

**Midocean University**

**College of Management**

**Department of Master of Project Management**



**The impact of the work environment on  
administrative creativity in GEO GLOBAL &  
NIBCO company**

**:Prepared by**

**Osama yaser suwaidan**

**Master's Degree in Project Management**

**:Supervised by**

**Asma Abuanzeh**

**Ahmed Hussein Ali**

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## **Abstract**

The research focused on understanding the perspectives of employees regarding the work environment and its influence on administrative creativity. A descriptive analytical methodology employed in the study. This study introduces a conceptual framework that examines the influence of personal, social-organizational, and physical factors on employee creativity. Utilizing this framework, a tool has been developed to assess how effectively the work environment fosters creativity. This tool was tested on a sample of employees, revealing support for the hypothesis that a creative work environment positively impacts creative performance. The sample study was (100) participants of the workers in GEO GLOBAL NIBCO company. The study demonstrates how this tool can be utilized by companies to identify and implement enhancements. The study concluded with several recommendations, including the need for an organization administration to enhance employee salaries and incentives to mitigate turnover. Additionally, it suggests that the organisation should provide all essential resources that enable employees to perform their duties efficiently and effectively, while also ensuring alignment with ongoing technological advancements relevant to their work..

**Key words:** organizational structure, work environment, creativity and innovation.

# Chapter 1

## **Introduction**

Since the onset of the industrial revolution, organizations have prioritized productivity, aiming to maximize output while minimizing costs. To achieve this goal, various management principles and tools have been developed and implemented across manufacturing and service sectors globally. Consequently, labour has been segmented into narrowly defined specialized tasks, processes have been standardized to facilitate mechanization and automation, and workers have been assigned specific roles, often leading to repetitive and monotonous tasks in conventional work environments. The manager's responsibility is to ensure that employees execute their tasks in accordance with a predetermined plan, with compensation for workers often linked to their ability to meet expected output levels. Ergonomics has played a role in mitigating and addressing the adverse health and safety effects associated with this organizational structure, as well as its impact on productivity and quality. In a competitive business landscape driven by innovation, such type of work organization may prove inadequate, and the role of ergonomics and ergonomists may evolve. Companies that aim to excel in innovation require their employees not only to achieve productivity targets but also to contribute to the generation of new business ideas. Employee creativity, defined as the generation of novel and potentially useful ideas for addressing challenges and developing new products, services, processes, systems, and work methods, is an essential asset for fostering innovation within an organization. Individuals at all levels can play a role in this endeavour. Given that creative performance is influenced by individual traits such as personality characteristics (e.g., openness to experience), cognitive styles, and skills relevant to creativity, traditional practices aimed at enhancing employee creativity have centered on the recruitment and selection of creative individuals, as well as on providing creativity training for the workforce.

Creative employees placed within traditional, productivity-focused organizations characterized by formal structures, time limitations, stringent regulations, repetitive daily tasks, and standardized workspaces may find themselves lacking the motivation to exhibit the desired creative behaviours. The degree to which an individual is able to generate innovative and valuable ideas is significantly influenced by the level of support provided by their work environment. This research will explore how the daily work environment can be structured to enhance creativity in the workplace. The design of work environments that promote creativity represents a potential new area of focus for ergonomics research and practice. This aligns with the dual objectives of ergonomics, as articulated in a widely accepted definition of the field to optimize human well-being and overall system performance.” In contemporary business settings, creativity and innovation serve as critical indicators of organizational performance, and a creative work environment can enhance employee well-being by improving job satisfaction and reducing turnover intentions. Initially, I will develop a conceptual framework design that outlines the relationship between work environment and creativity. Subsequently, I will introduce tools designed to assess the degree to which work environments facilitate employee creativity. These tools will be applied to evaluate the hypothesis that a supportive work environment enhances creative performance. However, I will demonstrate how this tool can be utilized in practice to select and implement interventions aimed at making the work environment more conducive to fostering employee creativity.

### **Research Objectives**

1. Determine the level of work environment in Geo Global NEPCO.
2. Evaluate the level of administrative creativity in Geo Global NEPCO.
3. Identify the impact of work environment on administrative creativity.

## **Research Questions**

1. What is the level of work environment in GEO GLOBAL NIBCO company?
2. What is the level of administrative creativity in GEO GLOBAL NIBCO company?
3. What is the impact of the work environment on administrative creativity?

## **Research Hypotheses**

1. There is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for Organizational structure on administrative creativity.
2. There is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for the Training on administrative creativity.
3. There is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for the Regulations and instructions on administrative creativity.

## **Research Significance**

- This study seeks to link the work environment and administrative creativity.
- Clarify the relationship between the dimensions of the work environment and administrative creativity

## **Research Limitations**

**Time limits:** First semester in 2024.

**Spatial limits:** in GEO GLOBAL NIBCO company.

**Human limits:** all workers in GEO GLOBAL NIBCO company.

**Objective limits:** The impact of the work environment on administrative creativity.

## **Review of the literature**

This section provides an overview of the existing research that underpins this study, organized into main topics: factors influencing creative performance within organizations; the componential theory of creativity; and the keys research instrument. The purpose of this review is to first highlight a range of studies, including the latest findings, that demonstrate the relationship between practices and behaviours that foster creativity in the workplace, both at the individual and team levels. Subsequently, a more in-depth discussion of the theoretical framework guiding this study will be presented, followed by an explanation of the keys instrument, which is fundamentally supported by the componential theory of creativity.

## **Determinants of creative performance in an organisation**

I do not aim to provide an exhaustive review; instead, I seek to emphasize some of the most notable contributions and identify emerging trends. Comprehensive reviews have been conducted, that I consider as an evident linked to certain studies concentrate on management practices, while others examine the behaviours or characteristics of managers and team members. Thus, it can be inferred that creativity is influenced not only by individual attributes such as education and personality but also by the work environment and societal factors that encourage and acknowledge creative potential. While numerous studies explore the elements affecting individual creative performance, several also investigate the creativity within teams. The factors I will mention are categorized into two groups: those pertaining to organizational or managerial levels and those related to individual or behavioural levels.

## **Theory of creativity**

Research conducted within organizational environments has revealed various factors that hinder creativity. These include rigid standards, internal policies, a focus on hierarchical positions, a conservative mind set among senior management, and excessive time constraints. Conversely, certain elements promote creativity, such as engaging and challenging tasks, collaborative teams, opportunities for autonomous work, support and acknowledgment for innovative ideas, mechanisms for idea development, and policies that encourage the sharing of ideas within the organization (Amabile, 2012). Creativity tends to flourish when individuals who possess intrinsic motivation, relevant skills, and creative thinking capabilities operate in an environment that strongly supports creative endeavors (Amabile and Kramer, 2007). The componential model has been foundational for numerous empirical investigations (Gagné and Deci, 2005; Oldham and Cummings, 1996; Shalley et al., 2000; Woodman et al., 1993) and has contributed to the development of other creativity theories. Its significance is underscored by its comprehensive approach, addressing creativity at the individual, team, and organizational levels.

The persistent uncertainty in today's business landscape compels managers to seek viable alternatives for the survival and growth of their organizations. The significance of creativity and innovation is increasingly recognized in the development of organizational skills, highlighting the essential role that nurturing creativity plays in management to achieve effective innovative outcomes. In management literature, the terms creativity and innovation are frequently used interchangeably; however, they represent distinct concepts. Creativity pertains to the generation of new ideas or inventions, whereas innovation involves the implementation and commercialization of those ideas, through a comprehensive review of the literature on creativity, innovation, and organizational change, posits that while innovation may stem from various sources, it is fundamentally linked to creativity. Many examples emphasize that fostering employee creativity in the pursuit of new opportunities is a primary precursor to innovation. Furthermore, a recent study by Dul and Ceylan (2014) demonstrated that organizations with work environments conducive to creativity tend to achieve superior outcomes in terms of new product sales and the number of new products introduced. In the realm of management, decision-making concerning the organizational environment poses a continual challenge, and the intricacies of this environment necessitate a broader understanding of its various dimensions. Recently, there has been an increasing acknowledgment of the influence that personal and contextual factors exert on creativity. Consequently, Alencar (1998) advocates for a focus on the overall atmosphere of the workplace to eliminate potential barriers to creativity and enhance opportunities for its manifestation. It is evident that promoting creativity is a vital component of effective organizational management.

An employee's creative process can be conceptualized as a sequence of stages that an individual must navigate.

A notable and enduring model, stages as follows:

- (1) Preparation: during this phase, the individual focuses on a specific topic and collects relevant information from both internal and external sources.
- (2) Incubation: this stage involves a cessation of conscious effort, allowing the individual to divert their attention to other matters while the creative process continues unconsciously.
- (3) Illumination: this is the pivotal moment when a new insight emerges unexpectedly.
- (4) Verification: at this stage, logical and rational thinking re-engages to refine the new insight into a concept that can be communicated to others. The culmination of the creative process results in an idea deemed novel and potentially beneficial. Within an organizational context, such ideas may pertain to products, services, processes, systems, or work methodologies. The transition from idea to innovation occurs only when the

idea is adopted within the organization. The ability of individuals to generate ideas is influenced by their personal characteristics. Over the past five decades, extensive research has been conducted on the correlation between the traits of creative individuals and their creative output, primarily within the field of psychology. Findings indicate that factors such as personality traits (e.g., openness, diverse interests, tolerance for ambiguity), cognitive styles (e.g., divergent thinking, problem-solving abilities), and knowledge (e.g., expertise in a specific domain, general knowledge) are positively associated with creativity in the workplace. Organizations can enhance creativity by selecting individuals with high potential for creativity, utilizing various assessment tools in the selection process.

I believe that, Its as well so important to reckon that creative work environments are essential not only for employees engaged in explicitly creative roles such as research and development, product design, or marketing. Since creative ideas may be generated by employees in any job and at any level of the organization. Consequently, every employee within an organization has the potential to contribute innovative and valuable ideas, which can pertain to:

- the development of new or enhanced products and services offered by the organization;
- the optimization of production processes related to these products and services;
- the refinement of work methods and procedures;
- the identification of solutions to challenges encountered in daily operations.

It's proved that development of creativity could be analysed and screened among employees. Employees should as well be able to assess the degree to which each element of progress is present in their current work setting, these elements provide a comprehensive view of the support an employee perceives from work environment. It is assumed that each element holds equal significance, and the total support perceived from the work environment is a cumulative result of these individual components. A lower overall score in achieving development, suggests that the employee feels limited support from their work environment, while a higher score indicates a greater level of support. In cases where multiple employees are situated within the same organization (such as a company) or organizational unit (like a group or department), an aggregate score reflecting the supportive nature of the work environment can be derived by averaging the scores of the employees within that entity. The distribution of individual scores will highlight variations among employees within the same group. I think we should not only evaluate the presence of creative elements in the work environment but also prompts employees to assess the importance of each element in fostering their creativity.

The information I received resulted in this study, suggest that an organization can enhance employee creativity by fostering a supportive work environment. Since certain organization structure can serve as a foundational tool for initiating improvements when individual scores are aggregated at the organizational or departmental level, by involving the following steps:

1. Assessing the current work environment of the organization or departmental unit.
2. Comparing the fit scores with those available in the organisation database;
3. Engage in discussions with management and employees regarding the organization's strengths (high fit scores) and weaknesses (low fit scores) in relation to other organizations, and identify potential areas for improvement;
4. Choosing, implementing, and assessing the effectiveness of the improvements.

I will examine the various leadership styles that significantly influence a company's success or failure, which frequently hinges on the effectiveness of its leadership. Each leader

employs their unique leadership style in pursuit of optimal outcomes. The following list outlines some of the most prevalent types of leadership, along with insights on how to implement each of these styles in workplace management.

1. Authoritative leadership.
2. Coaching leadership.
3. Collaborative leadership.
4. Engaged leadership.
5. Observant leadership.

Authoritative leadership When considering the concept of a typical leader, I often envision a conventional authoritative figure. An authoritative leader possesses complete control and authority over the team, acting as the exclusive decision-maker. This style of leadership is frequently described as "command and control leadership." In a corporate environment, authoritative leaders dictate the necessary steps and processes, delegating these tasks to their subordinates who execute them without providing feedback or questioning the leader's approach. Although authoritative leaders can foster efficient teams that thrive on clear directives, rapid decision-making, and a lack of concern for proposing enhancements, numerous organizations view this leadership style as problematic. The primary issue with this approach is its inability to leverage the collective insights of the group, which can stifle innovation. Authoritative leadership styles often encounter resistance and are frequently less effective. Many individuals do not respond favorably to leaders who exert excessive power, engage in micromanagement, or impose stringent control over circumstances.

### **The coaching leadership style**

This type of leadership closely resembles its name. Similar to a sports coach, leaders who adopt this management approach focus on fostering and enhancing the strengths of each team member, enabling employees to reach their maximum potential. Just as in sports teams, where success is determined not only by individual achievements but also by collective effort, because a coaching leader actively seeks methods to elevate the overall performance of the team. To optimize the coaching leadership style in the workplace, it is essential to direct your efforts towards fostering the development of complementary skill sets among various employees. Emphasizing communication is a crucial aspect of this leadership model, as it involves guiding individuals and providing constructive feedback to facilitate their growth. When executed effectively, a coaching leader can cultivate a cohesive and dedicated team of employees who collaborate efficiently. Samson has observed that this leadership style is particularly successful in enhancing employee retention. Nevertheless, for coaching leadership to yield positive outcomes, the leader must possess strong teaching abilities and the insight to recognize how each individual's strengths can contribute to the overall success of the group.

Collaborative Leadership The approach of a collaborative leader contrasts sharply with that of a conventional top-down leadership model. In authoritative leadership, a singular figure at the apex of the organizational hierarchy dictates decisions, whereas collaborative leaders advocate for collective problem-solving through teamwork. Leaders who adopt this style in the workplace often utilize information-sharing and brainstorming methods to gather insights from their team members. Furthermore, collaborative leaders prioritize transparency in their decision-making processes. Their objective is to guarantee that every individual not only has a place at the table but also possesses a voice that is acknowledged and valued during discussions. This type of leadership offers several advantages, such as the likelihood of enhanced innovation and increased employee engagement and motivation, as individuals feel their contributions are appreciated. However, a potential drawback of this leadership style is that teams may become mired in prolonged discussions aimed at achieving consensus, which

can impede a leader's capacity to make timely decisions.

**Engaged Leadership** Leaders who practice engaged leadership place a strong emphasis on building connections with their employees to gain insight into what matters most to each individual on their team. I have observed that a manager employing this leadership style tends to prioritize acknowledging the contributions of team members, thereby demonstrating their worth. A hallmark of engaged leadership is the practice of inquiring about both work-related matters and personal interests, while actively listening to the responses provided. Such leaders frequently foster a culture of engagement among their employees, as individuals feel appreciated and understood by managers who embody this approach. However, a potential drawback arises when the distinction between a superior and a friend becomes unclear, which may complicate an engaged leader's ability to make tough managerial decisions.

**Observant Leadership** Leaders possessing a high degree of emotional intelligence are often effective and perceptive in their leadership roles. This style of leadership necessitates that a manager look beyond superficial observations to recognize deeper patterns and dynamics. "Observant leadership can be considered one of the most impactful leadership styles," states Samson. Leaders who adopt this method dedicate time to understanding their employees on a personal level, gaining insights into their strengths, weaknesses, and sources of motivation." In a workplace context, this may involve recognizing an individual's potential even when their skills are not yet fully developed. It also requires the ability to interpret a person's emotions by observing their body language, rather than relying solely on verbal communication.

It is crucial to recognize your individual leadership style; however, it is equally vital to acknowledge that this style represents a preference rather than an immutable characteristic. According to Tim Toterhi, a strategic human resources advisor and leadership coach, individuals inherently display various styles to some extent and can develop the ability to utilize different styles as they progress. The essential factor is to cultivate an understanding of the available options and to apply them in practical scenarios.

