

Environmental Impact on Job Creativity Applied to Nadak Company in KSA Riyadh "Case Study"

Basma Mohammed Sadiq
2021203388

Final Project - 2
Faculty of Management - Midocean University

Supervisor
Dr. Mona Moustafa Elashry
Faculty member- Faculty of management- Midocean University

2nd Semester - 2024

Acknowledgment

I would like to express my sincere gratitude to my advisor, Dr. Mona Mustafa, for her exceptional guidance and support. Her encouragement and insightful feedback were invaluable to the completion of this project. I am also grateful to the distinguished committee members for their time and valuable suggestions. I would like to extend my sincere thanks to everyone who has helped me along the way. Finally, I am deeply indebted to my family and friends for their unwavering support and encouragement

Dedication

To my beloved mother,

I dedicate this research to you, as a witness to all that I have learned from you in terms of patience, giving, and dedication. You are my role model in life, and you have always been my source of inspiration and support. Thanks to your prayers and caring care, I was able to achieve this accomplishment. I ask God to grant you health and wellness, and to grant you a long life so that you may see me the happiest person with my success.

Abstract

Purpose:

Methodology:

Findings:

Originality & Implication:

Keywords:

Table of Contents

Acknowledgment	1
Dedication	2
Abstract	3
1. Chapter 1: Introduction	8
1.1. Research Background.....	9
1.2. Research Problem.....	12
1.2.1. Theoretical Gaps	12
1.2.2. Practical Gaps	13
1.3. Research Significance	13
1.3.1. At the theoretical level	14
1.3.2. At the practical level	15
1.4. Research Questions	15
1.5. Research Objectives	16
1.6. Research Hypotheses.....	16
1.7. Research Model.....	17
1.8. Scope of The Study	18
1.9. The Project Structure.....	19
2. Chapter 2: Literature Review	20
2.1. Introduction	21
2.2. The independent variable	Error! Bookmark not defined.
2.3. The dependent variable	Error! Bookmark not defined.
2.4. The relationship between the independent and the dependent variables	30
2.5. Conclusion.....	33
3. Chapter 3: Research Methodology	36
3.1. Introduction	37
3.2. Operational definitions for research variables	37
3.3. Research design (research onion).....	38
3.4. Research population & Sampling methods and technique.....	40
3.5. Data collection method.....	42
3.6. Types of data	44

3.7. Statistical analysis procedures.....	45
3.8. Conclusion.....	46
4. Chapter 4: Statistical Analysis & Findings discussion.....	47
4.1. Introduction	48
4.2. Sample profile (descriptive statistics for research sample).....	48
4.3. Validity & reliability tests for the questionnaires	53
4.4. Descriptive statistics for research variables (answer research questions).....	59
4.5. Testing Hypotheses & Findings Discussion	63
4.6. Conclusion.....	65
5. Chapter five: Research limitations, Recommendations & Conclusion	71
5.1. Research Limitations & Future Research.....	72
5.2. Research Recommendations	72
References.....	73
Appendix.....	79

List of Figures:

Figure number	Figure title	Page number
1	Research Model Source. The Researcher, (2024)	17
2	Project Structure Source. The Researcher, (2024)	19

List of Tables:

1. Chapter 1: Introduction

1.1. Research Background

In light of the rapid changes witnessed by the world, the ability to create and innovate has become an urgent necessity for individuals and institutions alike. Studies have proven that the client environment is the most suitable environment for stimulating job creativity, as it provides individuals with the necessary space to develop new ideas and innovative solutions, which contributes to achieving institutional success (Amabile,1996).

The issue of environmental impact is at the forefront of the concerns of scientists and decision makers worldwide, due to the increasing concerns related to environmental changes. This research aims to explore the environmental impact and its direct impact on human life (Lipnevich,2020).

In today's work environment, creativity has become a critical factor in the success of companies because today's environment is a very fast-changing environment and competition is becoming fierce day by day. Organizations that seek functional creativity will remain at the forefront of the competition. The ability to generate new ideas, solve complex problems, and adapt to new challenges is highly valued (Amabile,2018).

Creativity has long been recognized as important to the success of organizations and the competitive advantage of the organization. However, the factors that contribute to employee creativity are multifaceted and go beyond individual characteristics. The context

in the workplace plays a crucial role in shaping and enhancing employee creativity (Amabile, 2018). Creativity is an important topic as it focuses on generating new and qualitative ideas and innovations in various fields (Csikszentmihalyi,1996).

One of the shortcomings noted in previous studies is that they focus on the social and contextual factors that influence creativity but do not explore the environmental impact directly on job creativity (Shalley, 2004). The focus is generally on the social contextual factors that influence creativity, and does not focus on the environmental impact directly on job creativity (Amabile, 1996). The focus is on the moderating factors of the relationship between time pressure and creativity, and does not focus on the general environmental impact on job creativity (Baer, 2006).

One of the gaps that have been noted is the role of difficult situations in enhancing job creativity in the organization (Amabile, 2005). Another gap is the effect of organizational support on job creativity in work environments (Zhang, 2010). There is also an effect of trust between colleagues on job creativity within work environments that are formed through a team (Paulus, 2008). There is also an effect of social factors on job creativity in diverse work communities (Perry-Smith, 2003). The role of transformational leadership in enhancing job creativity in virtual work contexts (Carmeli, 2006). The effect of the intellectual environment on job creativity in organizations (Amabile, 1996).

These studies seek to discover the environmental impact on the level of job creativity and help understand how to improve this environment to support creativity and innovation. This research aims to enhance understanding of the influential environmental factors and how to improve them in the work context (Amabile, 2005). The work environment surrounding individuals is

considered one of the most influential factors on job creativity. The environmental impact is represented in a group of different factors, for example, spatial design greatly affects employee creativity, the organizational culture of the institution, as well as the leadership style and how to communicate internally. This research aims to explore the extent to which environmental factors affect employee creativity and identify some of the main elements that we must take into account when enhancing job creativity in the work environment (Perry-Smith, 2003).

Creativity in contemporary work environments faces various challenges that affect job creativity. Job creativity is affected by all the factors surrounding the individual, such as pressure at work, support from the institution, motivation, and flexibility in professional work. This research analyzes the environmental factors that affect job creativity and provides strong evidence for developing work environments based on stimulating creativity (Zhang, 2010). This research explores the environmental factors affecting job creativity and identifies effective measures to enhance creativity in the context of work in all its differences (Gong, 2009).

The importance of this research lies in the fact that environmental factors such as managerial support, motivation at work, and provision of resources have a very significant positive impact on employee confidence, which leads to enhancing job creativity (Gong, 2009).

Theories and scientific research can be presented to explain how an organization can encourage and enhance creativity by organizing the work environment and providing continuous support and appropriate social interactions. (Amabile, 1996)

We will provide a valuable framework for evaluating the work environment that contributes to enhancing job creativity, as there are environmental factors that help in this, such as institutional support, mental freedom, material and moral support, and others. In this context, this research can be used to diagnose the current environment and identify areas in which the organization can make improvements, and that employees can be motivated, confidence in them can be enhanced, and support provided to them by providing these factors and the appropriate environment for them (Amabile, 1996).

1.2. Research Problem

Amabile, (1996) Despite the many studies that address the role of the work environment in enhancing job creativity, there is an urgent need for deeper studies to determine the factors that directly influence this relationship. The gap between theoretical and applied research in the field of job creativity is one of the biggest challenges. Although there are many theories and concepts about creativity, we need to better direct research to analyze and understand how these theories are applied in the context of actual work.

1.2.1. Theoretical Gaps

There is a need for further research into the role of cultural factors in influencing the relationship between environment and job creativity. For

example, the question arises as to how cultural values and beliefs interact with environmental factors to encourage or discourage creativity in the workplace (Carmeli,2009). Although there are previous studies in this area, there is a knowledge gap regarding identifying the precise environmental factors that stimulate job creativity (Gong,2009).

1.2.2. Practical Gaps

Although studies confirm the importance of cultural diversity in enhancing creativity, we need a deeper understanding of how this diversity translates into practical reality, and how culturally diverse teams can develop innovative ideas and innovative solutions to problems (Hülshager,2009). The impact of recognition and reward on job creativity is also an applied gap, as we need to better understand how recognition and reward affect the enhancement of job creativity and what are the best practices that help to appreciate and reward creative employees (Amabile,2016).

