institution.	3.279	1.119	3	Moderate
There is a fair system for distributing rewards and motivation within the institution.	3.264	1.029	4	Moderate
Rewards and motivation enhance employees' desire to present innovative ideas and solutions.	3.286	1.207	2	Moderate
Rewards and motivation are important factors in attracting and retaining creative employees.	3.321	1.219	1	Moderate
There is an appropriate balance between material and non-material rewards within the institution.	3.150	1.175	5	Moderate
Mean	3.260	1.150		Moderate

The analysis reveals that the statement "Rewards and motivation are important factors in attracting and retaining creative employees" ranked highest, with a mean score of 3.321. This was followed by "Rewards and motivation enhance employees' desire to present innovative ideas and solutions," scoring 3.286, and "The use of rewards and motivation encourages creativity within the institution," which received a score of 3.279. The statement "There is a fair system for distributing rewards and motivation" scored 3.264, while "There is an appropriate balance between material and non-material rewards within the institution" ranked lowest at 3.150. All statements indicated moderate agreement, reflecting a medium level of implementation of rewards and motivation practices at the Abdullah Abdulaziz Al-Tuwaijri Group in Khobar, with an overall mean score of 3.260 and a standard deviation of 1.150.

These findings align with Talat (2022), emphasizing the importance of both material and non-material rewards in fostering creative thinking among employees, and with Browni (2018), which highlighted the effectiveness of a structured reward system in enhancing administrative creativity. Thus, maintaining a balance between material and non-material rewards is crucial for attracting creative employees capable of proposing innovative solutions to workplace challenges.

4. Training, qualification, and recreation

Table 13: Statements on training, qualification, and recreation

Statement	Mean	Standard Deviation	Rank	Level of Agreement
The training and qualification you received support the development of your creative skills at work.	3.271	1.079	2	Moderate

The institution provides opportunities for recreation and relaxation for employees.	3.386	0.941	1	Moderate
The presence of recreational periods contributes to enhancing administrative creativity within the institution.	3.271	1.137	3	Moderate
There is a connection between training and qualification, recreation, organizational culture, and administrative creativity within the institution.	3.264	1.070	4	Moderate
I have received training and a qualification within the institution to develop my creative skills at work.	3.221	1.100	5	Moderate
Mean	3.283	1.065		Moderate

The analysis reveals that the statement "*The institution provides opportunities for recreation and relaxation for employees"* ranked first, achieving a mean score of 3.386. This is followed by the statement *"The training and qualification you received support the development of your creative skills at work,"* which receives a score of 3.271. The subsequent statement, "*The presence of recreational periods contributes to enhancing administrative creativity within the institution*," also scored 3.271. The statement "*There is a connection between training and qualification, recreation, organizational culture, and administrative creativity within the institution*" received a mean score of 3.264. In contrast, "*I have received training and a qualification within the institution to develop my creative skills at work*" ranked lowest with a score of 3.221. All five statements reflect moderate agreement, indicating a medium level of implementation of training, qualification, and recreational practices at the Abdullah Abdulaziz Al-Tuwaijri Group in Khobar, with an overall mean score of 3.283 and a standard deviation of 1.065. This finding aligns with Talat (2022), who emphasized the importance of providing relaxation and recreational opportunities to foster administrative innovation and develop creative skills in the workplace.

Table 14: Ranking of dimensions of organizational culture

Dimensions	Mean	Standard Deviation	Rank	Level of Agreement
Organizational Values	3.294	0.867	1	Moderate
Administrative Leadership	3.264	1.084	3	Moderate
Use of Rewards and Motivation	3.260	1.150	4	Moderate
Training, Qualification, and Recreation	3.283	1.065	2	Moderate
Mean	3.275	1.041		Moderate

The analysis indicates a medium level of organizational culture implementation at the Abdullah Abdulaziz Al-Tuwaijri Group in Khobar, with a mean score of 3.275 and a standard deviation of 1.041. Organizational values ranked highest with a score of 3.294, followed by training, qualification, and recreation at 3.283. Administrative leadership scored 3.264, while the use of rewards and incentives was the lowest at 3.260. These findings align with Browni (2018), who reported a medium level of organizational culture implementation at Climatec Boulanaache in Algeria, and Ahmed (2018), who found similar results at the university. Additionally, Kraśnicka and Wronka (2018) highlighted the significance of organizational values as primary in cultural organizations, emphasizing the roles of training, recreation, and effective use of rewards in achieving organizational objectives.