### **How can someone Identify his/her leadership style;**

Utilizing assessments to analyze your communication style can provide valuable insights into your leadership strengths and development framework. Upon receiving the results, it is advisable to discuss them with a coach to clarify your guiding principles as a leader, enabling you to align your daily actions with these objectives.

I think It's quite crucial to recognize your individual leadership style; however, it is equally vital to acknowledge that this style represents a preference rather than an immutable characteristic. However, individuals inherently display various styles to some extent and can develop the ability to utilize different styles as they progress. The essential factor is to cultivate an understanding of the available options and to apply them in practical scenarios that suit the environment of workplace.

### **Why is leadership complicated?**

Simply, I introduce leadership as a multifaceted endeavor, that no single strategy can be universally applied to every circumstance, according to Davonne Helmer, managing director at ZRG Partners, a global talent management firm. She notes, "When an authoritative leader adopts a collaborative approach at the appropriate time, it can yield significant results. when an observer takes on a coaching role and actively engages, individuals are more likely to pay attention." Helmer emphasizes the importance of recognizing one's own blind spots, committing to personal development, and leveraging one's strengths at opportune moments,

regardless of one's leadership style. As she articulates, "It is imperative to engage in this process." Whether one currently holds a leadership position or aspires to attain one, there is always potential for growth and enhancement.

### **What are organization administrative policies?**

An organization should formulate administrative policies so as to ensure operational alignment, establish behavioral model throughout the University system, reduce institutional risk, and appropriately communicate roles and responsibilities related to policies through a comprehensive framework based on the criteria outlined below. These administrative policies dictate or restrict specific actions for the organisation staff, and external parties utilizing the organisation resources or services, as deemed necessary. Authority for the establishment of administrative policies has been delegated by the president to the President's Policy Committee (PPC). All newly created or significantly revised administrative policies require approval from the PPC prior to implementation. Additionally, any administrative policies suggested for retirement must also receive PPC approval. Policy owners are responsible for the periodic review and assessment of their policies and procedures to ensure they remain accurate, efficient, and effective. The organization staff in charge must guarantee that compliance with their policies is actively monitored.

In order to apply administrative policies across the system of an organization, the staff in charge must :

- 1) support the mission of the organization;
- 2) be essential for the execution of organization policies/directives, or to ensure adherence to applicable laws, rules, and regulations;
- 3) fulfill one or more of the following conditions: mitigate a substantial risk to the institution that cannot be sufficiently managed through other means; exert a considerable influence, encompassing, but not limited to, the number of individuals, campuses, or colleges/units affected, as well as the extent and quantity of associated risk factors; or enhance operational efficiency and effectiveness.

However, I recommend that Policy owners are required to conduct a thorough review of each of their policies every two years, in order to implement and update new styles. Should a policy owner desire to extend the subsequent comprehensive review period from the standard two years to a maximum of four years, they are obligated to fill out a Comprehensive Review Extension Request form and obtain approval from the President's Policy Committee (PPC). In cases where a policy has multiple owners, all owners must reach a consensus regarding the proposed modifications.

By all means, I believe that Individual sections are permitted to establish a section-wide policies under the following circumstances:

1. In the absence of a relevant system-wide policy or when specific section needs cannot be met by an existing system-wide policy.
2. When the proposed policy aligns with the criteria set for system-wide administrative policies.
3. If the content of the policy falls within the provisions outlined in the organisation Association units applicable to a certain department structure. Conversely, departments are prohibited from creating a section -wide policy in situations where:
  1. Such a policy is explicitly forbidden by an existing system-wide administrative policy.
  2. The policy would conflict with or be less stringent than the regulations established by the organisation Regents or system-wide administrative policies. Administrative

policies that are exclusive to a certain department or that apply to multiple departments, must adhere to the development and approval process detailed in the accompanying procedures. In cases where exceptions are permitted for one or more stipulations within a policy, it is essential for the policy owner to delineate the specific conditions that would warrant such exceptions, as well as identify the individual or office responsible for evaluating and potentially approving the exception request.

The director of the organization Policy Program, or an appointed representative should plan to perform periodic evaluations of administrative policies across the system, and departments levels to guarantee their consistency with the relevant policies established by the management of the organization.

But, in order to implement any creativity plan, we need to first fix an organizational structure, that serves as a framework that delineates the manner in which various activities are coordinated to fulfil the objectives of an organization. These activities encompass guidelines, positions, and duties. However The organizational framework significantly influences the flow of information across different tiers within the company. In a centralized structure, decisions are made at the upper levels and communicated downward. Conversely, in a decentralized structure, decision-making authority is shared among various levels of the organization. Establishing a clear organizational structure enables companies to maintain efficiency and concentration on their objectives.

### **Key Insights for organizational structure:**

- An organizational structure delineates the manner in which various activities are coordinated to fulfil the objectives of an organization.
- Effective organizational structures clarify the roles of each employee and their contributions to the broader system.
- A centralized structure features a clear hierarchy, while decentralized structures empower nearly all employees with significant autonomy.
- Different types of organizational structures encompass functional, divisional, flatarchy, and matrix models.
- Senior leadership must evaluate multiple factors, such as the organization's goals, industry context, and cultural environment, prior to selecting the most suitable organizational type for their enterprise.

### **How to describe an organizational structure**

Organizations of various types and sizes extensively utilize organizational structures. These structures establish a clear hierarchy within the entity. An effective organizational structure delineates the roles of each employee and illustrates how these roles contribute to the overall framework. It specifies responsibilities, enabling the organization to achieve its goals efficiently. This framework offers a company a visual depiction of its configuration and outlines the optimal path for achieving its objectives. Organizational structures are typically represented through charts or diagrams, such as pyramids, where the most influential members are positioned at the top, while those with lesser authority are located at the bottom. The absence of a formal structure can create challenges for certain organizations. Employees may struggle to identify their reporting lines, leading to confusion regarding individual responsibilities within the organization. Establishing a structured framework can enhance efficiency and provide

clarity for all personnel at every level. A well-designed organizational structure should enable each department within the organization to become more focused and productive.

Comparison between centralized & decentralized organizational structure An organizational structure can be classified as either centralized or decentralized. Historically, organizations have been designed with a centralized leadership model and a clearly defined chain of command. The military exemplifies a highly centralized structure, characterized by a detailed hierarchy of superiors and subordinates. In such a centralized system, each role has well-defined responsibilities, with subordinate positions relying on the direction provided by their superiors. In contrast, a decentralized organizational structure allows for greater participation in decision-making. Mid-level and lower-level managers, along with regular employees, have a more significant influence on organizational matters and can contribute to the decision-making process. The emergence of decentralized organizations has been notable. This model is favoured by numerous technology start-ups, as it allows them to maintain speed, agility, and adaptability, encouraging all members to contribute ideas freely, this applies on substantial corporations encompassing numerous business units and brands that often operate in diverse industries, in this type of organizations each unit functions independently. Accordingly, Decentralized companies often retain inherent hierarchies, exemplified by the chief operating officer holding a position of authority above an entry-level associate. While teams are granted the autonomy to make independent decisions and reach optimal conclusions without the need for explicit "approval" from higher management, such structures still persist, reference to what precisely mentioned, four prevalent types of organizational structures are commonly utilized:

1. **The functional structure** :which is the most prevalent organizational framework, often described as a bureaucratic structure. This model organizes a company according to the specialized skills of its employees. It's mostly small to medium-sized enterprises adopt a functional structure. This approach segments the organization into distinct departments, such as marketing, sales, and operations, thereby embodying a bureaucratic organizational model.
2. **Divisional or Multidivisional Structure**: This organizational framework is prevalent among large corporations that encompass numerous business units. It is referred to as the divisional or multidivisional (M-Form) structure. In this approach, a company organizes its leadership team according to the various products, projects, or subsidiaries it manages. A notable example of this structure is Johnson & Johnson, which offers a vast array of products and operates multiple lines of business. The company is structured in such a way that each business unit functions autonomously, akin to an independent company, each led by its own president.
3. **Team-based structure Organizations**: which adopt a team-oriented framework are divided into cohesive groups of employees, each dedicated to specific objectives and roles, akin to divisional or functional structures. Every team operates as a distinct unit, comprising both leaders and team members.
4. **Flat (Flatarchy) Structure**; named Flatarchy, often referred to as a horizontal structure, is commonly adopted by numerous startups. This approach reduces the levels of hierarchy and command, as suggested by its name. It provides employees with significant autonomy, enabling organizations that implement this structure to achieve a rapid pace of execution.
5. **Matrix Structure**: which is adopted by some organisations and often regarded as the most complex and least commonly implemented. This structure interconnects employees with various supervisors, divisions, or departments. An individual employed in a matrixed organization might be responsible for tasks in both sales and customer service.
6. **Circular Structure**: which exhibit a hierarchical nature, yet they are characterized as

circular due to the positioning of higher-level employees and managers at the core of the organization, surrounded by concentric rings that extend outward. This arrangement includes lower-level employees and staff. The purpose of this organizational design is to promote open communication and foster collaboration throughout the various levels of the organization.

7. **The network structure:** which represents last type of organizational structure, it arranges contractors and external **vendors** to perform essential functions. It consists of a compact headquarters complemented by strategically located satellite offices, while significant functions are delegated to other companies and consultants.

Accordingly, establishing an organizational structure can greatly benefit a company. The structure not only clarifies the hierarchy within the organization but also enables the company to establish a compensation framework for its employees, by implementing the organizational structure, the firm can determine salary grades and ranges for each role. This organizational framework also enhances operational efficiency and effectiveness significantly by dividing employees and functions into distinct departments, the company can concurrently execute various operations without interruption. A well-defined organizational structure provides employees with clear guidance on how to accomplish their tasks effectively. In a hierarchical organization, employees may find themselves needing to exert more effort in seeking favours or gaining the support of those in positions of authority. Conversely, in a decentralized organization, employees are encouraged to take greater initiative and engage in innovative problem-solving. This approach not only establishes expectations for employee development within the company but also highlights specific skill sets. Additionally, it allows prospective employees to assess whether the organization aligns with their interests and preferred working styles.

However, Organizational structures can manifest in various configurations. These include functional, multi-divisional, flat, and matrix structures, in addition to circular, team-based, and network structures, Therefore fundamental components of an organizational structure encompass the manner in which specific activities are coordinated to fulfil the objectives of an organization. These components consist of regulations, roles, responsibilities, and the pathways through which information circulates among various levels within the organization.

Numerous academic studies focus on optimizing and structuring organizations to enhance their effectiveness and productivity. However senior executives must evaluate several factors prior to determining the most suitable organizational type for their enterprise, taking into account the business's objectives, industry context, and cultural environment.

This study indicates that the work environment plays a significant role in fostering employee creativity, and that there are practical tools and solutions available to create environments that support this creativity. By concentrating on work environments that promote employee creativity, the field of ergonomics could assist organizations in optimizing their internal resources (employees) for both product and process innovation. The connection between ergonomics, creativity, and innovation appears to be a relatively recent development within the ergonomics discipline. In addition to traditional focuses on "quality" as well as "creativity for innovation" that could emerge as another compelling theme within ergonomics that appeals to managers and decision-makers, alongside the established theme of "health and safety". A primary concern in management and business is how to enhance an organization's capacity for innovation. We propose that ergonomics can play a vital role in this area. Creating work environments that enhance the creativity of employees across all levels within an organization can reveal untapped internal resources that drive innovation from the ground up. For instance, creativity plays a crucial role for knowledge workers engaged in the generation,

dissemination, or application of information. While offices serve as the primary workspaces for these individuals, research focusing on how office design can stimulate creativity and innovation is limited, with only a few notable exceptions. In contrast, numerous studies have examined the impact of office environments on stress and workload. However, the significance of creativity extends beyond knowledge workers; employees in various roles, including those in manufacturing, must also employ creativity to address everyday challenges and contribute to the innovation of products and processes within the organization. In addition to leveraging internal resources for innovation, contemporary management practices increasingly emphasize the importance of external resources, such as ideas from suppliers, customers, or the broader community. Some organizations appear to prioritize these external inputs. "Open Innovation" concept, notes, "Open Innovation is a paradigm that assumes that firms can and should use external ideas as well as internal ideas...". Therefore, whether in a closed or open innovation framework, internal resources remain vital, and ergonomics can play a significant role in enhancing employee creativity.

Creativity plays a crucial role for knowledge workers within organizations who are engaged in the creation, dissemination, or application of knowledge (Davenport, 2002). While offices serve as the primary work environments for these individuals, there has been limited research focused on how office settings can enhance creativity and innovation, with only a few notable exceptions. In contrast, numerous studies have examined the impact of office environments on stress and workload. However, the significance of creativity extends beyond knowledge workers; employees in all roles, including those in manufacturing, must employ creativity to address everyday challenges and contribute to the innovation of products and processes within the organization. In addition to leveraging internal resources for innovation, there is a growing emphasis in management and business on utilizing external resources, such as ideas from suppliers, customers, or the public, through concepts like "open innovation" and "crowdsourcing." Some organizations appear to prioritize these external sources. "Open Innovation is a paradigm that assumes that firms can and should use external ideas as well as internal ideas...". Therefore, whether in a closed or open innovation framework, internal resources remain vital, and ergonomics can play a significant role in enhancing employee creativity.

My strategy for fostering employee creativity has been implemented in over 30 organizations. The key instrument aims to evaluate employees' shared perceptions regarding the creative climate within their organization. The original key questionnaire format was employed, requiring participants to indicate their level of agreement with statements using a four-point Likert scale, thereby eliminating neutral responses. The response options included "never," "sometimes," "frequently," and "always" (Amabile et al., 2010). Data were gathered to facilitate a regression analysis examining the relationship between environmental factors and creativity, as well as to test the proposed hypothesis. The objective of this data collection was to analyse the statistical connections between various stimuli and barriers to creativity within the workplace and their impact on creative outcomes. While the items on the key instrument are assessed using a scale, which is categorical in nature, the components that constitute a creative climate are continuous variables. Data were gathered from 30 individuals across different companies. The selection criteria for the study's participants required that they be employed in organizations of varying sizes within Saudi Arabia, and it was preferred that they had held their current positions for a minimum of one year to provide more informed responses to the questions posed. Based on these criteria, the researchers defined the sample by selecting participants based on their availability. The empirical context encompassed the work environments of different industrial organizations of small, medium, and large sizes across diverse sectors. It is crucial to highlight that the sampling approach was designed to enhance the explanatory power of the findings. Consequently, a regression analysis utilizing a larger sample was employed instead of a case study, which lacks generalizability. Furthermore, the

presence of adequate variation within the sample—resulting from the inclusion of a greater number of companies—is vital to ensure the validity of the regression results, as variables with minimal variation within the collected sample must be excluded. Thus, a broader array of companies is advantageous for a specified sample size. While a larger sample is always preferable, the constraints of this study limited the ability to recruit a greater number of participants, which represents one of its limitations.

My findings indicate that there is significant variability among companies in the level of support they offer for employee creativity. In almost all cases, there exists substantial potential for enhancement. These improvements can range from straightforward initiatives, such as incorporating inspiring colours into the physical workspace, to more intricate changes, such as creating challenging roles or positions that allow for autonomy within the social-organizational framework. It is noteworthy that many challenges and solutions related to work environments that promote creativity closely resemble those associated with enhancing comfort, health, and safety. One possible explanation for this is that a work environment conducive to a positive mood not only bolsters employee creativity, but also contributes to employee comfort, health, and safety, positive mood may not only influence or temper the connection between the work environment and creativity but also affect the relationship between the work environment and aspects such as comfort, health, and safety. Consequently, existing knowledge in ergonomics regarding work environments aimed at enhancing comfort, health, and safety could be effectively utilized to promote creativity and innovation within organizations, although additional research is necessary to investigate this further. Some research suggests that, in specific contexts, a negative mood can enhance creativity (e.g., George and Zhou, 2002, 2007), while other studies indicate that a discrepancy between an individual's current situation and their aspirations can create a creative tension (Chang et al. 2009), highlighting the intricate relationship between the alignment or misalignment of the work environment and creativity.