The research main question:

What is the environmental impact of job creativity in Nadak Company in KSA Riyadh?

1.3. Research Significance

Studies, most notably Gong (2009), have confirmed that environmental factors play a pivotal role in enhancing employee confidence. When employees feel supported by their organization's management and appreciation for their efforts, and have the resources necessary to perform their tasks, they feel more confident in their abilities, which drives them to be creative and innovative.

The theory put forward by Amabile (1996) confirms that the environment in which individuals work plays a crucial role in shaping their creative behavior. By providing a work environment that allows for constructive social interaction and encourages the exchange of ideas, and by providing continuous support to employees, organizations can motivate their employees to come up with new ideas and innovative solutions to the problems they face.

1.3.1. At the theoretical level

Despite the progress made in the study of job creativity, there is an urgent need for more research to understand the complex relationship between environment and creativity. Pioneering studies such as Amabile (1996) provide a strong foundation for building our knowledge in this area, but many questions remain to be answered. The study of environmental factors that influence job creativity is a fertile area of scientific research. By understanding these factors, organizations can design work

environments that are more conducive to creativity, contributing to a sustainable competitive advantage.

1.3.2. At the practical level

This research aims to provide a practical framework that helps human resource managers and organizational leaders build work environments that stimulate creativity and innovation. By understanding the environmental factors that influence creativity, effective strategies can be developed to develop employees' creative abilities and enhance their performance.

This research will contribute to improving organizational performance by identifying the factors that support creativity and innovation. By creating a stimulating work environment, organizations can develop new products and services, thus enhancing their competitive position in the market.

The research will provide valuable information for designing targeted training and development programs to enhance employees' creative skills. This investment in developing creative competencies will help exploit the latent energies of individuals and achieve better results for the organization.

1.4. Research Questions

Main research question "What is the environmental impact on job creativity?"

1. How does the organizational structure affect job creativity in the organization?

2. What is the impact of organizational culture on job creativity in the organization?
3. How does administrative communication affect job creativity in the organization?
4. What is the impact of leadership on achieving job creativity in the organization?
5. How do incentives affect enhancing job creativity in the organization?

1.5. Research Objectives

The main objective of the research is "Exploring the impact of environmental impact on achieving job creativity"

Sub-objectives:

1. Study the impact of organizational structure on job creativity in the organization.
2. Analysis of the impact of organizational culture on job creativity in the organization.
3. Understanding the impact of administrative communication on job creativity in the organization.
4. Determining the impact of leadership on achieving job creativity in the organization.
5. Analysis of the impact of incentives on enhancing job creativity in the organization.

1.6. Research Hypotheses

H There is a statistically significant relationship between environmental impact and job creativity.

Ha There is a statistically significant relationship between organizational structure and job creativity.

Hb There is a statistically significant relationship between organizational culture and job creativity.

Hc There is a statistically significant relationship between administrative communication and job creativity.

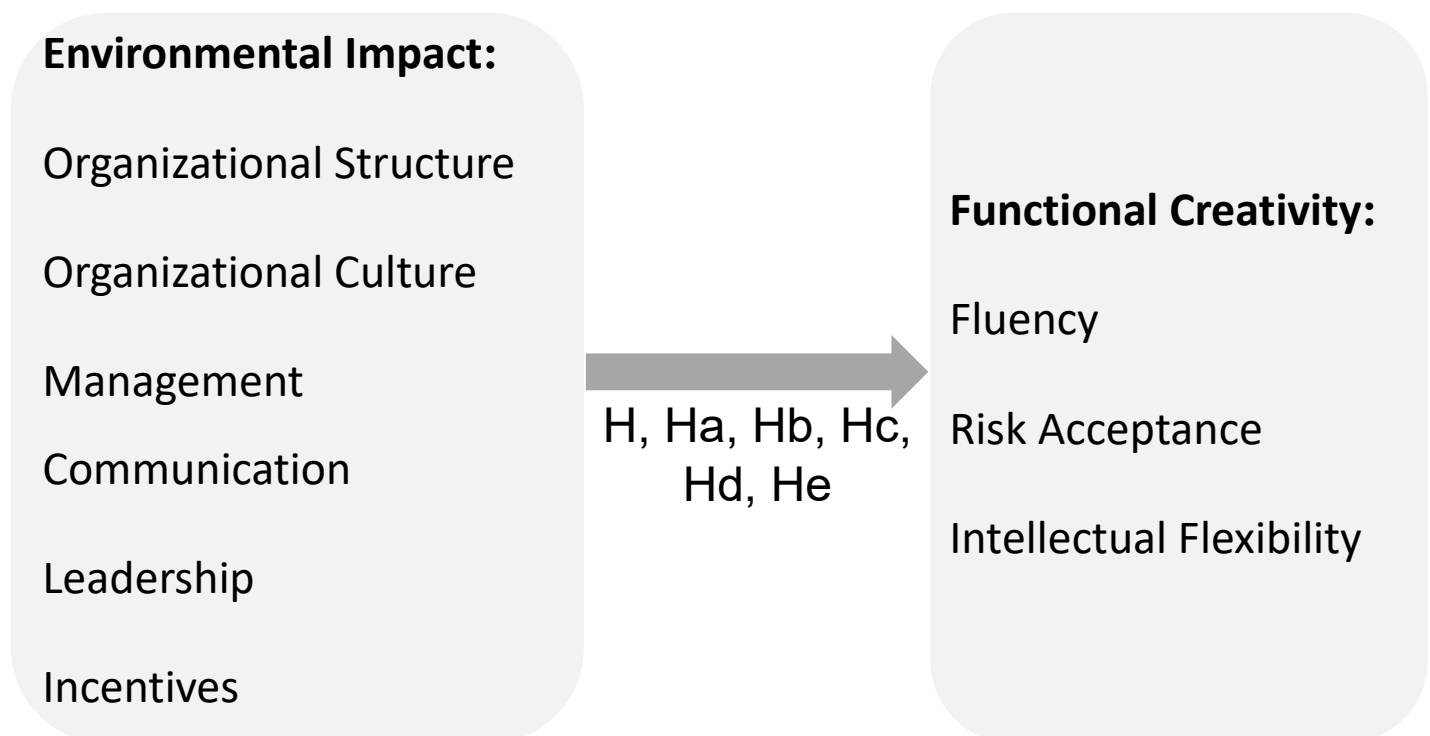
Hd There is a statistically significant relationship between leadership and achieving job creativity.

He There is a statistically significant relationship between incentives and enhancing job creativity.

1.7. Research Model

The following figure illustrates the relationship between the research variables and the research hypotheses as follows:

Figure 1: Research model



Source: student, 2024

1.8. Scope of The Study

Nadec is a household name in the food world in Saudi Arabia and the Middle East. The company was founded in 1981 and has since achieved remarkable success in the field of producing and marketing dairy products and healthy foods.