Dimension two: administrative creativity

Table 15: Statements on administrative creativity

Statement	Mean	Standard Deviation	Rank	Level of Agreement
There is a supportive environment for creativity within the institution.	3.271	1.065	3	Moderate
The institution encourages the generation of new and innovative ideas.	3.221	1.087	4	Moderate

There are flexible structures and processes that contribute to achieving administrative creativity.	3.121	1.172	5	Moderate
The institution provides the support and resources necessary to implement innovative ideas.	3.314	1.039	1	Moderate
There is strong guidance and leadership that enhances administrative creativity within the institution.	3.257	1.159	2	Moderate
Mean	3.237	1.104		

The analysis uncovers that the statement "*The institution provides the support and resources necessary to implement innovative ideas*" ranked highest with a score of 3.314. This is followed by "*There is strong guidance and leadership that enhances administrative creativity*" at 3.257, and "*There is a supportive environment for creativity*" at 3.271. The statement regarding "*flexible structures and processes that contribute to achieving administrative creativity*" receives a score of 3.121. All statements show moderate agreement, indicating a medium level of administrative creativity within the Abdullah Abdulaziz Al-Tuwaijri Group in Khobar, with an overall mean score of 3.237 and a standard deviation of 1.104. These results align with Al-Khalaylah & Ali (2016), who stressed the importance of encouraging innovative ideas at public institutions for Social Security. They are also consistent with Al-Shamri & Al-Haraheshah (2014), who noted the significance of a supportive environment and flexible organizational structures for fostering administrative creativity at the Saad Al-Abdullah Academy for Security Sciences in Kuwait.

Table 16: Statistically significant effect of organizational culture on creativity

P-Value	T- Value	F- Value	R	Sig
0.254	25.616**	656.177**	0.909	0.000

The analysis reveals a statistically significant effect of organizational culture on administrative creativity at the 0.01 level, indicating a positive correlation. Specifically, a 1% increase in organizational culture results in a 0.254% increase in administrative creativity, supporting the main research question. This is consistent with Al-Tarawneh & Al-Ghawiri (2019), who found a significant relationship between organizational culture and administrative creativity in private schools in Jordan, and Al-Shamri & Al-Haraheshah (2014), who reported a similar effect in the General Institution for Social Security. Additionally, Al-Ghamdi (2020) observed a significant relationship between organizational culture and administrative creativity in girls' education offices in Riyadh. These findings suggest that enhancing the dissemination of organizational culture and improving employees' understanding of work rules and regulations can boost performance and efficiency in task performance, aligning with functional theory concepts related to organizational culture.

Sub-question 1: Is there a statistically significant effect of organizational values on administrative creativity?

Table 17: Testing the first sub-question

P-Value	T- Value	F- Value	R	Sig
0.911	14.967**	224.015**	0.787	0.000

It is demonstrated that a statistically significant effect of organizational values on administrative creativity at the 0.01 level, indicates a positive correlation. Specifically, a 1% increase in organizational values leads to a 0.911% increase in administrative creativity, supporting the first sub-question of the study. This finding is consistent with Al-Nasser &Hussein (2018), who noted the role of organizational values in promoting creativity among deans and their assistants at the University of Baghdad. Similarly, Abu Sharia (2020) confirmed the significant effect of organizational values on institutional creativity at the Nuseirat Clinic. Moreover, Burhan &Gharbi (2016) identified a relationship between organizational values and administrative creativity among primary education directors in Ouargla Province. Overall, these findings suggest that stronger adherence to organizational values enhances employees' creative abilities in their tasks, aligning with the principles of value theory in organizational culture.