The Creativity Development Quick Scan (CDQS) serves as a valuable tool for enhancing creativity within organizations undergoing changes in business processes and work environments. Notably, pivotal is a change process, as it involves engaging in discussions with both management and employees to comprehend the results of the CDQS, interpret them, and identify potential areas for improvement. This process aligns with the participatory ergonomics approach prevalent in the field of ergonomics. My suggested participatory method for fostering a creative work environment corresponds to the nine dimensions outlined in Haines et al.'s (2002) Participatory Ergonomics Framework: Permanence: Temporary; Involvement: Full direct participation; Level of influence: Varies by organization: Entire organization, Department, or Work group/team; Decision: Group consultation; Mix of participants: Operators, Line management, Senior management, External advisor; Requirement: Varies by organization: Compulsory or Voluntary; Topics addressed: Physical design/specification of equipment/workplaces/work tasks, Design of job teams or work organization, Formulation of policies or strategies; Brief: Problem identification, Solution development; Role of ergonomics specialist: Initiates and guides the process, Acts as an expert, Available for consultation. Consequently, this process of the CDQS approach can be regarded as a specific instance of the broader participatory ergonomics methodology. While the CDQS is recognized as a straightforward and practical tool that appeals to both researchers and practitioners, it does have certain limitations. For instance, only one question is posed to employees regarding each element of the work environment. If the CDQS were to incorporate additional items for each element, it would enhance reliability but diminish its appeal as a quick scan. Moreover, the instrument has been validated in only one study, indicating a need for further validation research

## **How office design can affect productivity & spark creativity**

**Office Environment :** The design of office environments significantly influences employee productivity and creativity. Studies indicate that the arrangement and aesthetics of the workplace play a vital role in fostering inspiration, which ultimately enhances the quality of work produced. Bright and well-structured offices that create a welcoming atmosphere can elevate energy levels and positively affect employee wellbeing and stress management. When employee wellbeing is compromised, organizational creativity tends to decline. Conversely, individuals who experience greater happiness at work are more engaged, innovative, and exhibit heightened concentration levels

**Incorporate Colour:** Vibrant and energetic hues such as yellow and orange can significantly enhance employee morale. Studies indicate that colours have a profound influence on our mood, emotions, and overall productivity; however, moderation is key. It is advisable to avoid an excessive use of colours, as this may create a chaotic environment that distracts employees—an office should not resemble a rainbow. Ensure that the selected colours harmonize with one another and are complemented by neutral tones for a balanced aesthetic.

**Music:** in the workplace often elicits varied opinions; however, many individuals find it to be a source of motivation and inspiration. The impact of music largely hinges on the genre being played and the specific tasks at hand. Numerous studies indicate that music can significantly enhance productivity and concentration. Additionally, music offers various health benefits, as it stimulates the release of dopamine in the brain's reward centre, which can further aid in maintaining focus. Moreover, playing the same music throughout the office can foster camaraderie among colleagues, encouraging conversations and strengthening relationships during the workday. Organizing team efforts to curate themed playlists, for instance, serves as an excellent method to engage everyone and stimulate creativity. This practice also contributes to cultivating a positive workplace culture that fosters employee loyalty

**Lighting, temperature, and ventilation:** Adequate lighting in an office setting is crucial for employee well-being. Natural light plays a significant role in enhancing alertness and concentration among workers, while also reducing the likelihood of headaches. This is particularly relevant as fluorescent lighting can produce flickering effects that, although imperceptible to the naked eye, may trigger migraines. Maintaining an appropriate temperature and effective ventilation is equally essential for ensuring that employees remain attentive and engaged. It is vital to create an environment that promotes comfort and supports a healthy atmosphere, enabling staff to perform at their highest potential.

**Furniture:** The appearance and comfort of office furniture play a significant role in fostering a more relaxed and inviting atmosphere. Investing in aesthetically pleasing and ergonomic furniture will promote proper seating posture among employees, thereby reducing the risk of back pain and strain. It is essential to ensure that desk chairs provide adequate comfort and support; however, it is equally important to verify that they do not induce drowsiness among staff.

**Office space;** Establishing an environment conducive to collaborative efforts, alongside the provision of private meeting rooms, is essential in a professional setting. Enhancing opportunities for creative teamwork allows employees to generate ideas collectively and fosters greater interaction. Maintaining a clean and organized office space is crucial, as it promotes a culture of tidiness among staff, which can lead to increased productivity—an orderly desk contributes to a clear mind. Designating a quiet area within the office where employees can unwind, preferably accompanied by a different style of music, allows for brief respites from their workstations. This shift in surroundings provides both mental and physical relief, which

can enhance creativity and productivity when employees return to their tasks. Investing in the overall atmosphere of the office by creating workspaces that are bright, comfortable, and inspiring will significantly enhance employees' mood, health, and overall satisfaction, thereby motivating them to be more productive and innovative

## **Chapter 2**

## Literature review

**Taheri et al. (2020):** This study aimed to identify the impact of the work environment on job satisfaction. Data was collected from a questionnaire distribution to employees from two organizations named Department of Agricultural Extension and Bangladesh Rural Electrification Boardin. The results confirm that the work environment has a great impact on employee satisfaction because it is the first thing that the employee cares about.

**Emmanuel et al. (2021):** The study aims to understand the impact of the work environment on organizational production. This study analyzed the secondary data collected from Textbooks, Magazines, Journals, and others publications. The study found that a good work environment has a role in motivating employees to increase productivity.

**Rasool et al. (2021):** The study aims to understand the effect of the toxic work environment on employee engagement. It used a quantitative research approach, and data were collected from 301 workers employed in the small and medium-size enterprises of China. The results of this study confirmed that a toxic workplace environment has a negative impact on employee engagement.

**El-Demerdash and Mostafa (2018):** the study aimed to association between organizational climate and administrative creativity in Zagazig University Hospital. The study samples consist of (65) of head nurses. The result showed that positive effect of organizational climate on administrative creativity in University.

**AL-Awamleh (2020):** the study aimed to khnown the relationship between transformational leadership and administrative Creativity. The sample includes 475 employees within in Jordanian Potash Company and conducted a questionnaire survey. The study confirmed that transformational leadership stimulates administrative creativity in the organization.

**Ahmed (2022):** the study aimed to know the impact of administrative creativity on organizational development in the University of Tikrit. A random sample was (60) the heads of departments and directors of divisions and units in the university. The study depended on questionnaire to collect information. The result showed that positive moral effect of administrative creativity on organizational development in University.

## Theoretical framework

### Work environment

Ultimately, the key to creating and sustaining a high-performing organization is establishing a healthy work environment. Businesses that prioritize long-term success show that they care about their employees, whether their team members are on-site, remote, or part time (**Oubrich et al., 2021**).

### Work environment definition

Work environment, as the set of actions where people who work in an organization can play equal roles; however, they are different from each other in terms of their needs, desires for responsibility or authority, ability or capacity and in terms of their way of feeling satisfaction in the work instance. "In all public and private organizations, the work environment in which employees carry out their activities is of utmost importance to achieve optimal development and reach the goals proposed by the institution (**Oubrich et al., 2021, 491**).

Work environment is the settings, structure, circumstances, and general conditions employees of labor work (Emmanuel, 2021, 145).

The work environment includes working relationships formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment where employees work (Iis et al., 2022, 230).

## Reasons to develop a good work environment

Having a good work environment is a fundamental strategy for employees to give their best and produce more. This way, it is possible to achieve better results for the organization.

- **Talent retention:** A good work environment reflects in a considerable reduction in the number of absences and absenteeism. Furthermore, this point also directly affects employee satisfaction. This is because an interesting and pleasant space is considered a determining factor in offering quality of life to employees. In general, employees who face problems at work are due to inadequate working conditions, such as lack of equipment, excessive noise and unregulated chairs. Therefore, investing in a good workplace helps in the talent retention process, and consequently, avoids labor costs for the organization (Taheri et al., 2020).
- **Employee motivation:** The work environment can change the mood and disposition of employees when performing their tasks. If the workspace is healthy, employees tend to feel happy and motivated — and this is reflected in productivity and quality of service. However, a place that does not encourage dialogue and interaction between professionals will certainly harm the business results (Yandi, 2022).
- **Increased productivity:** Promoting an appropriate and satisfactory work environment will help to keep the team more motivated. As a result, this will also have a positive impact on the productivity of professionals. Remember that happier employees contribute to the success of the business and support the company (Håkansson et al., 2021).

Furthermore, it is important to develop a good workspace, as this is also related to the lack of concentration of employees. At this point, having a pleasant environment with fewer distractions will affect the team's productivity (Sugiarti, 2022).

- **Professional growth:** A good professional is one who guarantees results through their good qualifications and training. In addition, they know how to deal with customers and are proactive in the face of the challenges of the work routine. To attract this type of talent to business, it is important to keep two factors in mind: the company's work environment and the employee recruitment and selection process. Basically, a well-structured company with an efficient organizational culture contributes to the professional growth of talents. Some reasons for this include (Simanjuntak et al., 2023):
  - The enrichment of interpersonal relationships.
  - Collaboration and dialogue contribute to acquiring new knowledge.
  - The training and courses offered by the company add to the professionalism of individuals.
  - Learning within the organization is constant.

With this favorable work environment, the team becomes more specialized and prepared to perform their services, which contributes to the evolution of the business.

## Characteristics of a positive work environment

Companies with a healthy work environment must provide (Lindeberg et al., 2022) :

- **Job and economic stability:** Avoid unjustified dismissals and offer a decent salary in accordance with the job and people's skills.
- **Balance with personal life:** Respect personal time, entry and exit times, and days off.
- **Professional interpersonal relationships:** Coexistence between all people, regardless of their job position, sex, age, etc., must be governed by respect, empathy and tolerance. This will also benefit the effectiveness of teamwork.
- **Flexible conditions:** Reach agreements on the staff's work modality and work schedules.
- **Professional development:** Promote a culture of individual and collective growth through continuous training.
- **Recognition and feedback:** Create spaces for transparent communication, both to recognize the completion of tasks, as well as to correct errors and seek new solutions.
- **Health care:** Care for the physical and mental state of employees and facilitate timely medical care.
- **Adequate workplace:** If work is in person, provide clean, tidy, comfortable and well-lit spaces. If work is remote, provide the necessary equipment and tools.

## Advantages of a good work environment

1. **Boosts productivity:** A good work environment can increase employee productivity in several ways. First, employees who feel comfortable and valued will be more motivated to work and complete their tasks. On the other hand, a good work environment facilitates collaboration between employees and different work teams, which streamlines processes and allows the entire company to function more smoothly, achieve its objectives more easily and be, in general, more productive (Lindeberg et al., 2022).
2. **Reduces talent leakage:** Employees who are satisfied with their work are less likely to leave the company, as they feel valued, motivated and comfortable with the work environment. This is crucial for a business to be sustainable and efficient.
3. **Reduces training costs:** When employees leave the company, it must invest in training for the new workers it hires; the expense can be considerable in the case of very large businesses with huge work teams. That's not counting the cost of having employees who don't perform ideally or who make mistakes due to lack of experience, which can also require quite a bit of capital. A good work environment will help reduce employee turnover, which can save a company a lot of money. This is crucial when it comes to scaling a business, keeping it profitable, or helping it meet particularly ambitious goals (Taheri et al., 2020).
4. **Increases the chances of achieving company goals:** Having a good work environment will allow company to achieve its goals because employees are more motivated and committed to working hard. In addition to that, workers will also be more willing to collaborate with each other, a decisive detail for boosting the productivity of any business (Yandi, 2022).
5. **Work teams collaborate better with each other and feel comfortable:** A good work environment creates a climate of trust and collaboration, which facilitates teamwork. In this type of positive environment, employees feel more comfortable sharing ideas and working together to achieve common business goals, which directly benefits the company.
- 6.

## Factors for evaluating the work environment

Some factors considered important within any organization intervene in the work environment:

- **Communication:** Communication within organizations must be through an open system, meaning that it must not be restricted by the hierarchical structure of descending level but in a horizontal way, in this way, workers will know the objectives that the company pursues, the needs and the achievements obtained. Communication is the art of influencing individuals, exercising power or credibility and, in a certain way, having the authority to lead. The individual who is a good communicator has the characteristic of being charismatic, reaches out to others and manages to change their opinion (**Lindeberg et al., 2022**).
- **Collaboration:** In this factor, the degree of maturity, respect, the way of communicating, the degree of collaboration and camaraderie existing, and trust are evaluated, being factors that add importance to the good work environment, which results in the quality of human relations within the company, which will be perceived by customers.
- **Leadership:** Leadership has its theories or approaches, some of them very precise, but in essence, they are a transformation for the company or organization; leadership itself involves the personnel that directs and those who have responsibilities in each area. From the level of leadership, precise results can be achieved in the short and long term. The leader recognizes the uniqueness in each individual, so that he does not need to have caring people at his side, who make him remain a good leader (**Taheri et al., 2020**).
- **Professional career:** It is related to the level of academic preparation, skills and abilities that workers have to opt for a job promotion, which has an impact on better quality of life, comfort, considerable salaries and positions in line with performance, which are reflected in the evaluation of job performance. By promoting the development of professional careers, the company sets several objectives, including: giving greater illustration and capacity to its human talent to cover spaces that will be available in the medium or long term; creating strong internal communication; and, programming professional career development within the annual planning (**Yandi, 2022**).
- **Satisfaction:** Job satisfaction is the set of general attitudes of the individual towards his job. Probably, the employee who is within a pleasant environment in the organization, whose managers recognize his work and who encourage him to continue improving through promotions or other types of motivation, will generate personal satisfaction. Job satisfaction, then, is a hot topic within organizations, workers do not openly express it, when they are not satisfied or if they are, they begin to reduce their productivity, in view of this, they maintain that managers must promote a healthy relationship between management and their workers, satisfying both parties, being a win-win factor (**Taheri et al., 2020**).
- **Physical conditions.** The environment, lighting, noise reduction, tools and equipment for employees were essential elements (physical conditions) that every organization must provide to its workers so that they are more productive.

## Types of work environment

The four types of work environment are (Taheri et al., 2020) and (Rasool et al., 2021):

- **Competitive environment:** It is characterized by a high level of competition among employees, focused on achieving individual goals.
- **Collaborative environment:** It promotes cooperation and teamwork, where employees share ideas and resources to achieve common goals.
- **Creative environment:** It encourages innovation and experimentation, where employees are encouraged to think outside the box and contribute new ideas.
- **Toxic environment:** It is a negative and unhealthy environment, with a lack of communication, frequent conflicts, and a lack of appreciation and respect among employees.

## Work environment measurement

To understand and improve the work environment, it is essential to carry out a diagnosis. To do so, you can use the following tools (Oubrich et al., 2021):

- **Work environment surveys:**
  - Design and application of effective surveys to measure the work environment.
  - Key questions to evaluate different aspects of the work environment.
  - Analysis and interpretation of survey results.
- **Focus groups and interviews:**
  - Collection of in-depth qualitative information on employee perceptions.
  - Identification of specific areas that require improvement.
  - Obtaining valuable feedback from workers.
- **External observation and feedback:**
  - Evaluation of the work environment through direct observation of behavior and interactions.
  - Collection of feedback from customers, suppliers, and other stakeholders.
  - Identification of aspects of the work environment that can affect the external image of the company.

## Factors influence the work environment

The responses obtained from these tools provide a solid basis for identifying areas for improvement and designing strategies.