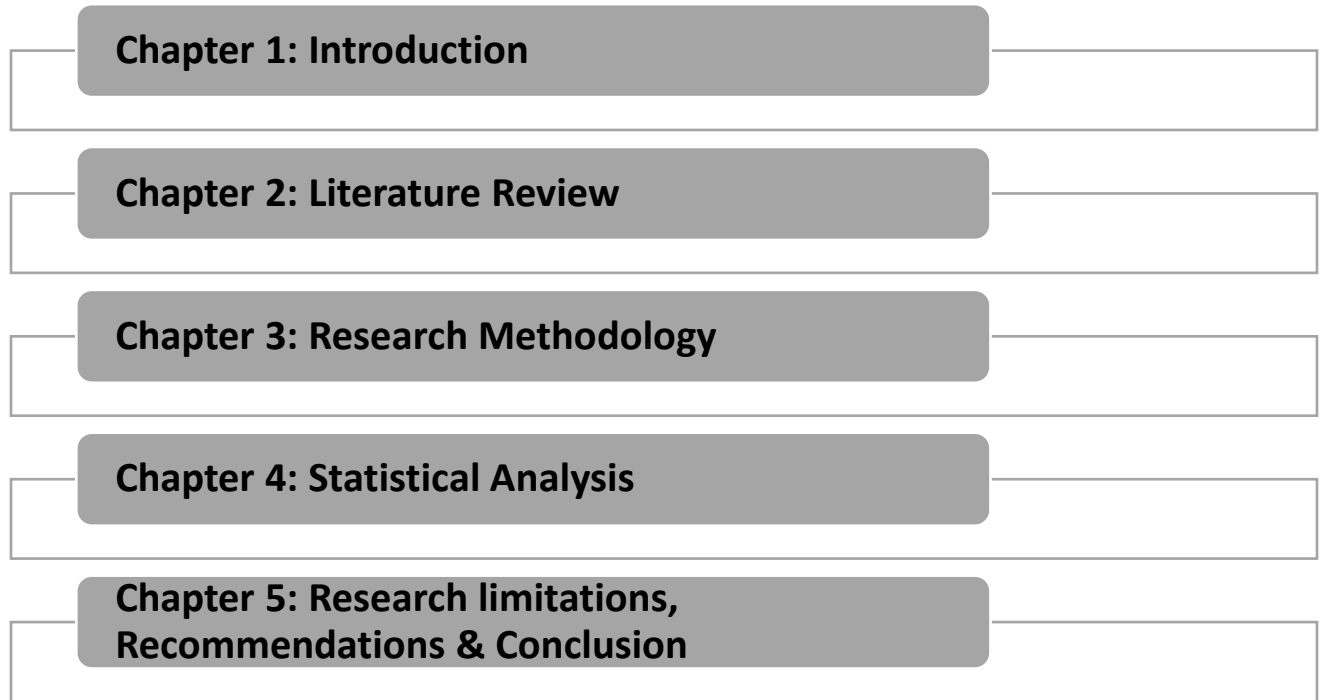
Nadec offers a wide range of products that meet the needs of consumers of all ages. Its products include fresh milk, natural juices, various types of cheese, yogurt, and many other food products. Nadec products are distinguished by their high quality and delicious taste, as the company uses the latest technologies and international standards in their production.

Nadec also places quality and innovation at the forefront of its priorities. The company constantly seeks to develop new and innovative products that meet the changing aspirations of consumers. It also cares about providing healthy and nutritious products that contribute to enhancing the health of society.

As Nadec recognizes the importance of its role in society, it seeks to contribute to sustainable development. The company supports many environmental and community initiatives, such as preserving the environment and supporting local farmers. Nadec has achieved remarkable growth over the years, and has expanded its operations to include new markets in the region. The company enjoys a strong reputation and a large market share, reflecting consumers' confidence in its products.

1.9. The Project Structure

Figure 2 Project Structure



Source: Student, 2024

2.Chapter 2: Literature Review

2.1. Introduction

The issue of environmental impact is one of the most prominent issues that scientists and decision makers are working on worldwide, as concerns related to environmental changes have escalated. Understanding the environmental impact has become necessary. Through this research, the environmental impact will be explored (Lipnevich, 2020).

In today's work environment, creativity has become a decisive factor in the success of companies because today's environment is a very fast-changing environment and competition is becoming fierce day after day. Organizations that seek job creativity will remain at the forefront of the competition. The ability to generate new ideas, solve complex problems, and adapt to new challenges is highly appreciated (Amabile, 2018).

The study of environmental factors affecting job creativity is a vital topic in contemporary administrative and organizational literature. A number of previous Arab studies have addressed this topic from different angles:

In a study conducted by Al-Sharif (2020) entitled "The Impact of the Organizational Environment on Job Creativity: A Field Study on Insurance Companies in Jordan", the impact of organizational environment elements (organizational structure, organizational culture, reward systems) on the level of job creativity among employees was verified. The results showed a statistically significant positive relationship between the organizational environment and job creativity (Al-Sharif, 2020).

Al-Shammari and Al-Naimi (2019) also conducted a study entitled "The Impact of the Organizational Environment in Enhancing Job Creativity:

A Field Study in a Sample of Industrial Companies in Nineveh Governorate, Iraq". The study aimed to identify the role of the organizational environment (organizational structure, organizational culture, information systems) in enhancing job creativity. The results confirmed the existence of a statistically significant positive effect of the organizational environment on the level of job creativity (Al-Shammari and Al-Naimi, 2019).

In addition, Al-Anzi (2018) conducted a study entitled "The Impact of the Internal Environment on Job Creativity: A Field Study on Public Sector Employees in Hafar Al-Batin Governorate in the Kingdom of Saudi Arabia". The study aimed to identify the effect of internal environment elements (organizational structure, organizational culture, information systems, reward systems) on the level of job creativity. The results indicated a statistically significant positive effect of the internal environment on job creativity (Al-Anzi, 2018).

These previous studies confirm the importance of the organizational environment and environmental factors influencing the enhancement and development of job creativity among employees. Hence the importance of the current research to provide a deeper insight into the nature of this relationship and how to invest it to improve creative performance in organizations.

2.2. Environmental Impact

The environmental impact is defined as "any negative or positive change that affects the environment as a result of practicing any development activity, and the potential negative and positive impacts of the project

occur during different stages, and the nature of the expected impact on the physical, biological, economic and social components of the environment is studied" (Al-Yazid, 2022).

The environmental impact is defined as "the study that must be conducted before carrying out some public or private works or development projects, with the aim of assessing their effects on the environment" (Maqni, 2017).

As for the jurist (Michel Barbour), he believes that the study of the serious impact is based on the traditional principle "prevention is better than cure", and for this reason it is necessary to think before carrying out any work to complete a preliminary study of the extent of the project's impact on the environment, i.e. to know the effects of the activity on the environment, and accordingly, the impact study is a preliminary scientific and technical study, and an advanced administrative procedure.

(Maqni, 2017) Dr. Yahya Abdel-Ghani Abu Al-Fotouh defines the impact study as "a set of studies that begin with studying the project idea, passing through its market, technical, financial, environmental and legal feasibility aspects, to achieve the selection of the most appropriate project from the investor's point of view on the one hand, and the state's point of view on the other hand." Some define it by saying) that environmental impact assessment is the process of revealing the negative or harmful environmental impacts and the positive or beneficial impacts of sustainable development plans, tangible and intangible, direct and indirect, current and future, local, regional and global, in order to address or avoid harmful impacts in particular, and to confirm the beneficial impacts of protecting the environment and development projects together (Maqni, 2017).

The work environment was studied in the research (Jadi and Yazid, 2022) from several pillars that lead to the advancement of the organizational environment, which are:

1. Independence
2. The spirit of adventure
3. Creativity
4. Following up on individuals within the organization with respect and appreciation
5. Simplifying administrative levels
6. Creating an organizational environment characterized by flexibility

2.2.1 Definitions of environmental impact:

Environmental impact is the potential negative effects of an organization's activities on the surrounding environment, whether on the natural or social level. (Al-Otaibi et al., 2022).

Environmental impact is the measurement and modeling of emissions and waste resulting from the organization's operations and their impact on the surrounding environment. (Al-Huwail et al., 2021).

Environmental impact is the amount of natural resources used and pollutants emitted from the organization's operations that may lead to environmental degradation. (Al-Saeed, 2020).

Environmental impact is the negative impact of the organization's operations and activities on the surrounding natural and social environment. (Al-Jabouri et al., 2019).

Environmental impact is the negative effects of the organization's activities on the components of the natural, social and economic environment. (Al-Sharqawi et al., 2018).

Environmental impact is the extent to which the organization complies with environmental laws and legislation and reduces the negative impacts of its operations on the environment. (Al-Anzi et al., 2021).

Environmental impact is the organization's ability to manage and reduce negative environmental impacts resulting from its activities and operations. (Al-Khalidi et al., 2020).

Environmental impact is an indicator of the organization's efficiency in using natural resources and reducing harmful emissions and waste. (Al-Harbi et al., 2019).

Environmental impact is the extent to which the organization succeeds in applying environmental practices and achieving its environmental goals. (Al-Saqri et al., 2018).

Environmental impact is the degree to which the organization adheres to environmental laws and policies and reduces the negative impacts of its activities on the environment. (Al-Abdali et al., 2017).

2.2.2 Environmental impact theories:

Environmental motivation theory: This theory assumes that environmental motivations, such as environmental awareness and environmental values of employees, affect their environmental behaviors and practices in the work environment. As Al-Omari and Al-Atawi (2019) indicated, "Environmental motivations of employees are one of the most important factors influencing the environmental behavior of employees in organizations."

Environmental pressure theory: This theory suggests that environmental pressures, such as environmental legislation, regulations, and societal pressures, affect the decisions and practices of environmental organizations. As Al-Shawabkeh and Al-Kharouf (2016) stated, "External environmental pressures are one of the most

important factors affecting the environmental performance of industrial organizations.”