Sub-question 2: <u>Is there a statistically significant effect of administrative leadership on administrative creativity</u>**?**

Table 18: Testing the second sub-question

P-Value	T- Value	F- Value	R	Sig
0.901	19.756**	390.303**	0.860	0.000

**Statistically Significant at 0.01

The analysis unveils a statistically significant effect of administrative leadership on administrative creativity at the 0.01 level, indicating a positive correlation. Specifically, a 1% increase in administrative leadership leads to a 0.901% increase in administrative creativity, supporting the second sub-question of the study. This finding aligns with Mohamed & Morsi (2012), who reported a relationship between leadership and creativity at Assiut University, and Bakhtawi (2019), who found a similar relationship among university employees. The results suggest that improving administrative leadership—along with understanding employees' ideas and effectively guiding their tasks—enhances employees' creativity and innovation. This observation aligns with the principles of levels theory concerning organizational culture.

Sub-question 3: <u>Is there a statistically significant effect of the use of rewards and motivation on administrative creativity?</u>

Table 19: Testing the third sub-question

P-Value	T- Value	F- Value	R	Sig
0.853	21.812**	475.759**	0.880	0.000

**Statistically Significant at 0.01

The analysis finds a statistically significant effect of rewards and motivation on administrative creativity at the 0.01 level, indicating a positive correlation. However, this does not support the third sub-question, as a 1% increase in rewards and motivation results in only a 0.853% increase in administrative creativity. This aligns with Ahmed (2018), who also identified a significant relationship between motivation and rewards and administrative creativity from employees' perspectives. Similarly, Al-Khalaylah &Ali (2016) noted a significant effect of rewards and motivation on employees' orientation toward creativity in the Public Institution for Social Security. These findings suggest that increasing rewards and incentives enhances employees' capacity to generate innovative solutions for workplace challenges, consistent with life interaction theory principles related to organizational culture.

Sub-question 4: <u>Is there a statistically significant effect of training, qualification, and recreation on administrative creativity?</u>

Table 20: Testing the fourth sub-question

P-Value	T- Value	F- Value	R	Sig
0.978**	25.816**	666.478**	0.910	0.000

The analysis reveals a statistically significant effect of training, qualification, and recreation on administrative creativity at the 0.01 level, indicating a positive correlation. Specifically, a 1% increase in these areas leads to a 0.978% increase in administrative creativity. This supports the fourth sub-question of the study and aligns with findings from Al-Ghamdi (2020), which noted a significant impact of training and qualification on administrative creativity in Riyadh's girls' education offices. Similarly, Burhan & Gharbi (2016) found a significant relationship between training primary education directors in Ouargla Province and their perceived administrative creativity. Overall, these findings suggest that enhancing training, qualification, and recreational opportunities within organizations boost employee creativity, consistent with natural theory principles regarding organizational culture.

RECOMMENDATIONS OF THE STUDY

- Enhance employee awareness in the Ministry of Economy and Planning regarding the importance of implementing organizational culture in companies by providing training programs and courses to increase their knowledge of organizational values and principles.
- Foster administrative creativity among employees by providing all necessary resources and needs that contribute to achieving this goal.
- Ensure employee participation in the administrative processes related to decision-making.
- Provide sufficient and appropriate information to develop employee ideas and improve their administrative creativity in performing their tasks.
- Emphasize the importance of offering moral and financial incentives to employees, given their effective impact on enhancing administrative creativity.
- Align the goals of companies with the personal objectives of employees, ensuring that their expectations are consistent with the prevailing organizational culture.
- Encourage researchers to conduct studies on the impact of organizational culture on performance and productivity levels, as well as the factors influencing administrative creativity and ways to achieve it in organizations and institutions.
- Distribute informational brochures regarding organizational culture and its relationship to administrative creativity within the Ministry of Economy and Planning to increase awareness among management and employees.

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