1. **Physical environment or infrastructure:** The physical environment, or physical workspace, refers to the infrastructure, facilities, available equipment, ambiance, decoration, among other components, that a workplace has.  
All components related to the physical workspace have an impact on the work environment and, consequently, the commitment and performance of employees. A poor or poorly conditioned infrastructure can harm performance, but a pleasant and well-equipped environment cannot.
2. **Organizational structure:** The structure will depend on the type of organization, its size, sector, etc., but an organization that has a hierarchical type of organization is not the same as a linear one. Neither is better than the other, the important thing is that the organizational structure is the most optimal depending on the type of work that is done, depending on the number of people or teams, and that in one way or another everyone feels comfortable with it (Lindeberg et al., 2022).

3. **Leadership:** For a work team to perform adequately, the presence of a leader is vital, since he or she is the role model for the rest of the team. And it is ideal, depending on the team's level of ability, for the leader to involve collaborators in decision-making and to assign roles or goals based on experience and the type of task in question; exploiting the best skills of each person and making them grow with each task. An effective team leader is not only capable of carrying out work projects at any cost. He is a person who knows how to see the best in each employee and values each one for his role in the company and as a human being (Ratnasari et al., 2020).
4. **Interpersonal relationships:** Good interpersonal relationships allow teamwork to be much more enjoyable, and therefore, more productive. This is something that can be worked on and improved, either with relational activities within or outside of work hours. Even the work space plays an important role in improving relationships between people; working in a space that prevents communication is not the same as working in one where dialogue is encouraged.
5. **Recognition and incentives:** Everyone likes to be recognized and valued. When this happens, self-esteem and motivation increase, thus improving performance. Therefore, recognition and incentives are an excellent mechanism to improve the work environment, and therefore, the productivity of a company (Emmanuel, 2021).
6. **Internal communication:** Good communication is essential in all relationships, including labor relations. If clear and effective communication is maintained in an organization, conflict resolution, problems and crises can be handled optimally, promoting a good work environment (Taheri et al., 2020).
7. **Training and growth opportunities:** Nowadays, people seek to grow and develop in their jobs; they do not only seek to earn a salary at the end of the month. The lack of opportunities and work challenges is one of the main reasons why a person quits their job.

All these factors make up the work environment and influence the well-being that employees have in their jobs, and ultimately, this will have an impact on the development and competitiveness of the organization.

### Work environment dimensions

1. **Honesty:** Just as in human relationships, honesty is a highly valued quality in the business world. Open communication, as well as consistency in actions, is an essential value for any business. On the contrary, it is impossible to generate trust between customers and stakeholders.
2. **Transparency:** For a company to be honorable, it must also be transparent. Transparency refers to sharing information in an open and accessible way. This includes the disclosure of financial data, internal policies, and decision-making processes. Transparency allows employees to understand how the company operates, strengthening their trust and loyalty (Rasool et al., 2021).
3. **Social and environmental responsibility:** Social and environmental responsibility has become a fundamental value in the modern era. This can include sustainability initiatives, corporate social responsibility programs, and fair labor policies.
4. **Diversity and inclusion:** Gone are the days when diversity and inclusion were mere options for companies. Today, these values are vital for organizations seeking to be relevant and competitive in a global market. Accepting and valuing individual differences, whether gender, age, religion, sexual orientation, disability, ethnic origin, among others, offer benefits both in terms of reputation and economics (Ratnasari et al., 2020).
5. **Loyalty:** Workers, clients, or investors not only like companies to be built on solid principles, but also to be loyal to those principles. Loyalty to the company's values,

commitments, and goals is essential to generating trust and credibility in the long term. This implies staying true to the company's mission, even in difficult or challenging situations. This does not mean that companies should remain static and resist change. However, any change must be consistent with the company's pillars. Loyalty also extends to the company's employees, clients, and partners, and is reflected in daily actions and strategic decisions (Emmanuel, 2021).

6. **Innovation:** Beyond the more classic values, innovation has emerged as one of the most important values of a company. The ability to innovate, adapt and evolve in the market is essential to remain competitive. Innovation can manifest itself in the introduction of new products, the improvement of internal processes or the creation of original marketing and sales strategies. Along with sustainability, innovation is one of the most important growth factors today. Companies that foster an environment of innovation not only adapt more quickly to changes, but are also seen as leaders in their sectors, which improves their brand image and attracts more customers and investors (Taheri et al., 2020).

### **The role of the work environment in increasing productivity**

1. **Invest in the quality of the physical environment:** A good work environment, in addition to being characterized by peace and good relationships between colleagues, also depends on efficiency in carrying out daily activities.

Therefore, it is essential that the physical environment favors the proper progress of activities. A comfortable, well-equipped place, with lighting, ventilation and technologies necessary for carrying out tasks prevents employees from becoming stressed due to operational problems. This contributes to the fluidity and optimization of work (Lindeberg et al., 2022).

2. **Encourage interpersonal relationships:** Maintaining a good relationship with coworkers is essential for employees to have greater satisfaction and well-being at work. In a place where everyone cooperates for the success of the activities carried out, productivity and performance will be much higher than in companies with relationship problems among their employees. Encouraging interpersonal relationships within your company will make the work environment more relaxed, pleasant, dynamic and also productive. This will encourage collaboration and solidarity among professionals, improving teamwork and contributing to the quality of the organization's work environment (Oubrich et al., 2021).
3. **Adopt a participative leadership style:** Another factor that contributes positively to improving the company's work environment is adopting a participative leadership style. One of the biggest causes of stress and dissatisfaction in the workplace is when the leader does not have the respect and admiration of his subordinates. A good manager is one who can motivate his subordinates to give their best, every day, for the success of the entire team. And the best way to do this is by example. Direct participation in the execution of the activities that he coordinates is the best way to instruct and motivate workers to dedicate themselves more and more to their roles. A participative leadership model improves not only the organizational climate, but also the organization's numbers, in terms of productivity (Ratnasari et al., 2020).
4. **Invest in flexibility:** Corporate attitudes that are too rigid tend to make the organizational climate more difficult and contribute to employee demotivation. Many companies have already noticed this and have started to invest in flexibility policies that are suited to the needs of their employees. It is possible to propose more flexible working hours or home office, for example (Lindeberg et al., 2022).
5. **Provide constant feedback:** A lack of feedback from leaders can cause a team's work effort to be misdirected, leading to wasted potential among employees. A feedback

culture has great benefits for a team's motivation and productivity. As a result, team members begin to keep in mind their main strengths and areas for improvement and, consequently, can develop action plans for better professional qualifications. It is worth highlighting the importance of direct, impersonal feedback that is open to dialogue. This makes the feedback moment more productive and focused on actions (**Oubrich et al., 2021**).

6. **Value employees:** Valuing employees is another essential pillar on which a good work environment is structured. Working for a company that values its employees, respects labor rights, values the health and safety of its facilities, and seeks to promote continuous improvements to provide greater comfort and well-being to its team will make its employees much more engaged and committed to the company's success. Appreciation creates a virtuous circle of gratitude and loyalty between professionals and the organization, so that they will not only want to perform the tasks assigned to them, but will also be proactive. Therefore, in addition to improving the lives of employees, investing in the internal environment will also bear fruit for the company, which, in addition to increasing its prestige and reputation in the market, will reap the rewards of implementing a successful management model (**Taheri et al., 2020**).
7. **Conduct Performance Assessments:** Productivity may seem abstract and difficult to measure. However, it only seems that way. It can be measured through processes such as Performance Assessments, in which peers and leaders can evaluate each other and provide feedback with a focus on improving the performance of everyone in the company. This contributes to a more productive work environment in which everyone is given the opportunity to understand what their best deliveries were in a cycle, what their strengths are, and where they can improve to achieve increasingly expressive results (**Lindeberg et al., 2022**).

## **Administrative creativity:**

In the corporate world, the words creativity and innovation go hand in hand. Lately, these two inseparable elements have become increasingly required and the main reason behind this is that, in order to stand out in the competitive market, creating and innovating have become a necessity. This is the time when companies are looking to adopt an innovative culture, with a lot of encouragement for creativity in the workplace, as this way they are able to generate new business models, improving their processes, services and products (**Shafique et al., 2020**).

### **Definition of administrative creativity**

it is to bring something new and useful to the community, and can be creativity in the form of (product creation) or (creativity of the process), in both cases through a new product or process or development (improvement) (**Al-Saidi and Al-Ghanmi, 2020, 1377**).

Administrative creativity as the process of making major and drastic changes to short-term products and processes in which the role of senior management is very distinctive and requires financial and high technology investments (**Ahmed, 2022, 185**)

### **Reasons for focusing on administrative creativity**

Creativity is the element that triggers the innovation process in companies, giving them value and increasing their competitiveness. In this sense, administrative creativity has become a key element within the company for several reasons:

1. Information and Communication Technologies require high levels of creativity. The emergence and democratization of ICTs have expanded access to information, where

anyone can access information and get in touch with other people, a situation that has changed the way agents interact, who currently communicate in a network and in a more flexible way. However, information, no matter how abundant it may be, is not very valuable if it is not treated creatively, a factor that is responsible for giving it more added value (**Shafique et al., 2020**).

2. Knowledge is essential for competitiveness and creativity certainly adds value to knowledge. Organizations are increasingly valued for their knowledge rather than for their physical assets. Knowledge does not consist of “bare” information. It is a continuous connection of information that gives rise to ideas that are converted into added value. This process is achieved through the creative use of knowledge, which transforms scattered information into added value.
3. In a world that is constantly changing, companies are forced to use creativity to constantly reinvent themselves. Strategies to improve efficiency by adjusting the size, internal organization and cost reductions limit the creative capacity of companies to a certain extent. The most creative organizations have limited and intentional disorganization, and it is in this disorder that they find an important source of creative ideas to improve the business. Creativity must be used to rethink the company and its business purpose. New ideas and their implementation in the form of innovations are the key to the future. Implementing this strategy internally is essential to facing the future successfully.
4. There is a critical mass of talented workers who are increasingly mobile and who are constantly seeking creative work. The expectations of new workers have changed. They no longer want a job where they can only develop their career according to a standardized procedure manual. New talents demand jobs that allow them to develop their imagination, inspiration and ideas. If they cannot do so, they seek new professional challenges in other organisations. The ability to attract and retain talent therefore lies in offering the necessary freedom for employees to develop their creativity (**Shafique et al., 2020**).
5. The primacy of design requires high doses of creativity. Nowadays, all areas of the company (products, services and processes) are linked to design. A product with an unattractive design can lead to failed marketing. However, creative design viewed from an integral perspective can differentiate a product, a brand or even a company from its competitors.
6. The consumer is the one who drives the market, demanding new products adapted to their needs. The success of a product or service no longer lies in the traditional concept of quality. Consumers demand, in addition to a product being good, a series of extras: novelty, that it be intelligent, aesthetically appealing and that it has life. In other words, that it offers added value when compared to other products – something that demands high levels of creativity.
7. New management models have moved from complete control to supervision of autonomous creative work. Managing creative human resources with new motivations requires the adoption of new methods that allow the needs of talented workers to be linked to the needs of the company. Creativity is complex and ambiguous, and for this reason, creativity must be managed using techniques that offer the necessary freedom for its development, but that do not deviate from the objectives of the organization. From this point of view, the new formulas seek to offer more freedom and responsibility to talents, fostering a more flexible environment for the development of creativity.

## **Elements of administrative Creativity**

For a employee to be creative, several components must be present and functioning harmoniously. The main components of creativity include (**Shafique et al., 2020**):

- **Fluency:** This refers to the ability to generate a large number of ideas. Fluency is crucial because the more ideas a person can produce, the more likely they are to find an innovative solution. Brainstorming techniques are often used to increase fluency.
- **Flexibility at Work:** Flexibility is the ability to see things from different perspectives and change approaches quickly. Flexible people can adapt to new situations and think of multiple solutions to a problem. This skill is essential for navigating complex and dynamic environments.
- **Originality:** Originality is the component that involves the production of new and unique ideas. It is the aspect of creativity that is most associated with innovation. Originality requires thinking outside the box and challenging established norms and conventions.
- **Elaboration:** Elaboration is the ability to expand, refine, and develop an idea. It involves attention to detail and the ability to transform a basic idea into a complete and viable solution. Elaboration ensures that creative ideas are concrete and well-structured.

These components work together to facilitate the creative process. Fluency and flexibility fuel idea generation and the ability to adapt, while originality ensures that ideas are fresh and innovative. Elaboration, in turn, ensures that these ideas can be developed into practical, detailed solutions. Together, these elements form the foundation of creativity, enabling individuals and teams to innovate and solve problems effectively and innovatively.

## Creative Processes

Creativity is often described as a process that involves several interconnected mental steps. These processes are fundamental to the generation of new ideas and innovative solutions. Among the most commonly recognized creative processes are (Lee et al., 2020):

- **Idea Generation:** This is the first phase of the creative process, where the search for new ideas and possibilities occurs. It can involve techniques such as brainstorming, mind mapping, or simply letting the mind wander. During this phase, quantity is more important than quality, encouraging the production of a large number of ideas without judgment.
- **Incubation:** After the initial generation of ideas, the incubation phase allows these ideas to mature subconsciously. Often, the best way to solve a creative problem is to step away from it for a while, allowing the unconscious mind to process the information and make unexpected connections.
- **Illumination:** The illumination phase is when the creative solution or innovative idea suddenly appears. This insight can occur at unexpected times, often after a period of incubation. It is the result of the connections made between previously generated and incubated ideas.
- **Verification:** The final phase of the creative process is verification, where the idea is critically analyzed, refined, and developed. At this stage, the viability of the idea is tested and adjusted as necessary. The verification process ensures that the idea is not only original, but also practical and applicable.

## Theories of Creativity

Several theories have been proposed to explain creativity, each offering a unique perspective on how new and innovative ideas are generated. Some of the main theories include (Runco and Pritzker, 2020):

1. **Association Theory:** This theory, proposed by psychologists such as Edward Thorndike, suggests that creativity arises from the association of pre-existing ideas. According to this perspective, new ideas are formed by combining old ideas in new ways. Association theory emphasizes the importance of mental connections and suggests that creativity can be stimulated through exposure to a variety of experiences and knowledge.
2. **Generative Exploration Theory:** Developed by Margaret Boden, generative exploration theory argues that creativity results from three types of processes: combination, exploration, and transformation. Combination involves putting together existing elements in new ways; exploration refers to the detailed examination of conceptual structures; and transformation involves modifying existing structures to create something new. This theory emphasizes mental flexibility and the ability to manipulate abstract concepts.
3. **Investment Theory:** Proposed by Robert Sternberg and Todd Lubart, investment theory suggests that creative individuals “buy low and sell high” when it comes to ideas. That is, they seek out ideas that are unusual or out of the ordinary (buy low) and develop them until they become valued (sell high). This theory highlights the importance of risk and perseverance in creativity, suggesting that a willingness to invest time and effort in unconventional ideas is crucial to creative success.

These theories provide a foundation for understanding the mechanisms underlying creativity and highlight different aspects of the creative process. Together, they provide a comprehensive view of how new ideas are generated and how creativity can be cultivated and developed.

## Importance of administrative Creativity (Mikalef and Gupta, 2021).

- **Differentiation in the market:** creative and innovative companies have greater prominence and recognition in the market, which can result in increased competitiveness and better business opportunities.
- **Attracting and retaining talent:** a culture of innovation and creativity can attract and retain talent looking for a dynamic and challenging work environment, which can be an advantage for the company.
- **Improving processes:** innovative ideas can bring improvements to the company's internal processes, making them more efficient and productive and increasing team satisfaction with the workflow.
- **Strengthening the brand:** innovative companies tend to be seen as leaders in their sectors and create a positive and strong image in their market segment.
- **Greater customer satisfaction:** creative and innovative ideas can result in products and services that better meet current customer needs, increasing consumer satisfaction and loyalty.
- **Reducing costs:** innovations in processes and products can reduce the company's operating costs in the long term, resulting in increased profitability and return.
- **Anticipating market trends:** companies that invest in creativity and innovation are more likely to identify market trends and anticipate them, which can be an important competitive advantage.