Environmental cost theory: This theory focuses on the fact that environmental costs associated with operational activities, such as waste disposal and compliance with laws, affect the decisions of environmental organizations. As Al-Shammari and Al-Abbadi (2018) stated, “Environmental costs are one of the most important factors affecting the financial performance of industrial organizations.”

Environmental response theory: According to this theory, organizations’ response to environmental issues is influenced by a set of factors such as external pressures and internal incentives. As Al-Shammari and Al-Janabi (2017) stated, “The environmental response of organizations is one of the most important factors affecting their competitive advantage.”

Environmental systems theory: This theory views the organization as an open system that interacts with the surrounding environment, and that this interaction affects the environmental performance of the organization. As Al-Bayati and Al-Haddad (2020) stated, “Ecological systems theory is one of the most important theories explaining the environmental performance of industrial organizations.”

2.3. Job Creativity

Creativity is defined as the ability of the working individual to transform knowledge into productive work. It is distinguished from innovation, which is concerned with presenting creative ideas that represent a new vision for things or methods of work, while creativity represents an additional step to apply creative ideas - innovative things - which leads to creating and increasing production and adds significant value to the

organization, either by achieving more profits, reducing costs, or mitigating risks (Buhala, 2023).

Functional creativity is the process of using the knowledge, skills, and technical systems available to the organization to develop new goods and services or improve and develop its operating systems and programs. This process aims to raise the organization's response to the needs and desires of customers and maintain them (Jones, 2001).

Al-Jundi confirmed in 2009 that organizational creativity refers to the administrative and creative use of creativity to find new values, whether practical or scientific. Scientific organizational creativity includes a mental and intellectual effort that generates new theories, methods, models, and administrative plans to solve various administrative problems, issues, and phenomena. Practical organizational creativity focuses on addressing current administrative problems and issues and can occur through processes of change, modernization, and development of business and administrative practices (Buhala, 2023).

Researchers have differed in defining administrative creativity, as Smith defined it as a process through which relationships are found between variables that were not previously addressed, and Sherman, Hunt, and Osborn defined it as the ability to provide talents that are added to the job to complete the appropriate formula to complete the work. Jadi and Yazid defined it as "a joint and integrated system shared by the organization's members, including business leaders and employees, and the organizational environment is the basic element in the creative process. The competitive environment affects the employees as it provides them with an organizational environment that allows them to be creative at the individual, group and organizational levels. It is a process with multiple stages (Jadi and Yazid, 2022).

According to Al-Adwan and Suleiman (2012), organizational creativity means the intellectual ability demonstrated by the individual, group or organization. It is a process consisting of multiple stages that lead to the production of an idea, behavior, product, service, technology or administrative practice. It is characterized by fluency, flexibility, sensitivity to problems and originality, in addition to high concentration for long periods on the research topic and interest in it, with the formation of new links, relationships and discoveries to reach creativity that benefits everyone. These creative abilities can be improved and developed by the individual, group or organization, according to their capabilities, skills and abilities (Buhala, 2023).

Creativity was studied in the research (Jadi and Yazid, 2022) from several elements, namely:

1. Fluency
2. Flexibility
3. Originality
4. Sensitivity to problems

2.3.1 Definitions of job creativity:

Job creativity is the ability to generate new and innovative ideas that contribute to improving job performance. (Al-Sharif et al., 2021).

Job creativity is the process of innovating unconventional work practices and methods to improve performance and achieve distinguished results. (Al-Jahni et al., 2020).

Job creativity is the extent to which an individual is able to produce original and valuable ideas to develop job performance. (Al-Otaibi et al., 2019).

Job creativity is the ability to propose creative solutions to problems facing the organization and use innovative working methods. (Al-Harbi et al., 2018).

Job creativity is the generation of new ideas and solutions that add value to job performance and contribute to the development of the organization. (Al-Saqri et al., 2017).

Job creativity is the ability to produce original ideas and apply them effectively to improve job performance. (Al-Anzi et al., 2016).

Job creativity is thinking outside the box and presenting innovative proposals to develop job methods and practices. (Al-Harbi et al., 2015).

Job creativity is the ability to generate unconventional ideas and work on applying them to achieve outstanding results. (Al-Mutairi et al., 2014).

Job creativity is the production of innovative ideas and solutions that contribute to improving job performance and developing work practices. (Al-Abdali et al., 2013).

Job creativity is the ability to innovate new work methods and techniques and apply them to achieve outstanding performance levels. (Al-Khalidi et al., 2012).

2.3.2 Dimensions of job creativity:

Transformational leadership: "Transformational leadership has a positive impact on employee job creativity" (Al-Sharif et al., 2021).

Organizational climate: "A positive organizational climate enhances employee job creativity" (Al-Sharif et al., 2021).

Social Intelligence: "Social intelligence plays an important role in enhancing job creativity" (Al-Jahni et al., 2020).

Intrinsic Motivation: “Employees’ intrinsic motivation has a positive impact on their job creativity” (Al-Otaibi et al., 2019).

Influencing Factors: “There are many factors that influence employees’ job creativity” (Al-Harbi et al., 2018).

Psychological Empowerment: “Employees’ psychological empowerment enhances their job creativity” (Al-Saqri et al., 2017).

Creative Leadership: “Creative leadership has a positive impact on employees’ creativity at work” (Al-Anzi et al., 2016).

Emotional Intelligence: “Employees’ emotional intelligence is positively related to their job creativity” (Al-Harbi et al., 2015).

Organizational Culture: “A supportive organizational culture enhances employees’ job creativity” (Al-Mutairi et al., 2014).

Job empowerment: “Employees’ job empowerment has a positive impact on their creativity at work” (Al-Abdali et al., 2013).

2.4. The relationship between Environmental Impact and Job Creativity

The essential axis of creative organizations is based on developing an organizational environment that works to crystallize creative trends in an intellectual and practical approach based on values, standards, and functional practices that work to establish creativity as a renewed and required organizational goal and to create systems and methods that make the creative process of functional value that represents a common denominator among employees at various job levels (Bouhala, 2023).

In order for an individual to be creative for his organization, the organization must have an environment that accepts all kinds of creativity, as a person cannot be creative in an environment that imposes new things. In order for the organization's environment to become a creative

environment, the manager and his management team must be convinced that their employees can be creative and innovate solutions to the problems they face. They must also abolish many of the deep rules that set boundaries around employees that hinder them in the process of creativity. Since man is an enemy of what he does not know, managers and administrations are afraid to give powers to employees and make the process of managing the organization's accuracy come through one person from top to bottom only, and I mean orders and planning from management and implementation on employees. This causes a problem that seems small but worsens until it sometimes leads to the death of organizations. When an employee enters the field of work, he sees variables and opportunities that the manager or management does not see, so he must act alone here or there must be communication with management to decide the initiative that will be taken in response to these variables or opportunities. There are also many factors that help develop and encourage administrative creativity in organizations, the most important of which are:

1. Creating an environment that supports creative behavior and encourages employees To be open to new ideas and experiences and that it encourages creative people to communicate with each other (Buhala, 2023).
2. Encourage and support a culture that allows for a degree of creative experiences and expertise, and bureaucracy should be avoided in allocating resources and providing material rewards for success (Buhala, 2023).
3. Develop formal and informal methods and approaches to motivate and honor employees. No matter how distinguished an employee is, he needs appreciation and respect, and apply the management style openly (Buhala, 2023).

In a study conducted by Al-Shammari (2018), it was found that "an organizational environment characterized by flexibility, freedom, and

encouragement of initiative contributes significantly to enhancing job creativity among employees" (p. 86). Another study by Al-Otaibi (2020) indicated that "providing the appropriate organizational environment in terms of resources, motivation, and challenge leads to higher levels of job creativity" (p. 124). In addition, a study by Al-Harbi (2019) found that "an organizational climate that supports positive interaction and open communication has a significant positive impact on enhancing employee creativity" (p. 67).

A study by Al-Subhi (2021) also confirmed that "an organizational environment that encourages initiative, independence, and challenge leads to increased levels of job creativity" (p. 112). In a study by Al-Zahrani (2019), he found that "the more supportive the organizational environment is for creativity and innovation, the higher the levels of job creativity among employees" (p. 92). Al-Harbi and Al-Anzi (2020) also indicated that "the availability of the necessary resources and technologies in the organizational environment contributes significantly to enhancing employees' creative abilities" (p. 78). In addition, Al-Shammari and Al-Otaibi (2021) confirmed that "an organizational climate characterized by flexibility and leadership support has a positive impact on levels of job creativity" (p. 115).