It is important to emphasize that creativity and innovation should not be seen as an isolated event, but as a constant and continuous process, present in all areas and hierarchical levels of the company. Therefore, creativity and innovation become important for the company not only as a means of generating new business opportunities, but also as a fundamental factor for the company's sustainability and growth in the long term (Al-Saidi and Al-Ghanmi, 2020).

### Administrative creativity goals

1. **Innovation:** Creativity is key to driving innovation within organizations. New ideas and approaches are essential to staying competitive and keeping up with market changes.
2. **Problem-solving:** The ability to think creatively allows you to find solutions to complex problems in unconventional ways. This is crucial to overcoming obstacles and achieving goals efficiently.
3. **Adaptation:** In a world that is constantly changing, the ability to adapt is essential. Creativity allows teams to quickly adjust to new situations and challenges, while maintaining productivity and effectiveness (Shafi et al., 2020).
4. **Employee engagement:** Work environments that encourage creativity tend to have more engaged employees. When people are free to express their ideas and contribute solutions, they feel valued and motivated.
5. **Continuous improvement:** The constant search for better ways of doing things is facilitated by creativity. This leads to a culture of continuous improvement, where processes and products are continually improved.
6. **Competitiveness:** Companies that cultivate creativity among their employees have a competitive advantage. They are able to develop innovative products and services that stand out in the marketplace (Mikalef and Gupta, 2021).
7. **Fostering diversity:** Creativity thrives in environments where different perspectives are valued. By fostering diversity and inclusion, organizations can harness a variety of creative ideas and approaches.
8. **Fostering collaboration:** Creative work environments encourage collaboration and idea-sharing. This creates a culture of teamwork and cooperation, where individual skills complement each other.
9. **Personal and professional development:** The ability to think creatively is a valuable skill that can benefit employees in their careers. Additionally, the creative process itself can foster personal growth, increasing self-confidence and self-expression ((Al-Saidi and Al-Ghanmi, 2020).

### Advantages administrative creativity

- **Problem solving:** new opportunities for problem solving and growth that more traditional and conventional methods have not allowed. Creative approaches lead to new solutions that are often unprecedented.
- **Goals and growth:** goals, from a creative point of view, are achieved more easily. A creative leader sees unique ways to achieve goals. Whether it is to increase profits, create new products, or “map” the path to new levels of success.
- **Positive mindset:** creative leadership presents new opportunities and implements non-traditional techniques and ideas to include people and departments in the company’s success. A collaborative spirit where everyone counts. A creative leader suggests an “open mind” spirit, where employees brainstorm, bringing their ideas instead of accepting ideas from the top.
- **Unlikely perspectives:** to prosper, a company must grow, adapt and create its own path to new success. Creativity is the Ace of Trumps in today’s game, where “creativity is more important than knowledge” (Mikalef and Gupta, 2021).

## **Characteristics of administrative creativity (Al-Saidi and Al-Ghanmi, 2020).**

- It depends on the human talent that the company has.
- It allows the company to adapt to changes in the market, looking for solutions to face, for example, new competitors.
- The development of creativity depends on the policies that the company implements to encourage its workers to present their ideas with total freedom. This is related to the business culture. Thus, the more horizontal the treatment between the staff, the more possibility there is that proposals will be shared.
- Creative teams can learn from past mistakes. In other words, it is a trial-and-error process.
- A key element to foster creativity is usually teamwork to promote the exchange of ideas and experiences.
- Leadership is important to foster creativity because it is from management that the culture and values that the company will have are established.

## **Role of human resources in developing administrative creativity**

Employee creativity is a driver of growth and transformation for companies, so the responsibility for fostering a creative environment falls on one of the functional areas of the company known as human resources. Human resources acts as the catalyst that fosters and nurtures creativity in companies. Its main role is to:

**Create an enabling environment:** It plays a fundamental role in building a work environment that stimulates creativity and innovation. By designing policies, programs and organizational cultures, HR can directly influence the ability of employees to generate new and original ideas. Through actions such as **(West and Sacramento, 2023):**

- Culture of innovation: Foster an organizational culture where innovation is valued, error is tolerated and cultural and thought diversity is celebrated.
- Creative spaces: Design physical and virtual spaces that stimulate the generation of ideas and collaboration.
- Open communication: Promote fluid and transparent communication that allows employees to feel comfortable expressing their ideas.

**Selecting and developing creative talent:** Their role is crucial in identifying, attracting, staffing and developing people with creative skills that drive innovation in an organization. Here are some actions that HR can take:

- Recruitment: Identify and attract candidates with creative skills and an innovative mindset.
- Professional development: Offer training and development programs that enhance employees' creative skills.
- Mentoring: Assign mentors to employees to guide them in their professional and creative development.

## **Encourage collaboration and diversity:**

By encouraging collaboration and diversity, organizations can make the most of their employees' potential, improve innovation and achieve greater success. Therefore, the role of HR is crucial in fostering a collaborative and diverse work environment, where ideas can flow freely. Here are key actions that can be implemented **(Asbari et al., 2021):**

- Multidisciplinary teams: Form diverse work teams that bring different perspectives and skills.
- Collaboration activities: Organize activities that encourage interaction and the exchange of ideas among employees. Recognition: Recognize and reward creative ideas and employee achievements.

### **Measuring and Evaluating Creativity:**

HR plays a crucial role in measuring and evaluating creativity within an organization. By establishing clear metrics, conducting assessments, and providing feedback, HR can foster a culture of innovation and improve overall company performance. Here are some ways you can contribute (**Nasifoglu Elidemir et al., 2020**):

- Key Performance Indicators: Establish key performance indicators (KPIs) to measure the level of creativity in the organization through performance appraisal.
- Workplace Climate Surveys: Conduct a survey periodically to find out how employees perceive the work environment and their ability to be creative.

### **Importance of Leadership in Fostering administrative Creativity**

The importance of leadership in fostering administrative creativity is essential to driving innovation in a team or organization. Leaders who understand the need to stimulate the creativity of their employees are able to create an environment conducive to the emergence of new ideas and solutions (**Nasifoglu Elidemir et al., 2020**).

Good leadership is able to inspire and motivate their subordinates, encouraging the expression of divergent thoughts and opinions. By valuing diversity of ideas, leaders create space for creativity to flourish. They create a culture of trust and respect, where employees feel safe to share their suggestions and contribute their unique perspectives (**West and Sacramento, 2023**).

In addition, leaders play a key role in providing the resources and support necessary for the implementation of innovative ideas. They must be willing to invest time, money and effort in fostering creativity, seeking ways to enable and support the creative initiatives of team members.

Another important aspect of leadership in fostering creativity is the ability to set challenging and clear goals. Leaders who set specific and inspiring objectives encourage their subordinates to think outside the box and seek innovative solutions. This approach stimulates creativity, increases engagement, and fosters the development of employees' creative skills (**Karatepe et al,m 2020**).

Finally, a leader who is effective in fostering creativity must also be a good listener, open to feedback, and willing to learn from their subordinates. By showing interest in employees' ideas and suggestions, leaders create a collaborative and supportive environment where everyone feels valued and motivated to contribute creatively.

In short, leadership plays a critical role in fostering creativity. Leaders who encourage the expression of ideas, provide support and resources, set challenging goals, and value diversity of thought are able to drive innovation and create an environment conducive to team growth and success (**Karatepe et al., 2020**).

## Obstacles to creativity in the company

There are several obstacles to innovation in large companies (Nasifoglu Elidemir et al., 2020):

1. **Problems with organizational culture:** Culture can be an obstacle to leveraging creativity in large companies. For example, organizations that focus their energy on bureaucracy usually do not allow much room for innovation. Employees may even come up with innovative ideas, but they do not find an environment to execute them.
2. **Corporate politics, internal disputes and lack of alignment between sectors:** It is common for creativity in large companies to encounter barriers in other areas or employees who feel their territory is being invaded and competing with the resources available for other investments.
3. **Not following through on innovative ideas:** Having innovative ideas is just one step in the creativity process. However, getting them off the ground is a difficult part for large companies. For this to be possible, it is necessary to create an environment that allows this execution.
4. **Lack of budget:** For creativity to occur, limited budgets must not be an additional barrier. Investments in technology, employee training and new hires are essential for the processes.
5. **Lack of time:** How can the development of changes be incorporated into the day-to-day work of employees who are so overwhelmed? Often, the lack of time to focus on a new idea is another obstacle to innovation.
6. **Lack of appropriate vision or strategy:** It is necessary to make it very clear to the company's employees what type of creativity will be carried out, the steps to consolidate it and the benefits for the entire organization.

## Stimulate Creativity in the Corporate Environment

Stimulating creativity in the corporate environment certainly requires a combination of strategies that promote an organizational climate that is favorable to innovation. Below, we explore some approaches that can be effective (Karatepe et al, 2020):

1. **Encourage Collaboration:** Collaboration between different departments and teams is one of the most effective ways to foster creativity. When employees share their perspectives and knowledge, new ideas and solutions emerge that might not otherwise be discovered in isolation. Therefore, creating opportunities for collaborative work is essential.
2. **Promote Diversity of Thought:** Diversity, whether of experiences, skills or perspectives, enriches the creative process. When companies promote the inclusion of different points of view, they increase the chances of generating innovative ideas. In other words, diversity of thought is a catalyst for creativity.
3. **Offer Creative Spaces:** Creating physical environments that stimulate creativity is a powerful strategy. Flexible spaces, with areas dedicated to brainstorming and project development, help to unleash the creativity of employees. Furthermore, these environments reinforce the culture of innovation within the company (Shafi et al., 2020).
4. **Invest in Training and Development:** Empowering employees with new skills and knowledge is essential to stimulate creativity. By offering training, workshops and continuous learning opportunities, the company not only increases the technical competence of the team, but also encourages the application of new concepts and ideas in everyday life (Shafi et al., 2020).
5. **Allow Experimentation:** Experimentation is a crucial component of the creative

process. Allowing employees to test new ideas without the fear of failure creates an environment where innovation can flourish. In this way, the company benefits from continuous discoveries and improvements.

## **The impact of the work environment on administrative creativity**

A carefully designed work environment can do wonders for motivation and performance. Spaces that promote comfort, functionality, and aesthetics create a positive atmosphere that encourages creativity.

**Comfortable physical environment:** Flexible, collaborative spaces are key to fostering innovation. Open areas that allow for easy communication between team members promote idea sharing and collaboration. The flexibility to reconfigure the space as needed facilitates different types of work and collaboration styles.

An ergonomic environment is vital to employee well-being. Furniture that provides adequate support and promotes good posture can prevent discomfort and injuries, allowing employees to better focus on their tasks. Ergonomic chairs and height-adjustable desks are investments that make a big difference. Plants, outdoor views, and natural elements within the office can reduce stress and increase job satisfaction. The presence of nature is known to improve mood and mental health, factors that contribute to creativity (Taheri et al., 2020).

**Investing in the intangible environment:** Anyone who works in a relaxed and pleasant environment feels happier and more motivated. To achieve this, it is essential to have incentives and recognition, which includes good working conditions, individual and collective appreciation of goals achieved and ideas developed.

In addition, the workplace should be viewed horizontally, with greater proximity between leaders and managers and work teams. This generates a feeling of appreciation and belonging. And remember: companies that are market leaders act exactly this way.

**Investing in training:** When a corporation invests in training, it is not only looking to increase the technical capacity of its employees. The more specialized and up-to-date they are, the greater their knowledge and the greater the chances of them becoming creative.

We can also consider that by participating in training, employees develop new skills (many of which are not necessarily part of the work they perform). These are great fuel for innovative ideas that lead to the growth of the entire production process (Shafique et al., 2020).

**Organizational Culture and Cutting-Edge Technology:** In addition to physical space, organizational culture also influences creativity and innovation. A culture that values and encourages experimentation, continuous learning, and open feedback creates an environment where new ideas can flourish. Fostering a culture of openness and support for innovation through workshops, brainstorming sessions, and recognition programs can make a big difference.

Technology plays a crucial role in creating an innovative work environment. Digital collaboration tools, project management software, and advanced communication technology can facilitate workflow and the exchange of ideas. Investing in cutting-edge technology is essential for a modern and efficient work environment.

**Encouraging internal and external collaboration:** Collaboration is key to innovation. Cooperation between the company's sectors is essential, as each area has its own expertise and

a unique perspective on the same problem. Therefore, when there is an exchange, these visions complement each other and provide space for the creation of new ways of thinking or carrying out an activity. Likewise, when the company is open to the outside, it gains more resources and opportunities for innovation, since it can count on customers, partners and competitors to drive these actions. The perspective of someone who is outside the organization, and with a less biased view, can provide valuable insights in reinventing an industry. Strategic partnerships between startups and already established companies have been increasingly frequent, since the complementarity between them can bring very positive results for both parties **(Shafi et al., 2020)**.

## **Chapter 3**

## Methodology

**Overview:** In this chapter, the participants of the study and the instruments employed are introduced. Moreover, the procedure of the research, the design and data analysis are presented in detail where This study examines the impact of the work environment on administrative creativity.

**Research Design:** In this study, the researcher will use a quantitative research approach to gather numerical data on the worker attitude on the impact of the work environment on administrative creativity.

**Participants:** The population of study consisted of all workers in GEO GLOBAL NIBCO company and the sample study was (100) participants of the workers in GEO GLOBAL NIBCO company.

**Instrument:** The researcher will use a questionnaire based on a thorough review of existing literature and the identified factors influencing the impact of the work environment on administrative creativity.

The questionnaire consisted of two main sections as the following:

- The first section included the demographic data of participants.
- The second section consists of two main axes,
  - The first axis: The work environment consists of 15 items divided into 5 domains
  - The second axis: Administrative creativity consists of 10 items

### The validity of Instrument:

**Face validity:** To ensure the instrument's validity, the researcher enlisted the help of a panel of experts whose involvement was required to determine the questionnaire's content validity. The jurors were instructed to review the questionnaire items for language, applicability, and consistency. Some suggestions and comments were received, and minor changes to the questionnaire were made as a result.

**The internal consistency:** Internal consistency was calculated by Pearson correlation coefficient between each item and the axis that belonged to, and the results shown as the following:

#### 1- The work environment

Table (3-1) internal correlation between phrases and the first axis

| N | correlation coefficient | N | correlation coefficient | N  | correlation coefficient |
|---|-------------------------|---|-------------------------|----|-------------------------|
| 1 | .690**                  | 6 | .764**                  | 11 | .739**                  |
| 2 | .596**                  | 7 | .623**                  | 12 | .741**                  |
| 3 | .515**                  | 6 | .845**                  | 13 | .644**                  |

|   |        |    |        |    |        |
|---|--------|----|--------|----|--------|
| 4 | .602** | 9  | .769** | 14 | .678** |
| 5 | .714** | 10 | .590** | 15 | .752** |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the above table we conclude that all Pearson correlation coefficients between each item and the axis that belonged to it come with high degree and significant (where significant value less than 0.05) Which indicates a high degree of validity of the internal consistency of the terms of the first axis.

## 2- Administrative creativity

Table (3-2) internal correlation between phrases and the second axis

| Administrative creativity |                         |    |                         |
|---------------------------|-------------------------|----|-------------------------|
| N                         | correlation coefficient | N  | correlation coefficient |
| 1                         | .712**                  | 6  | .674**                  |
| 2                         | .709**                  | 7  | .660**                  |
| 3                         | .584**                  | 8  | .588**                  |
| 4                         | .632**                  | 9  | .771**                  |
| 5                         | .706**                  | 10 | .699**                  |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the above table we conclude that all Pearson correlation coefficients between each item and the axis that belonged to it come with high degree and significant (where significant value less than 0.05) Which indicates a high degree of validity of the internal consistency of the terms of the second axis.

**The reliability of Instrument:** The reliability of the study tool means that the tool will give approximately the same results when applied multiple times to the same sample. The reliability of the questionnaire was checked through Cronbach's alpha Coefficient, as shown in the following table.

Table (3-3) Cronbach's Alpha coefficients

| Axis                        | N of Items | Cronbach's Alpha |
|-----------------------------|------------|------------------|
| <b>The work environment</b> | 15         | .882             |

|                                  |    |      |
|----------------------------------|----|------|
| <b>Administrative creativity</b> | 10 | .814 |
| <b>Total degree</b>              | 25 | .897 |

From the above table we conclude that the reliability coefficients value of all axes of questionnaire were all high scores approaching the correct one and the total degree of reliability was (.897) which is high value and approaching the correct one and it refers to the reality of the questionnaire for the application.

**Data Analysis:** After the collection of data, the variables will be checked and entered a computer, and statistical analyses will be conducted by appropriate methods using Statistical Package for Social Sciences (SPSS) version (24.0). Continuous variables will be represented as mean  $\pm$  standard deviation (SD). The Frequency will be counted for categorical variables, and regression test.

**Ethical concerns:** The researcher will obtain informed consent from all participants, clearly explaining the purpose of the study and ensuring confidentiality. Also, he will seek ethical approval from relevant institutional review boards to ensure the research adheres to ethical guidelines.

## **Chapter 4**

## Results:

This study examines the impact of the work environment on administrative creativity. The questionnaire was prepared to achieve the objectives of the study and answer the questions of the study as follows:

### Study demographic data

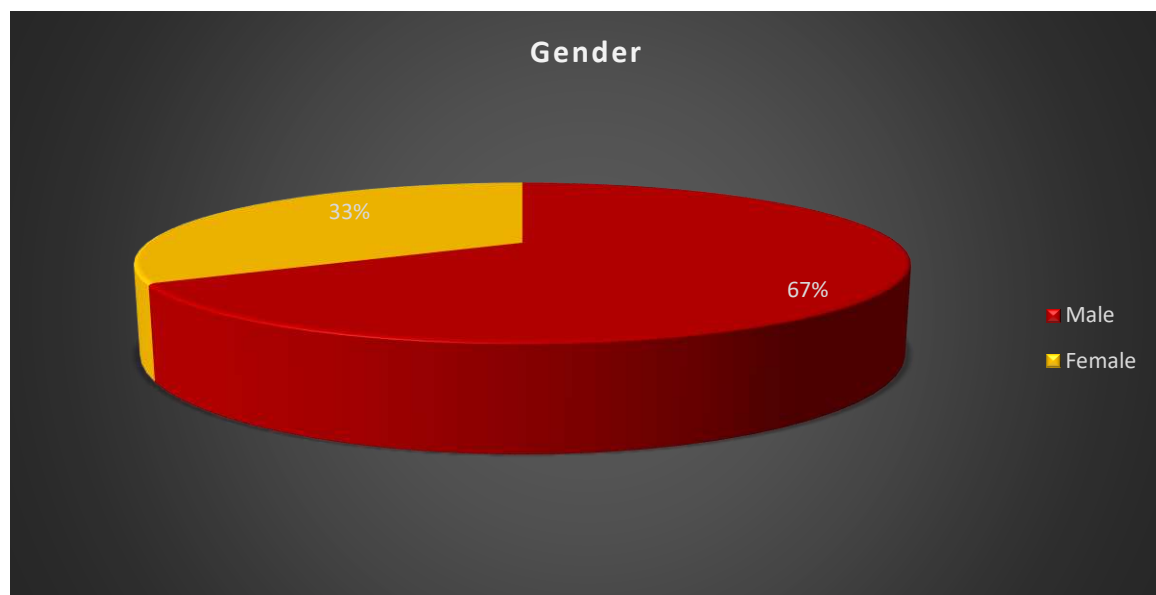
The frequencies and percentages of the sample were calculated according to the following:

#### 1- Gender

**Table (4-1) the gender of the sample**

| Gender       | Frequency  | Percent     |
|--------------|------------|-------------|
| Male         | 67         | 67.0        |
| Female       | 33         | 33.0        |
| <b>Total</b> | <b>100</b> | <b>100%</b> |

From the above table, we conclude that (67.0%) of the participants are males, and (33.0%) of the participants females.



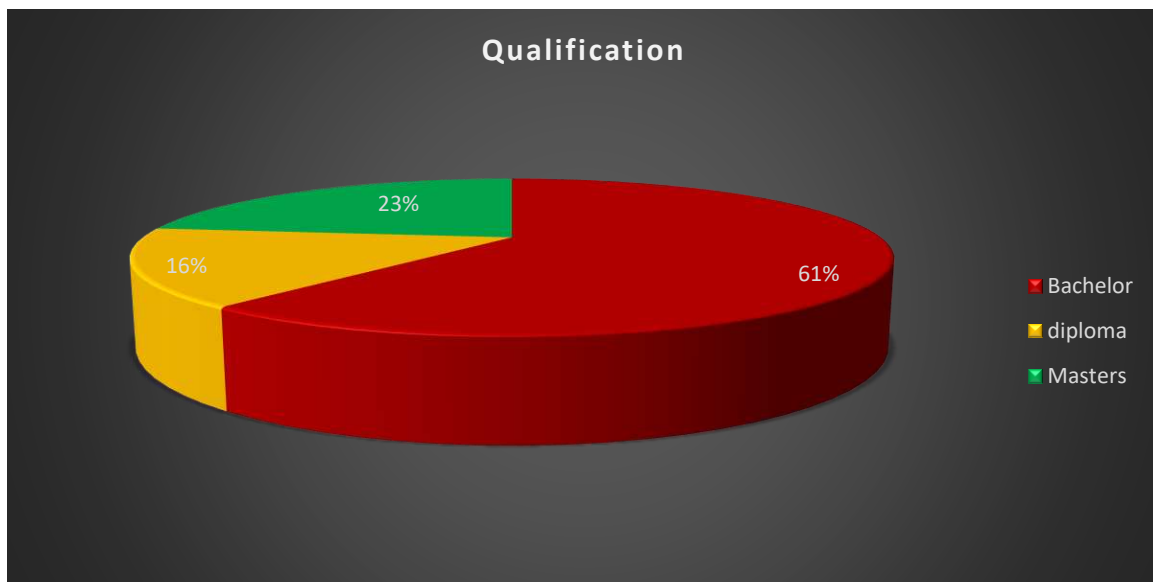
**Figure (4-1) the gender of the sample**

#### 2- Qualification

**Table (4-2) Qualification of the sample**

| Qualification | Frequency  | Percent     |
|---------------|------------|-------------|
| Bachelor      | 61         | 61.0        |
| diploma       | 16         | 16.0        |
| Masters       | 23         | 23.0        |
| <b>Total</b>  | <b>100</b> | <b>100%</b> |

From the above table, we conclude that (61%) of the participants their qualification is Bachelor, (23%) of the participants their qualification is Masters, and (16 %) of the participants their qualification is diploma



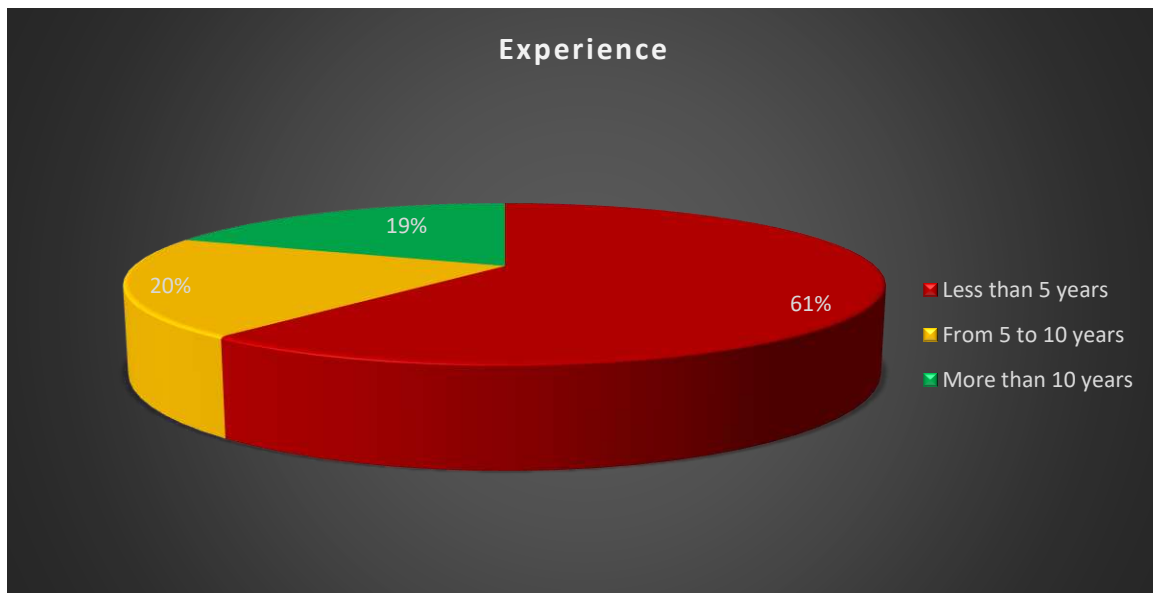
**Figure (4-2) Qualification of the sample**

### 3- Experience

**Table (3) Experience of the sample**

| Experience         | Frequency  | Percent     |
|--------------------|------------|-------------|
| Less than 5 years  | 61         | 61.0        |
| From 5 to 10 years | 20         | 20.0        |
| More than 10 years | 19         | 19.0        |
| <b>Total</b>       | <b>100</b> | <b>100%</b> |

From the above table, we conclude that (61%) of the participants have less than 5 years of experience, (20%) of the participants have from 5 to 10 years of experience, and (19%) of the participants have Less than 5 years of experience.



**Figure (4-3) Experience of the sample**

#### 4.2. Second answering the questions of the study

**The first question:** What is the level of work environment in GEO GLOBAL NIBCO company?

To study the level of work environment in GEO GLOBAL NIBCO company, mean and standard deviation was calculated the dimensions of the first axis as the following.

##### 1- Organizational structure

**Table (4-4) Organizational structure**

| No           | Item                                                                                     | Mean | Standard Deviation | Rank  | Degree |
|--------------|------------------------------------------------------------------------------------------|------|--------------------|-------|--------|
| 1            | The organizational structure of the institution is characterized by simplicity           | 3.70 | 1.133              | 3     | Agree  |
| 2            | The organizational structure shows the directions of communication in the organization   | 4.20 | .752               | 1     | Agree  |
| 3            | The organizational structure of the factory contributes to the spread of the team spirit | 3.99 | .810               | 2     | Agree  |
| General mean |                                                                                          | 3.96 | 0.90               | Agree |        |

From the above table we conclude that the level of Organizational structure in GEO GLOBAL NIBCO company with degree (Agree), mean (3.96) and standard deviation (0.90) low value, indicating the homogeny opinions of the study sample on the items of this dimension

In the first order (The organizational structure shows the directions of communication in the organization), with a mean (4.20), a standard deviation of (0.752) and a degree of (Agree)

In the second order (The organizational structure of the factory contributes to the spread of the team spirit), with a mean (3.99), a standard deviation of (0.810) and a degree of (Agree).

While in the last order (The organizational structure of the institution is characterized by simplicity.) with a mean of (3.7) and a standard deviation (1.133) with a degree of (Agree)

From the results we conclude that the level of Organizational structure in GEO GLOBAL NIBCO company is with a high degree.

**Figure (4-4) Organizational structure**

## 2- Training

**Table (4-5) Training**

| No           | Item                                                                                     | Mean | Standard Deviation | Rank  | Degree         |
|--------------|------------------------------------------------------------------------------------------|------|--------------------|-------|----------------|
| 1            | The organization considers training a strategic option to prepare creative human cadres. | 4.41 | .805               | 1     | Strongly Agree |
| 2            | Employees are involved in training courses to develop their skills and knowledge.        | 4.33 | .697               | 2     | Strongly Agree |
| 3            | Training opportunities are provided for all employees in various departments.            | 3.67 | .888               | 3     | Agree          |
| General mean |                                                                                          | 4.14 | 0.80               | Agree |                |

From the above table we conclude that the level of Training in GEO GLOBAL NIBCO company with degree (Agree), mean (4.14) and standard deviation (0.80) low value, indicating the homogeny opinions of the study sample on the items of this dimension

In the first order (The organization considers training a strategic option to prepare creative human cadres.), with a mean (4.41), a standard deviation of (0.805) and a degree of (Strongly Agree).

In the second order (Employees are involved in training courses to develop their skills and knowledge.), with a mean (4.33), a standard deviation of (0.697) and a degree of (Strongly Agree).

While in the last order (Training opportunities are provided for all employees in various departments.) with a mean of (3.67) and a standard deviation (0.888) with a degree of (Agree)

From the results we conclude that the level of Training in GEO GLOBAL NIBCO company is with a high degree.



Figure (4-5) Training

### 3- Regulations and instructions

**Table (4-6) Regulations and instructions**

| No           | Item                                                                                               | Mean | Standard Deviation | Rank  | Degree |
|--------------|----------------------------------------------------------------------------------------------------|------|--------------------|-------|--------|
| 1            | Systems and instructions lead to the completion of work                                            | 4.12 | .715               | 1     | Agree  |
| 2            | Effective control and supervision systems are available through effective systems and instructions | 3.85 | 1.167              | 2     | Agree  |
| 3            | The systems and instructions in the institution are flexible to achieve the institution's goals    | 3.60 | 1.101              | 3     | Agree  |
| General mean |                                                                                                    | 3.86 | 0.99               | Agree |        |

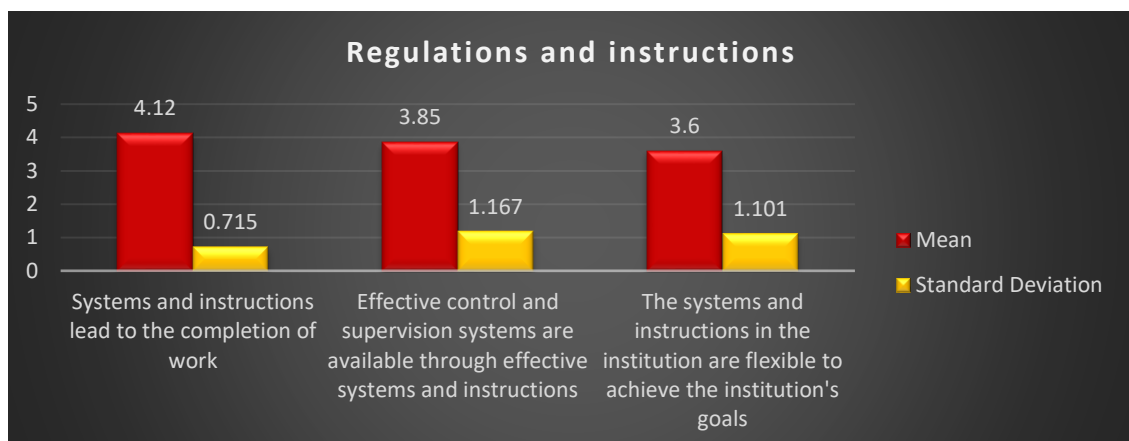
From the above table we conclude that the level of Regulations and instructions in GEO GLOBAL NIBCO company with degree (Agree), mean (3.86) and standard deviation (0.99) low value, indicating the homogeny opinions of the study sample on the items of this dimension

In the first order (Systems and instructions lead to the completion of work), with a mean (4.12), a standard deviation of (0.715) and a degree of (Agree).