Al-Harbi et al. (2022) found that "an environment that provides employees with opportunities for experimentation and calculated risk contributes to developing their creative abilities" (p. 68). In a study by Al-Saadi and Al-Nasiri (2018), they indicated that "an organizational climate that encourages initiative and calculated risk contributes significantly to developing employees' creative abilities" (p. 59). Al-Harbi and Al-Jahni (2019) also confirmed that "providing a work environment characterized by flexibility and intellectual freedom leads to increased levels of job creativity among employees" (p. 83). Al-Shammari et al. (2020) indicated

that “the availability of advanced technological infrastructure in the organization helps employees develop creative solutions to work problems” (p. 97). Al-Anzi and Al-Jabri (2021) also confirmed that “the organization’s possession of advanced information systems enhances employees’ abilities to think outside the box and come up with creative ideas” (p. 115).

2.5. Conclusion

Based on previous studies conducted in this field, it can be concluded that the environmental impact plays a crucial role in enhancing job creativity. The results indicate that favorable environmental elements contribute to enhancing creativity and innovation within organizations, while a negative environment negatively affects creativity and reduces the capacity for innovation. Studies have found that the environmental aspects that encourage creativity include providing the necessary resources and support from management, stimulating participation and cooperation among members of the organization, and encouraging innovative and creative thinking. Moreover, a positive environmental environment contributes to enhancing employee morale and enhancing the level of job satisfaction, which is positively reflected in the level of creativity and performance.

On the other hand, studies show that a negative environment and high environmental pressures hinder job creativity and impede the innovation process within organizations. Management that is not open to new ideas and change, hierarchical orientations based on authority, and the lack of necessary resources and support are negative factors that affect creativity and limit the ability to innovate. Accordingly, it can be concluded that the environmental impact on job creativity is of great importance in the

context of organizations. Management should pay attention to providing an encouraging and stimulating environment for creativity, by supporting innovative initiatives, encouraging creative thinking, and providing the necessary resources. Environmental barriers should also be addressed and overcome, and organizational processes and structures should be improved to enhance creativity and innovation.

Ultimately, understanding the environmental impact on job creativity can be crucial for organizations seeking excellence and innovation. Investing in an environment that encourages job creativity enhances the ability to adapt to changing environmental challenges and enhances competitive performance. Therefore, leaders and managers should be aware of the environmental impact and take the necessary measures to enhance the environment that supports creativity and innovation in the context of the organization. Based on these previous studies, we can conclude that the environmental impact plays a significant role in enhancing job creativity. Providing a supportive and stimulating environment that promotes innovative thinking and encourages participation and collaboration, in addition to providing the necessary resources and support from management, can achieve positive results in the capacity of creativity and the quality of performance.

In order to enhance job creativity, organizations should take steps to create an environment that motivates and enables employees to think creatively and present new ideas. This includes encouraging diversity and diversity in work teams, enhancing communication and collaboration among employees, providing opportunities for training and professional development, and promoting a culture of initiative and experimentation. Environmental barriers, such as reducing rigid regulatory measures and hierarchical, authority-based directives, should also be addressed and overcome. In short, a conducive and supportive environmental

environment for functional creativity should be at the top of the agenda for organizations wishing to achieve excellence and innovation. Understanding the environmental impact and adopting effective measures to enhance the creative environment will contribute to enhancing the performance and sustainable success of the organization in its field.

3. Chapter 3: Research Methodology

3.1. Introduction

This section describes the methodology employed in this study, including the operational definitions of the variables. These definitions clarify how the variables were measured and used to answer the research questions.

3.2. Operational definitions for research variables

In research studies, operational definitions are essential in clearly identifying the variables being measured. An operational definition describes how the variable is measured, observed, or manipulated. It helps researchers ensure that their studies are consistent, reliable, and valid.

3.2.1 Independent variable (environmental impact):

Procedural definition: The environmental impact will be measured through a questionnaire by asking employees about their level of job creativity from various aspects of environmental impact such as organizational structure, organizational culture, administrative communications, leadership, and incentives (Ben Talib 2019).

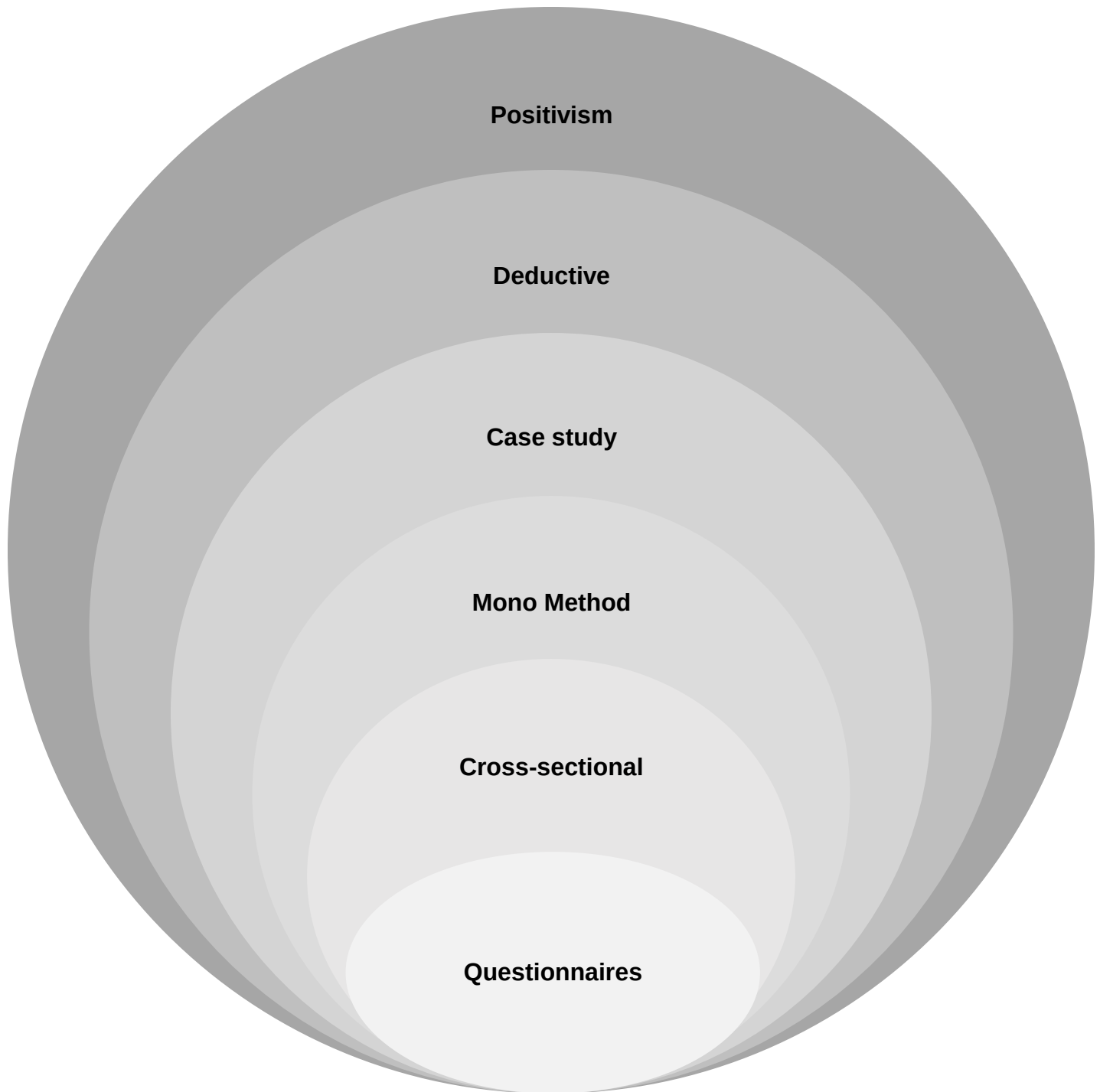
3.2.2 Dependent variable (job creativity):

Procedural definition: Job creativity will be measured through a questionnaire by asking employees about the level of environmental impact from various aspects of job creativity such as fluency, risk acceptance, and intellectual flexibility (Dardouri and Khadija Ghattas 2022).