In the second order (Effective control and supervision systems are available through effective systems and instructions.), with a mean (3.85), a standard deviation of (1.167) and a degree of (Agree).

While in the last order (The systems and instructions in the institution are flexible to achieve the institution's goals) with a mean of (3.6) and a standard deviation (1.101) with a degree of (Agree)

From the results we conclude that the level of Regulations and instructions in GEO GLOBAL NIBCO company is with a high degree.



**Figure (4-6) Regulations and instructions**

#### 4- Incentives and rewards

**Table (4-7) Incentives and rewards**

| No           | Item                                                                                                                              | Mean | Standard Deviation | Rank  | Degree |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------|------|--------------------|-------|--------|
| 1            | The incentives and rewards in the organization are characterized by objective effectiveness                                       | 3.70 | 1.068              | 1     | Agree  |
| 2            | The incentive and reward system leads to improving the performance of the organization                                            | 3.67 | 1.092              | 2     | Agree  |
| 3            | The income received by employees is high compared to the salaries of employees with the same qualification in other organizations | 3.55 | 1.366              | 3     | Agree  |
| General mean |                                                                                                                                   | 3.64 | 1.18               | Agree |        |

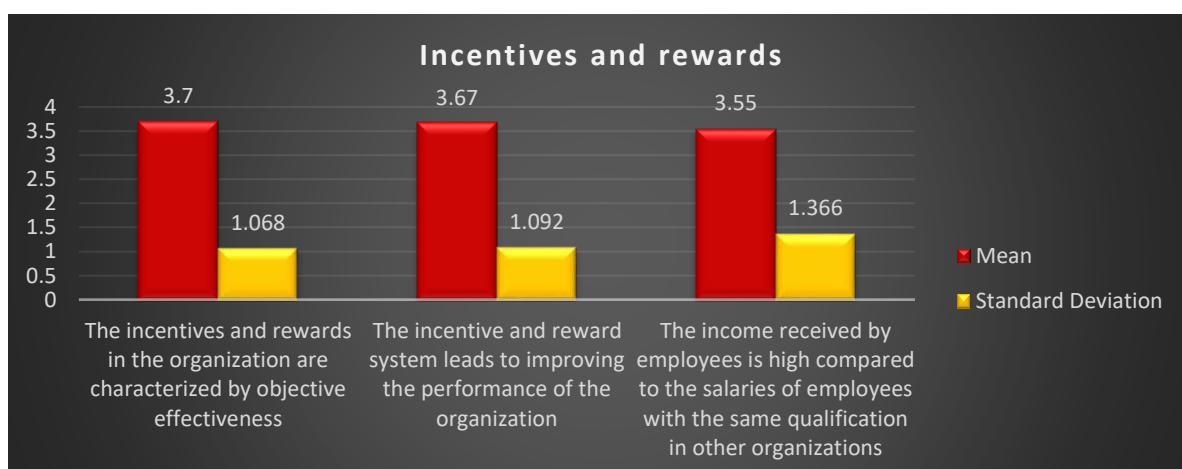
From the above table we conclude that the level of Incentives and rewards in GEO GLOBAL NIBCO company with degree (Agree), mean (3.64) and standard deviation (1.18) low value, indicating the homogeny opinions of the study sample on the items of this dimension

In the first order (The incentives and rewards in the organization are characterized by objective effectiveness), with a mean (3.7), a standard deviation of (1.068) and a degree of (Agree)

In the second order (The incentive and reward system lead to improving the performance of the organization.), with a mean (3.67), a standard deviation of (1.092) and a degree of (Agree).

While in the last order (The income received by employees is high compared to the salaries of employees with the same qualification in other organizations) with a mean of (3.55) and a standard deviation (1.366) with a degree of (Agree)

From the results we conclude that the level of Incentives and rewards in GEO GLOBAL NIBCO company is with a high degree.



**Figure (4-7) Incentives and rewards**

## 5- Working conditions

**Table (4-8) Working conditions**

| No           | Item                                                                                        | Mean | Standard Deviation | Rank  | Degree |
|--------------|---------------------------------------------------------------------------------------------|------|--------------------|-------|--------|
| 1            | All employees' needs are met to complete their work                                         | 3.86 | 1.223              | 2     | Agree  |
| 2            | Employees feel comfortable in the workplace                                                 | 3.63 | 1.368              | 3     | Agree  |
| 3            | The institution provides all necessary insurance for employees in case of accidents at work | 4.19 | .918               | 1     | Agree  |
| General mean |                                                                                             | 3.89 | 1.17               | Agree |        |

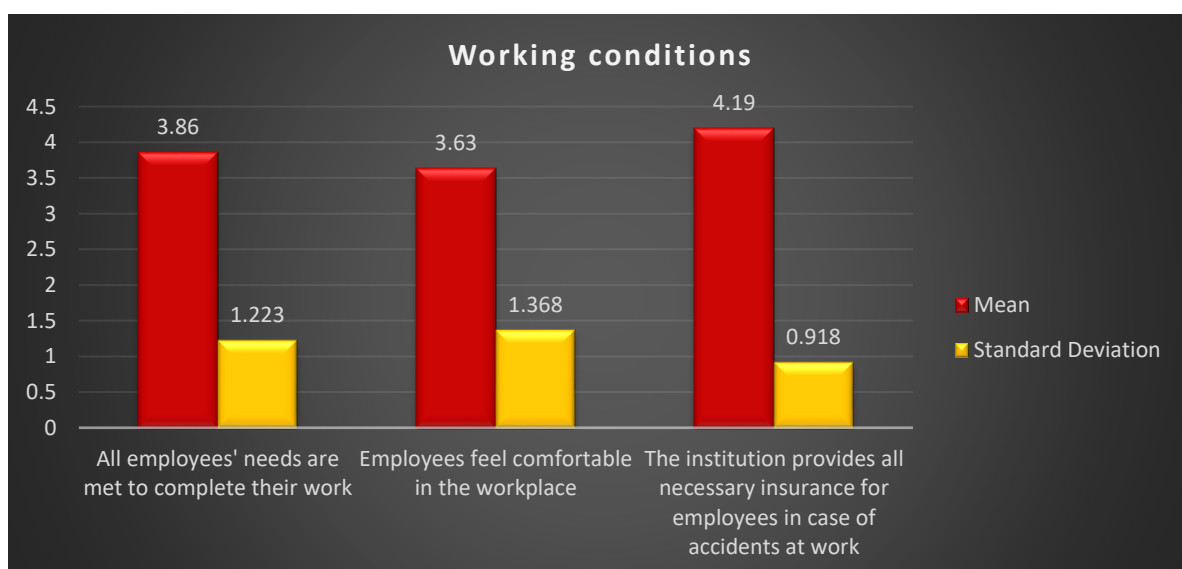
From the above table we conclude that the level of Working conditions in GEO GLOBAL NIBCO company with degree (Agree), mean (3.89) and standard deviation (1.17) low value, indicating the homogeny opinions of the study sample on the items of this dimension

In the first order (The institution provides all necessary insurance for employees in case of accidents at work), with a mean (4.19), a standard deviation of (0.918) and a degree of (Agree).

In the second order (All employees' needs are met to complete their work.), with a mean (3.86), a standard deviation of (1.223) and a degree of (Agree).

While in the last order (Employees feel comfortable in the workplace) with a mean of (3.63) and a standard deviation (1.368) with a degree of (Agree)

From the results we conclude that the level of Working conditions in GEO GLOBAL NIBCO company is with a high degree.



**Figure (4-8) Working conditions**

**From the results we conclude that the level of work environment in GEO GLOBAL NIBCO company**

Table (4-9) the level of work environment

| No           | Dimension                    | Mean | Standard Deviation | Rank  | Degree |
|--------------|------------------------------|------|--------------------|-------|--------|
| 1            | Organizational structure     | 3.96 | 0.9                | 2     | Agree  |
| 2            | Training                     | 4.14 | 0.8                | 1     | Agree  |
| 3            | Regulations and instructions | 3.86 | 0.99               | 4     | Agree  |
| 4            | Incentives and rewards       | 3.64 | 1.18               | 5     | Agree  |
| 5            | Working conditions           | 3.89 | 1.17               | 3     | Agree  |
| General mean |                              | 3.90 | 1.01               | Agree |        |

From the above table we conclude that the level of work environment in GEO GLOBAL NIBCO company with degree (Agree), mean (3.90) and standard deviation (1.01), and this means that the level of work environment in GEO GLOBAL NIBCO company is with a high degree

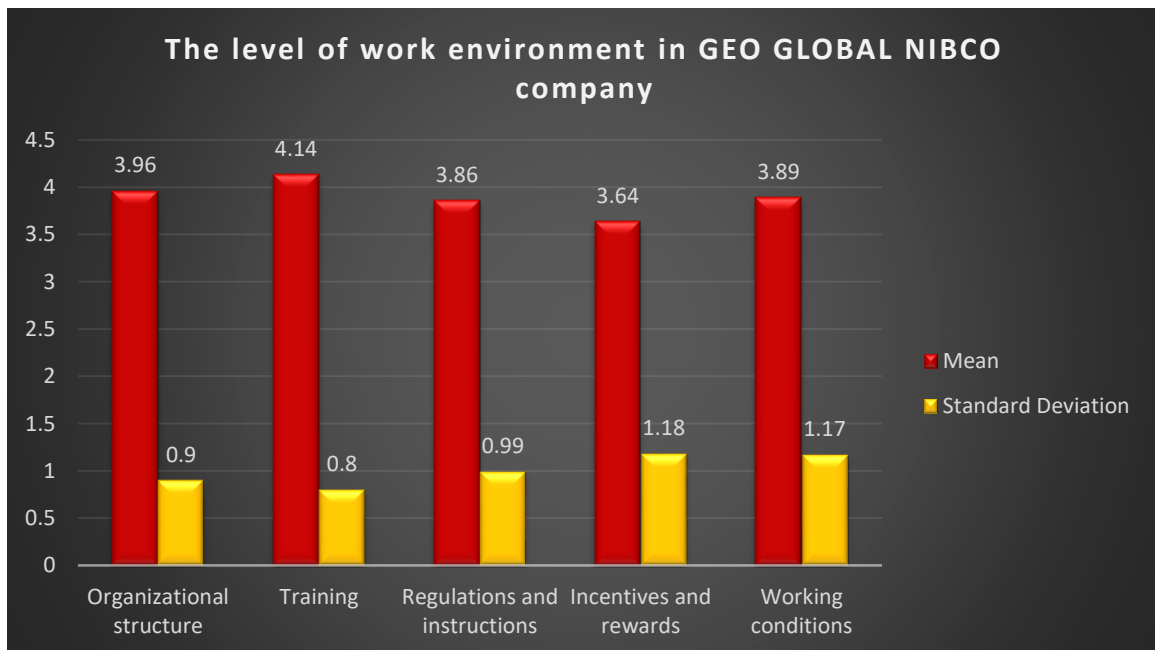


Figure (4-9) the level of work environment

**The second question: What is the level of administrative creativity in GEO GLOBAL NIBCO company?**

To study the level of administrative creativity in GEO GLOBAL NIBCO company, mean and standard deviation was calculated the items of the second axis as the following.

**Table (4-10) the level of administrative creativity**

| No           | Item                                                                                                                           | Mean | Standard Deviation | Rank  | Degree         |
|--------------|--------------------------------------------------------------------------------------------------------------------------------|------|--------------------|-------|----------------|
| 1            | Administrative creativity contributes to improving the capabilities and competencies of employees and the quality of services. | 4.26 | .860               | 1     | Strongly Agree |
| 2            | Employees are keen to present more than one idea within a short period of time                                                 | 3.85 | .716               | 8     | Agree          |
| 3            | Employees can suggest quick solutions to address work problems                                                                 | 4.01 | .732               | 2     | Agree          |
| 4            | Employees are keen to know the shortcomings or weaknesses in their work                                                        | 3.97 | 1.049              | 4     | Agree          |
| 5            | Employees accept failure as the experience that precedes success.                                                              | 3.58 | .966               | 10    | Agree          |
| 6            | Employees in the organization can see things from different angles                                                             | 3.78 | .760               | 9     | Agree          |
| 7            | Employees are keen to make changes in work methods every period                                                                | 3.86 | 1.035              | 7     | Agree          |
| 8            | Employees can express their ideas fluently or formulate them in useful words that suit a specific situation                    | 3.98 | .899               | 3     | Agree          |
| 9            | Employees are skilled in discussion and dialogue and have the argument and ability to discuss                                  | 3.93 | .573               | 5     | Agree          |
| 10           | Factory employees could present new ideas to develop work spontaneously and easily                                             | 3.91 | .866               | 6     | Agree          |
| General mean |                                                                                                                                | 3.91 | 0.85               | Agree |                |

From the above table we conclude that the level of administrative creativity in GEO GLOBAL NIBCO company with degree (Agree), mean (3.91) and standard deviation (0.85) low value, indicating the homogeny opinions of the study sample on the items of this axis

In the first order (Administrative creativity contributes to improving the capabilities and competencies of employees and the quality of services.), with mean (4.26), a standard deviation of (0.86) and a degree of (Strongly Agree).

In the second order (Employees can suggest quick solutions to address work problems), with mean (4.01), a standard deviation of (0.732) and a degree of (Agree).

In the third order (Employees can express their ideas fluently or formulate them in useful words that suit a specific situation), with mean (3.98), a standard deviation of (0.899) and a degree of (Agree).

In the fourth order (Employees are keen to know the shortcomings or weaknesses in

their work), with mean (3.97), a standard deviation of (1.049) and a degree of (Agree).

In the fifth order (Employees are skilled in discussion and dialogue and have the argument and ability to discuss), with mean (3.93), a standard deviation of (0.573) and a degree of (Agree).

In the sixth order (Factory employees could present new ideas to develop work spontaneously and easily), with mean (3.91), a standard deviation of (0.866) and a degree of (Agree).

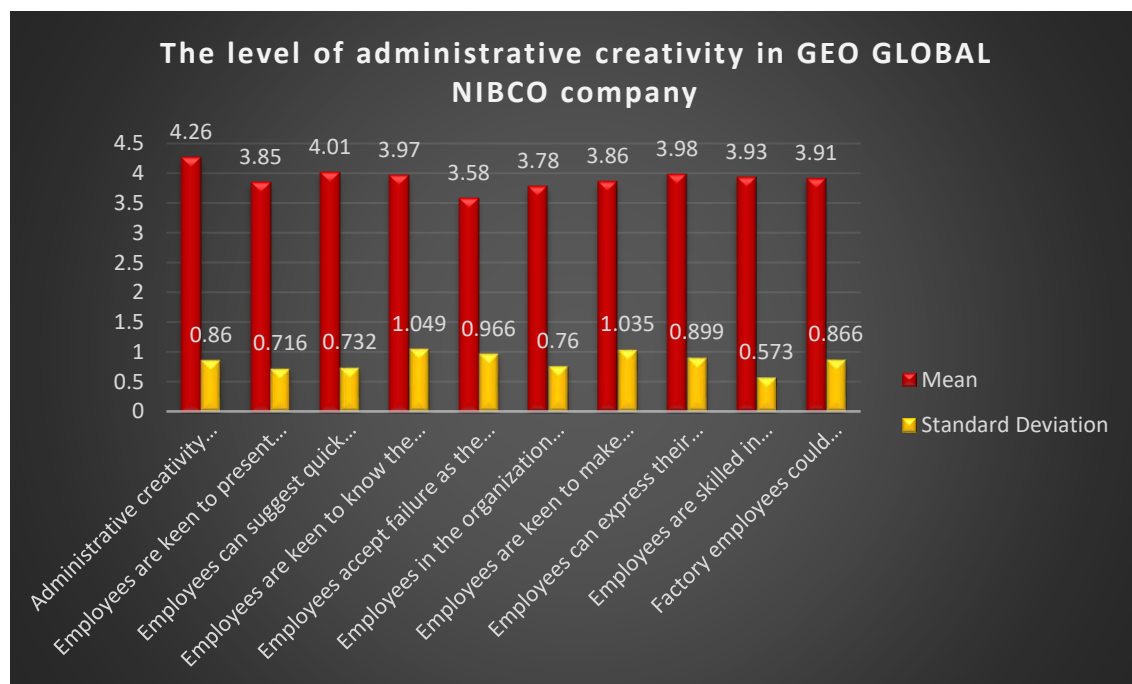
In the seventh order (Employees are keen to make changes in work methods every period), with mean (3.86), a standard deviation of (1.035) and a degree of (Agree).