3.3. Research design (research onion)

1. **Research Philosophy:** Positivism. Positivism's research philosophy focuses on understanding truth and knowledge through the context of the current situation and surrounding conditions. This philosophy relies on emphasizing context and culture to understand the research phenomena. (Amabile, 2018)
2. **Research Methodology:** Deductive. The deductive research method aims to draw general conclusions through the analysis of available data and information. This type of research seeks to extract comprehensive and general results. (Amabile, 2018)
3. **Research Strategy:** Case Study. The research strategy in a case study focuses on a deep understanding of a particular phenomenon through the study of an individual case or a small group. This strategy is valuable in understanding the context and complex interactions. (Amabile, 2018)
4. **Research Type:** Quantitative. Quantitative research relies on numbers and quantitative data to analyze and understand different phenomena. It uses measurement and statistical tools to reach measurable and analyzable cognitive results. (Amabile, 2018)
5. **Time Horizon:** Cross-sectional. Sectional time horizon refers to a specific study in a limited period of time, without riding on the analysis of long-term developments. This type of time horizon focuses on a specific period of time. (Amabile, 2018)
6. **Techniques and procedures:** Questionnaire and statistical analysis. This type of technique and procedure refers to the use of questionnaires to collect data and information, in addition to analyzing the data using statistical methods to draw results and conclusions. (Amabile, 2018)

Figure 3 Research design



Source: student, 2024

3.4. Research population & Sampling methods and technique

The research community for this study is all employees of Nadec Company in Riyadh, numbering 85 employees at different job levels. Nadec Company is considered one of the leading companies in the Kingdom of Saudi Arabia, which produces and markets a wide range of dairy and juice products, which makes it a suitable community for the study.

3.4.1 Research population:

The research community for this study is the employees of Nadak Company in Riyadh, numbering 85 employees. The research community was classified according to job levels as follows:

Table 1 Research population

Job Level	Number of Employees
Top Management	8
Middle Management	22
Executive Staff	55
Total	85

Source: student, 2024

3.4.2 Research sample:

According to Krejcie's table (1970), the sample size of 70 is representative of the population size of 85. A simple random sample was selected from the research population, which is 70 employees. A response was obtained from 59 employees, i.e. a response rate of 84.3%.

Table 2 Research sample

Job Level	Number of Employees	Participation rate
Top Management	7	87.5%
Middle Management	18	81.8%
Executive Staff	34	61.8%
Total	70	84.3%

Source: student, 2024

It is clear from the above table that the participation rate was higher among senior and middle management employees compared to executive employees. This may reflect the interest of senior and middle management in the study topic and its importance to them.

3.4.3 Sampling Method and Techniques:

The stratified sampling method was used to select the study sample from the research community, which consists of 85 employees at Nadak Company in Riyadh.

This was done according to the following steps:

1. Determining the strata of the community: The research community was divided into three strata according to the functional levels as follows:

- Senior management: 8 employees
- Middle management: 22 employees
- Executive employees: 55 employees

2. Determining the total sample size: The total sample size was determined at 59 employees, which represents approximately 69.4% of the research community.

3. Distribution of sample size across strata: The sample size was distributed across strata based on the proportion of each stratum in the original population:

- Senior management: 7 employees (11.9% of the total sample)
- Middle management: 18 employees (30.5% of the total sample)
- Executive employees: 34 employees (57.6% of the total sample)

4. Selection of sample members within each stratum: Sample members within each stratum were selected using simple random sampling. The questionnaire was distributed to employees electronically to ensure reaching the largest possible number of participants.

In this way, it was ensured that all job levels were represented in the sample in proportion to their proportion in the original population, which enhances the study's ability to generalize and reach reliable conclusions.

3.5. Data collection method

This section describes the research tools that were used to collect the data required to answer the research questions and test the research hypotheses. Accordingly, the researcher relied on the survey method in collecting quantitative data through questionnaires. The following sections present the tools that were used to measure the research variables:

3.5.1 Independent variable (environmental impact):

The researcher relied on Bin Talib's questionnaire (2019). This is to measure the environmental impact, in terms of five dimensions, namely organizational structure, organizational culture, administrative communications, leadership, and incentives, with a total of 28 paragraphs

for the entire variable. Whereas the organizational structure dimension consists of 6 paragraphs, the organizational culture dimension consists of 6 paragraphs, the administrative communications dimension consists of 5 paragraphs, the leadership dimension consists of 5 paragraphs, and the incentives dimension consists of 6 paragraphs. The questionnaire type is a three-point Likert, where 1 = disagree, 2 = neutral, 3 = agree.

Table 3 The scale used to measure the independent variable environmental impact.

Variable	Variable Dimensions	Number Of Statements	Source
Environmental impact	- Organizational Structure - Organizational Culture - Management Communication - Leadership - Incentives	1-28	بن طالب (2019). أثر البيئة التنظيمية على الالتزام التنظيمي دراسة ميدانية للقطب الجامعي 02 بجامعة قاصدي مرباح-ورقلة (Doctoral dissertation).

Source: student, 2024

3.5.2 Dependent variable (job creativity):

The researcher relied on the questionnaire of Marwa Dardouri and Khadija Ghattas (2022). This is to measure job creativity, in terms of three dimensions, which are fluency, risk acceptance, and intellectual flexibility, with a total of 12 paragraphs for the entire variable. Whereas the fluency dimension consists of 4 paragraphs, the risk acceptance dimension consists of 4 paragraphs, and the intellectual flexibility dimension consists of 4 paragraphs. The type of questionnaire is a three-point Likert, where 1 = disagree, 2 = neutral, 3 = agree.

Table 4: The scale used to measure the dependent variable of job creativity.

Variable	Variable Dimensions	Number Of Statements	Source
Job Creativity	• Fluency • Risk Acceptance • Intellectual Flexibility	1-12	مروة دردوري، & خديجة غطاس (2022). أخلاقيات الأعمال ودورها في تعزيز مظاهر الابداع الوظيفي " المؤسسة العمومية (Doctoral dissertation, جامعة قاصدي (مرباح-ورقلة).

Source: student, 2024

3.6. Types of data

Strong research hinges on using two complementary data types: primary and secondary. Primary data allows for in-depth exploration of specific questions, while secondary data provides a solid foundation and broader context. By strategically combining them, researchers gain a richer understanding of the research question and contribute valuable knowledge to the field.

3.6.1 Primary data

In this study, a carefully designed questionnaire served as the primary data collection tool. The questionnaire covered all relevant aspects of the research topic and was distributed to a representative sample of the target population, resulting in a high response rate. Advanced statistical software

was then used to analyze the quantitative data, extracting key indicators and metrics to draw conclusions.

3.6.2 Secondary data

To establish a strong theoretical foundation, the research extensively reviewed existing studies, relevant books, and scientific articles. Additionally, information and data from the company's website were analyzed to understand the organizational and operational context surrounding the research topic. By systematically analyzing and interpreting this secondary data, the research was able to link its findings to previous literature and build a strong theoretical framework.

3.7. Statistical analysis procedures

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, were used to analyze the collected data.

The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests Exploratory factor analysis) to determine if the research instruments measure what they are intended to

measure, while reliability tests (Cronbach` Alpha test) assess the consistency of results over time. The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

3.8. Conclusion

In the third chapter of the research, the research methodology used in this study was explained in detail.

First, the research methodology used was determined, which is the descriptive analytical method, which aims to describe and analyze the relationship between the environmental impact and job creativity among employees of Nadec Company in the Kingdom of Saudi Arabia in Riyadh. With regard to data collection methods, questionnaires were distributed to a targeted sample of employees from different levels with the aim of obtaining quantitative data on this relationship. With regard to processing and analysis methods, descriptive analysis and content analysis were used to identify the most important environmental factors affecting job creativity, in addition to conducting some statistical analyses of the available quantitative data. Research ethics considerations were also taken into account throughout the stages of conducting the study, as the confidentiality of information was ensured and the privacy of participants was maintained.

Thus, the third chapter has provided a detailed description of the methodology followed in this scientific research, which was characterized by accuracy and objectivity, ensuring the reliability of the results and the possibility of generalizing them. This commitment to the sound scientific methodology will contribute to enhancing the quality and distinction of this research.