In the eighth order (Employees are keen to present more than one idea within a short period of time), with mean (3.85), a standard deviation of (0.716) and a degree of (Agree).

In the ninth order (Employees in the organization can see things from different angles), with mean (3.78), a standard deviation of (0.76) and a degree of (Agree).

While in the last order (Employees accept failure as the experience that precedes success.) with a mean of (3.58) and a standard deviation (0.966) with a degree of (Agree)

From the results we conclude that the level of administrative creativity in GEO GLOBAL NIBCO company is with a high degree



**Figure (4-10) the level of administrative creativity**

**The third question: What is the impact of the work environment on administrative creativity?**

To study the impact of the work environment on administrative creativity (Multiple Regression Test) was used and the results shown

Table (4-11) the impact of the work environment on administrative creativity

| Independent variables        | B     | T                       | Sig  |
|------------------------------|-------|-------------------------|------|
| (Constant)                   | 3.009 | 10.483                  | .000 |
| Organizational structure     | .033  | 4.82                    | .001 |
| Training                     | -.385 | -4.407                  | .000 |
| Regulations and instructions | -.166 | -2.737                  | .007 |
| Incentives and rewards       | .208  | 4.600                   | .000 |
| Working conditions           | .578  | 8.405                   | .000 |
| R=0.802                      |       | Adjusted R Square=0.625 |      |
| F =134.005                   |       | Sig =0.00               |      |

From the table, we conclude that R= (0.802), high value indicates that with increasing the work environment, administrative creativity increases. Adjusted R Square (0.625), and from this we conclude that the dimensions of the work environment explain approximately (62.5%) of the variance in administrative creativity.

F value = (134.005), which is a statistically significant value at a significance level equal to (0.00) less than (0.05), which indicates the existence of a positive impact with statistical significance at a significance level ( $\alpha \leq 0.05$ ) for the work environment on administrative creativity.

## Study Hypotheses

**The first hypothesis: There is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for Organizational structure on administrative creativity**

To study the impact of the Organizational structure on administrative creativity (Linear Regression Test) was used and the results shown

Table (4-12) the impact of the Organizational structure on administrative creativity

| Independent variables    | B     | T                       | Sig  |
|--------------------------|-------|-------------------------|------|
| (Constant)               | 2.883 | 7.834                   | .000 |
| Organizational structure | .244  | 3.28                    | .000 |
| R=0.811                  |       | Adjusted R Square=0.573 |      |

|            |           |
|------------|-----------|
| F =117.834 | Sig =0.00 |
|------------|-----------|

From the table, we conclude that R= (0.811), high value indicates that with increasing Organizational structure, administrative creativity increases. Adjusted R Square (0.573), and from this we conclude that the Organizational structure explains approximately (57.3%) of the variance in administrative creativity.

F value = (117.834), which is a statistically significant value at a significance level equal to (0.00) less than (0.05), which indicates that there is a statistical significance affect at a significance level ( $\alpha \leq 0.05$ ) for Organizational structure on administrative creativity

**The second hypothesis: There is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for the Training on administrative creativity**

To study the impact of the Training on administrative creativity (Linear Regression Test) was used and the results shown

**Table (4-13) the impact of the Training on administrative creativity**

| Independent variables | B      | T                       | Sig  |
|-----------------------|--------|-------------------------|------|
| (Constant)            | 1.987  | 8.713                   | .000 |
| Training              | -1.143 | 5.223                   | .000 |
| R=0.804               |        | Adjusted R Square=0.612 |      |
| F =162.553            |        | Sig =0.00               |      |

From the table, we conclude that R= (0.804), high value indicates that with increasing Training, administrative creativity increases. Adjusted R Square (0.612), and from this we conclude that the Training explains approximately (61.2%) of the variance in administrative creativity.

F value = (162.553), which is a statistically significant value at a significance level equal to (0.00) less than (0.05), which indicates that there is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for Training on administrative creativity

**The third hypothesis: There is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for the Regulations and instructions on administrative creativity**

To study the impact of the Regulations and instructions on administrative creativity (Linear Regression Test) was used and the results shown

**Table (4-14) the impact of the Regulations and instructions on administrative creativity**

| Independent variables | B     | T      | Sig  |
|-----------------------|-------|--------|------|
| (Constant)            | 2.551 | 11.009 | .000 |

|                              |       |                         |      |
|------------------------------|-------|-------------------------|------|
| Regulations and instructions | 1.311 | -1.986                  | .000 |
| R=0.798                      |       | Adjusted R Square=0.588 |      |
| F =106.721                   |       | Sig =0.00               |      |

From the table, we conclude that R= (0.798), high value indicates that with increasing Regulations and instructions, administrative creativity increases. Adjusted R Square (0.588), and from this we conclude that the Regulations and instructions explains approximately (58.8%) of the variance in administrative creativity.

F value = (106.721), which is a statistically significant value at a significance level equal to (0.00) less than (0.05), which indicates that there is a statistical significance affect at a significance level ( $\alpha \leq 0.05$ ) for Regulations and instructions on administrative creativity

**The fourth hypothesis: There is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for the Incentives and rewards on administrative creativity**

To study the impact of the Incentives and rewards on administrative creativity (Linear Regression Test) was used and the results shown

**Table (4-15) the impact of the Incentives and rewards on administrative creativity**

| Independent variables  | B     | T                       | Sig  |
|------------------------|-------|-------------------------|------|
| (Constant)             | 1.884 | 12.092                  | .000 |
| Incentives and rewards | .877  | 4.231                   | .000 |
| R=0.897                |       | Adjusted R Square=0.715 |      |
| F =165.711             |       | Sig =0.00               |      |

From the table, we conclude that R= (0.897), high value indicates that with increasing Incentives and rewards, administrative creativity increases. Adjusted R Square (0.715), and from this we conclude that the Incentives and rewards explains approximately (71.5%) of the variance in administrative creativity.

F value = (165.711), which is a statistically significant value at a significance level equal to (0.00) less than (0.05), which indicates that there is a statistical significance affect at a significance level ( $\alpha \leq 0.05$ ) for Incentives and rewards on administrative creativity

**The fifth hypothesis: There is a statistical significance affect at a significance level ( $\alpha \leq 0.05$ ) for the Working conditions on administrative creativity**

To study the impact of the Working conditions on administrative creativity (Linear Regression Test) was used and the results shown.

**Table (4-16) the impact of the Working conditions on administrative creativity**

| Independent variables | B     | T                       | Sig  |
|-----------------------|-------|-------------------------|------|
| (Constant)            | 2.117 | 8.089                   | .000 |
| Working conditions    | .521  | 3.464                   | .000 |
| R=0.803               |       | Adjusted R Square=0.667 |      |
| F =112.780            |       | Sig =0.00               |      |

From the table, we conclude that R= (0.803), high value indicates that with increasing Working conditions, administrative creativity increases. Adjusted R Square (0.667), and from this we conclude that the Working conditions explains approximately (66.7%) of the variance in administrative creativity.

F value = (112.780), which is a statistically significant value at a significance level equal to (0.00) less than (0.05), which indicates that there is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for Working conditions on administrative creativity

## **Chapter 5**

## Conclusions

- the level of work environment in GEO GLOBAL NIBCO company with degree (Agree), mean (3.90) and standard deviation (1.01), and this means that the level of work environment in GEO GLOBAL NIBCO company is with a high degree
- the level of administrative creativity in GEO GLOBAL NIBCO company with degree (Agree), mean (3.91) and standard deviation (0.85) and this means that the level of administrative creativity in GEO GLOBAL NIBCO company is with a high degree
- the existence of a positive impact with statistical significance at a significance level ( $\alpha \leq 0.05$ ) for the work environment on administrative creativity.
- There is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for Organizational structure on administrative creativity
- There is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for the Training on administrative creativity
- There is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for the Regulations and instructions on administrative creativity
- There is a statistical significance effect at a significance level ( $\alpha \leq 0.05$ ) for the Incentives and rewards on administrative creativity
- There is a statistical significance affect at a significance level ( $\alpha \leq 0.05$ ) for the Working conditions on administrative creativity

## Recommendation

- Working to improve the work environment for employees, especially regarding the organizational structure, training, incentives, and not neglecting this, as it is positively linked to the level of administrative creativity.
- Giving importance to improving the work environment through specialized programs and courses by experts and specialists in the field.
- Giving employees the opportunity to share their opinions and setting flexible rules that allow them to be creative in their work.
- Holding a meeting between different categories of workers to discuss the reasons for their differences regarding the level of the work environment or administrative creativity according to their different experiences and academic qualifications.
- Maintaining the current level of administrative creativity, continuing training, and providing incentives to encourage employees to be administratively creative.

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## **appendices**

## Questionnaire

Dear,

We would be grateful if you would complete this questionnaire Your opinions are therefore very valuable. Please answer all the questions below. There are no right or wrong. please fill out this survey.

Thank you

First demographic data:

1- Gender :

- |   |        |     |
|---|--------|-----|
| 1 | Male   | ( ) |
|   | Female | ( ) |
| 2 |        |     |

2- Qualification

- |   |           |     |
|---|-----------|-----|
| 1 | Bachelor  | ( ) |
|   | Diploma   | ( ) |
| 2 |           |     |
|   | Masters   | ( ) |
| 3 |           |     |
|   | Doctorate | ( ) |
| 4 |           |     |

3- Experience

- |   |                    |     |
|---|--------------------|-----|
| 1 | Less than 5 years  | ( ) |
|   | From 5 to 10 years | ( ) |
| 2 |                    |     |
|   | More than 10 years | ( ) |
| 3 |                    |     |

Second Put ( ✓ ) next to the right answer:

The work environment.

| Statements                                                                                                                                                                                                                                                                                                                           | Strongly Agree<br>(5) | Agree<br>(4) | Neutral<br>(3) | Disagree<br>(2) | Strongly Disagree<br>(1) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------|----------------|-----------------|--------------------------|
| <b>Organizational structure</b>                                                                                                                                                                                                                                                                                                      |                       |              |                |                 |                          |
| <div style="display: flex; align-items: center;"> <div style="width: 30px; text-align: center; border: 1px solid black;">1</div> <div style="border: 1px solid black; padding: 5px; flex-grow: 1;">                     The organizational structure of the institution is characterized by simplicity                 </div> </div> |                       |              |                |                 |                          |

|                                     |                                                                                                    |  |  |  |  |  |
|-------------------------------------|----------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 2                                   | The organizational structure shows the directions of communication in the organization             |  |  |  |  |  |
| 3                                   | The organizational structure of the factory contributes to the spread of the team spirit           |  |  |  |  |  |
| <b>Training</b>                     |                                                                                                    |  |  |  |  |  |
| 4                                   | The organization considers training a strategic option to prepare creative human cadres.           |  |  |  |  |  |
| 5                                   | Employees are involved in training courses to develop their skills and knowledge.                  |  |  |  |  |  |
| 6                                   | Training opportunities are provided for all employees in various departments.                      |  |  |  |  |  |
| <b>Regulations and instructions</b> |                                                                                                    |  |  |  |  |  |
| 7                                   | Systems and instructions lead to the completion of work                                            |  |  |  |  |  |
| 8                                   | Effective control and supervision systems are available through effective systems and instructions |  |  |  |  |  |
| 9                                   | The systems and instructions in the institution are flexible to achieve the institution's goals    |  |  |  |  |  |
| <b>Incentives and rewards</b>       |                                                                                                    |  |  |  |  |  |
| 10                                  | The incentives and rewards in the organization are characterized by objective effectiveness        |  |  |  |  |  |
| 11                                  | The incentive and reward system leads to improving the performance of the organization             |  |  |  |  |  |

|                           |                                                                                                                                   |  |  |  |  |  |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 12                        | The income received by employees is high compared to the salaries of employees with the same qualification in other organizations |  |  |  |  |  |
| <b>Working conditions</b> |                                                                                                                                   |  |  |  |  |  |
| 13                        | All employees' needs are met to complete their work                                                                               |  |  |  |  |  |
| 14                        | Employees feel comfortable in the workplace                                                                                       |  |  |  |  |  |
| 15                        | The institution provides all necessary insurance for employees in case of accidents at work                                       |  |  |  |  |  |

## Administrative creativity

| Statements |                                                                                                                                | Strongly Agree<br>(5) | Agree<br>(4) | Neutral<br>(3) | Disagree<br>(2) | Strongly Disagree<br>(1) |
|------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------|----------------|-----------------|--------------------------|
| 1          | Administrative creativity contributes to improving the capabilities and competencies of employees and the quality of services. |                       |              |                |                 |                          |
| 2          | Employees are keen to present more than one idea within a short period of time                                                 |                       |              |                |                 |                          |
| 3          | Employees can suggest quick solutions to address work problems                                                                 |                       |              |                |                 |                          |
| 4          | Employees are keen to know the shortcomings or weaknesses in their work                                                        |                       |              |                |                 |                          |
| 5          | Employees accept failure as the experience that precedes success.                                                              |                       |              |                |                 |                          |
| 6          | Employees in the organization can see things from different angles                                                             |                       |              |                |                 |                          |
| 7          | Employees are keen to make changes in work methods every period                                                                |                       |              |                |                 |                          |
| 8          | Employees can express their ideas fluently or formulate them in useful words that suit a specific situation                    |                       |              |                |                 |                          |
| 9          | Employees are skilled in discussion and dialogue and have the argument and ability to discuss                                  |                       |              |                |                 |                          |
| 10         | Factory employees could present new ideas to develop work spontaneously and easily                                             |                       |              |                |                 |                          |

**Thank you**

## الملخص

ركز البحث على فهم وجهات نظر الموظفين فيما يتعلق ببيئة العمل وتأثيرها على الإبداع الإداري. تم استخدام منهجية تحليلية وصفية في الدراسة. تقدم هذه الدراسة إطاراً مفاهيمياً يدرس تأثير العوامل الشخصية والاجتماعية والتنظيمية والجسدية على إبداع الموظف. باستخدام هذا الإطار، تم تطوير أداة لتقييم مدى فعالية بيئة العمل في تعزيز الإبداع. تم اختبار هذه الأداة على عينة من الموظفين، وكشفت عن دعم الفرضية القائلة بأن بيئة العمل الإبداعية تؤثر بشكل إيجابي على الأداء الإبداعي. كانت عينة توضح الدراسة كيف يمكن GEO GLOBAL NIBCO الدراسة (100) مشاركاً من العاملين في شركة للشركات الاستفادة من هذه الأداة لتحديد التحسينات وتنفيذها. واختتمت الدراسة بعدة توصيات، بما في ذلك الحاجة إلى إدارة المنظمة لتعزيز رواتب الموظفين والحوافز للتخفيف من معدل دوران العمل. بالإضافة إلى ذلك، اقترحت أن توفر المنظمة جميع الموارد الأساسية التي تمكن الموظفين من أداء واجباتهم بكفاءة وفعالية، مع ضمان التوافق مع التطورات التكنولوجية المستمرة ذات الصلة بعملهم.

**الكلمات المفتاحية:** الهيكل التنظيمي - بيئة العمل - الإبداع - الابتكار

أثر بيئة العمل على الإبداع الإداري

/إعداد الطالب

أسامة سويدان

/إشراف

:العام الدراسي

2024