4. Chapter 4: Statistical Analysis & Findings discussion

4.1. Introduction

This chapter presents the results of a field study analyzed using SPSS version 28. It begins with descriptive statistics of the sample, followed by an assessment of the questionnaire's validity and reliability. The chapter concludes with a simple linear regression analysis to test the research hypotheses and model fit.

4.2. Sample profile (descriptive statistics for research sample)

The study sample items were distributed according to gender - age - educational level.

The frequencies and percentages of the study sample individuals were calculated and represented in the general demographic information that includes:

- Gender, including (male - female).
- Age, including (less than 30 - 30 to 40 - 40 to 50 - more than 50).
- Educational level, including (general education - bachelor's degree).

The following table, graphs and paragraphs explain the classification of the sample under study as follows:

Table 5: Description of the research sample.

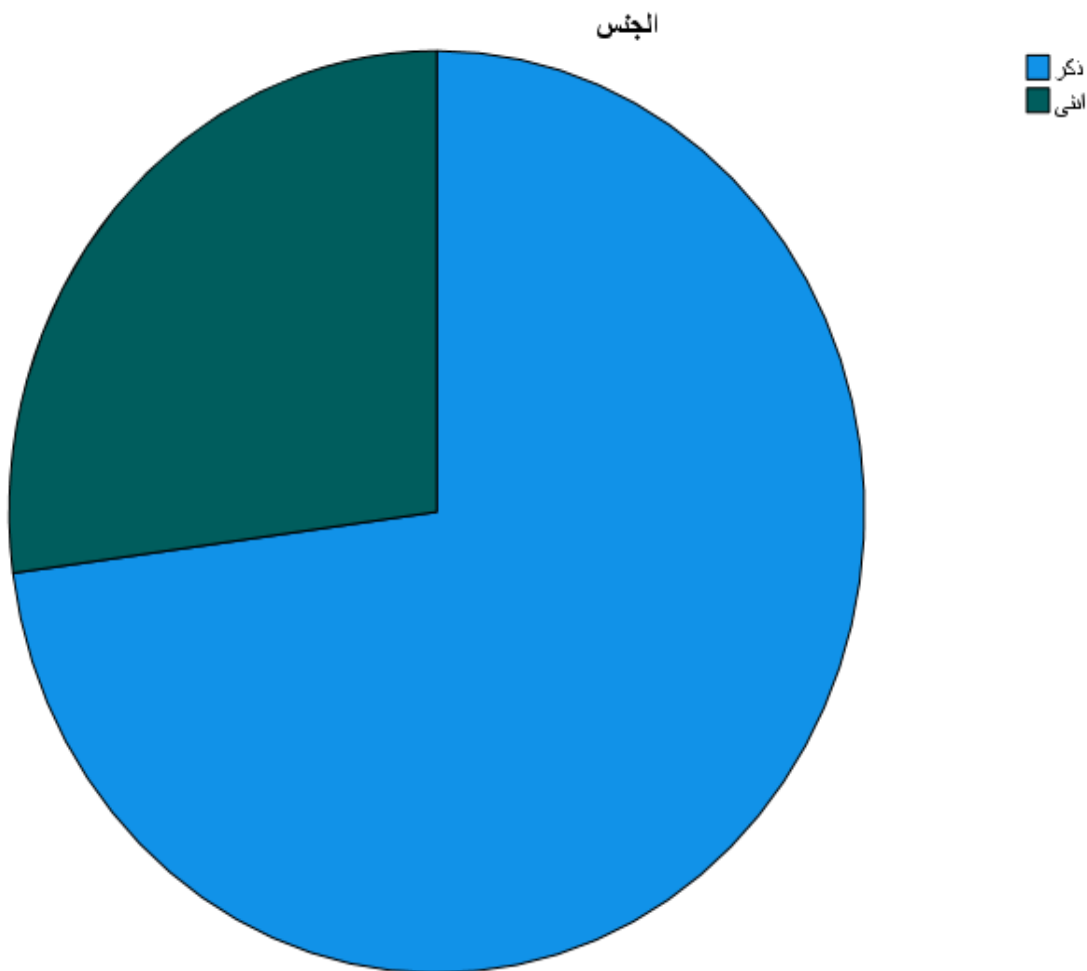
Variable	Variable classes	The number	Percentage of the total sample
Gender	Male	43	72.9%
	Female	16	27.1%
	Total	59	100%
Age	Less than 30 years	43	%72.9
	30 to 40 years	11	%18.6
	40 to 50 years	2	%3.4
	Over 50 years	3	%5.1
	Total	59	%100
Educational Level	General Education	21	%35.6
	Bachelor's	38	%64.4
	Total	59	100%

Source: student, 2024

From the data in Table 5, the following results were extracted:

- Regarding gender: The statistical results showed that the number of males exceeded the number of females, as the number of females was 16, equivalent to 27.1% of the sample, while the number of males was 43, equivalent to 72.9% of the sample. As shown in the following figure:

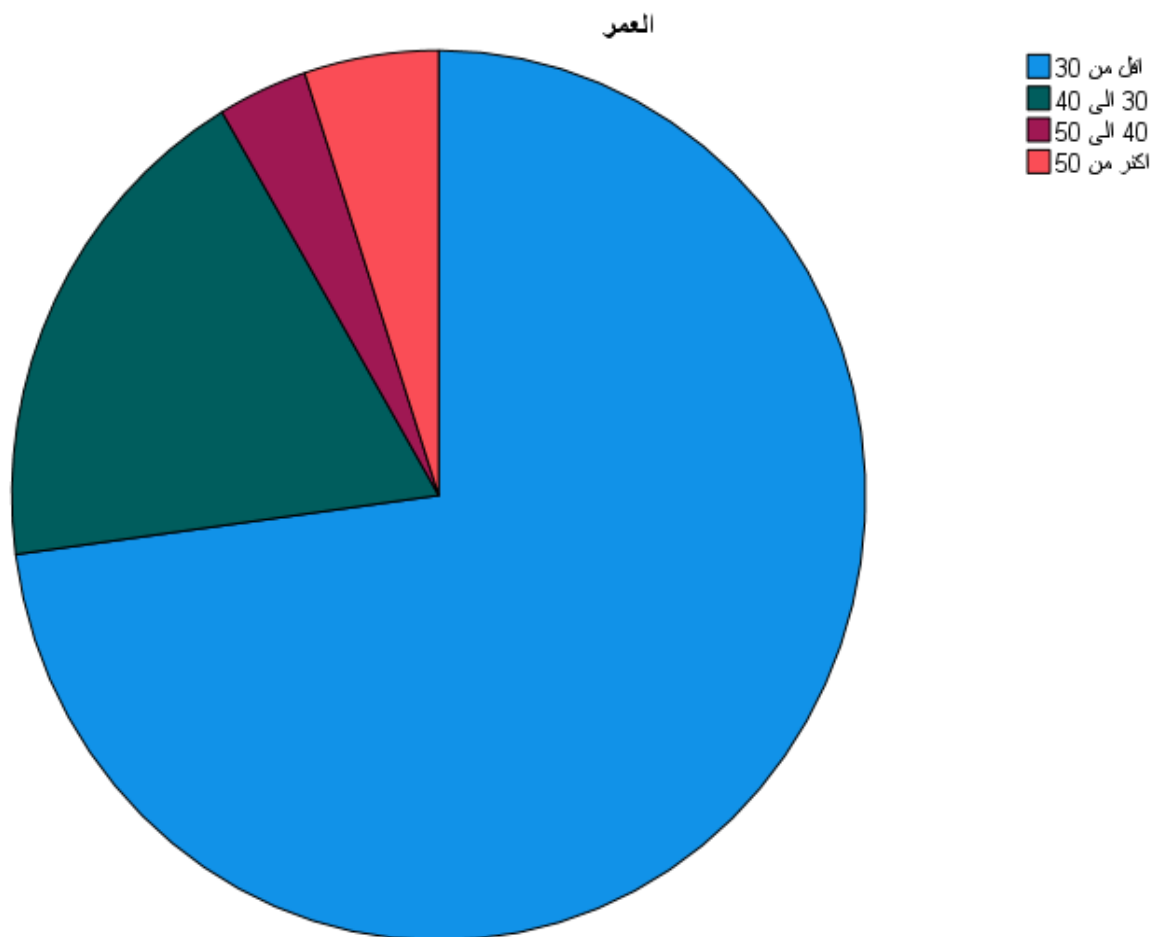
Figure 4 Gender percentage



Source: SPSS V. 28

- As for age: The statistical results showed that there are 43 people under the age of 30, which is equivalent to 72.9% of the study sample, and there are 11 people between the ages of 30 and 40, which is equivalent to 18.6% of the study sample, and there are two people between the ages of 40 and 50, which is equivalent to 3.4% of the study sample, and there are 3 people over the age of 50, which is equivalent to 5.1% of the study sample. As shown in the following figure:

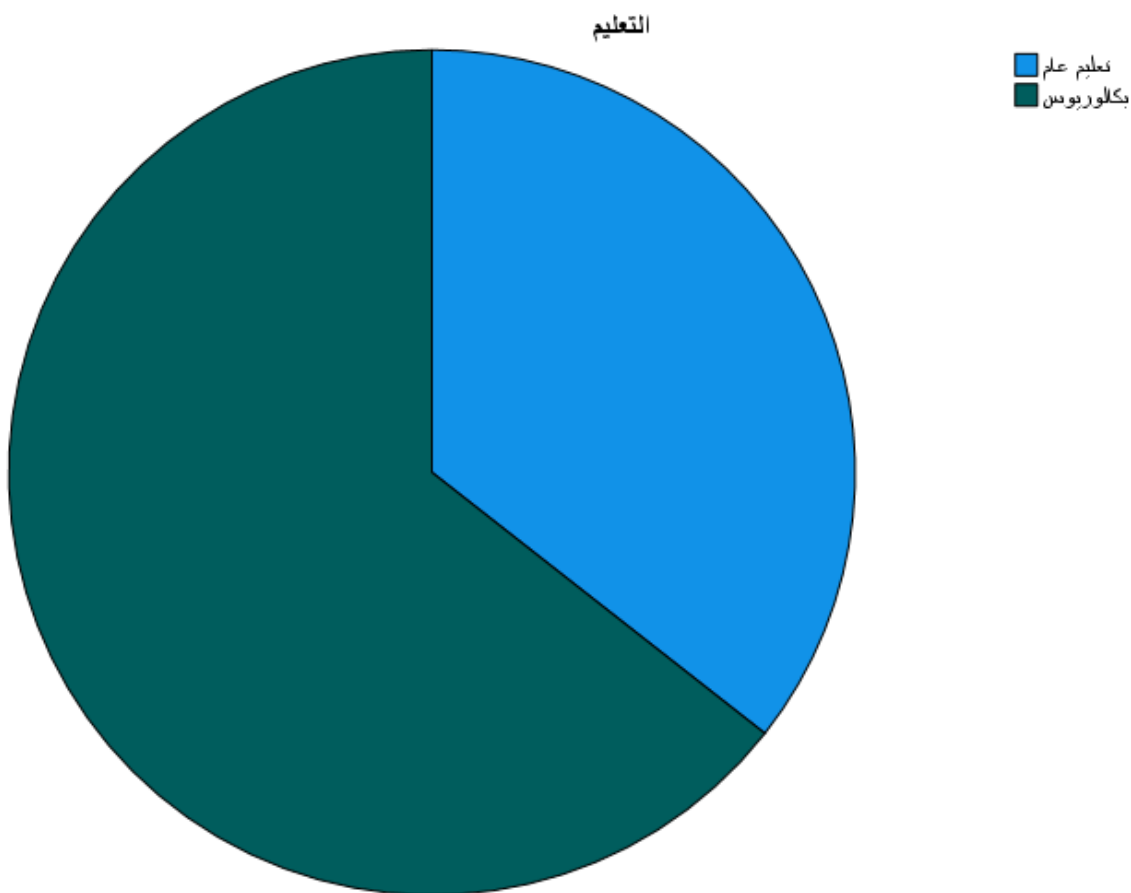
Figure 5 Age percentage



Source: SPSS V. 28

- As for the educational level: The statistical results showed that there are 38 people who hold a bachelor's degree, which is equivalent to 64.4% of the study sample, and there are 21 people who hold a general education certificate, which is equivalent to 35.6% of the study sample. As shown in the following figure:

Figure 6 The educational level



Source: SPSS V. 28

4.3. Validity & reliability tests for the questionnaires

In order to verify the validity and reliability of the measures used in the research, the internal consistency validity of the questionnaires used to measure the research variables was tested, in addition to measuring the convergent validity by measuring the Average Variance Extracted (AVE). While the reliability of the measures used in the research was measured by Measuring the value of Cronbach's alpha, through the structural equation modeling (SEM), using the statistical analysis program SPSS version 28. The following paragraphs and tables explain this.

4.3.1 Validity of the measures used in the research

The internal consistency validity of the scales used to measure the research variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted.

Internal consistency validity: It means the extent to which each statement of the questionnaire is consistent with the variable to which it belongs. Therefore, the researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the

score of each statement and the total score of the variable to which it belongs. According to Kaiser (1974) study, a correlation coefficient of less than 0.5 is removed from the questionnaire.

Convergent Validity: The average variance between statements that measure the same scale is measured by calculating the average variance extracted (AVE), whose value must be greater than 0.5 according to Hair et al (2006).

The following tables show the statistical results for (correlation coefficients, standard deviation, calculated P value between the score of each statement and the total score of the variable to measure the validity of the internal consistency of the questionnaires. Also, calculating the value of the average variance extracted (AVE) to measure the convergent validity of the questionnaires through the equation model. Structural SPSS version 28, as follows:

Table 6 Validity of the measures used in the research

Variable		Statements	KMO	Factor loadings	Standard deviation	P Values	Average variance extracted	
Environmental impact	Organizational Structure	A1	0.610	0.876	0.378	0.00	0.687	0.673
		A2		0.471	0.468	0.00		

		A3		0.842	0.520	0.00		
		A4		0.821	0.539	0.00		
		A5		0.510	0.534	0.00		
		A6		0.604	0.512	0.00		
	Organizational Culture	B1		0.820	0.512	0.00	0.667	
		B2		0.529	0.625	0.00		
		B3		0.675	0.494	0.00		
		B4		0.652	0.675	0.00		
		B5		0.498	0.468	0.00		
		B6		0.830	0.457	0.00		
	Management Communication	C1		0.778	0.392	0.00	0.676	
		C2		0.550	0.457	0.00		
		C3		0.817	0.439	0.00		
		C4		0.426	0.406	0.00		
		C5		0.809	0.305	0.00		
	Leadership	D1		0.776	0.393	0.00	0.689	
		D2		0.777	0.473	0.00		
		D3		0.541	0.527	0.00		
		D4		0.610	0.457	0.00		
		D5		0.742	0.493	0.00		

	Incentives	F1		0.603	0.446	0.00	0.647	
		F2		0.818	0.485	0.00		
		F3		0.640	0.550	0.00		
		F4		0.593	0.676	0.00		
		F5		0.416	0.418	0.00		
		F6		0.811	0.446	0.00		
Job Creativity	Fluency	BA1	0.745	0.697	0.363	0.00	0.684	0.688
		BA2		0.734	0.418	0.00		
		BA3		0.609	0.434	0.00		
		BA4		0.697	0.406	0.00		
	Risk Acceptance	BB1		0.702	0.429	0.00	0.736	
		BB2		0.804	0.536	0.00		
		BB3		0.665	0.484	0.00		
		BB4		0.774	0.554	0.00		
	Intellectual Flexibility	BC1		0.756	0.695	0.00	0.644	
		BC2		0.705	0.363	0.00		
		BC3		0.561	0.378	0.00		
		BC4		0.553	0.326	0.00		

Source: student, 2024

The table above shows:

Environmental impact scale: All correlation coefficients for all statements (organizational structure, organizational culture, administrative communications, leadership, incentives) are strongly correlated with their dependent variable, at values greater than 0.4, in addition to the fact that the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.001, accordingly, the internal consistency validity of the scale has been achieved. Also, from the results above related to the value of the average variance extracted AVE, it is clear that its value for the environmental impact variable is 0.610, which is greater than 0.5, accordingly, the convergent validity of the questionnaire has been achieved.

Functional creativity scale: All correlation coefficients for all statements (fluency, risk acceptance, intellectual flexibility) are strongly correlated with their dependent variable, at values greater than 0.5, in addition to the fact that the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.001, accordingly, the internal consistency validity of the scale has been achieved. Also, from the results above related to the value of the average of the extracted AVE, it is clear that its value for the variable of job creativity is 0.745, which is greater than 0.5. Accordingly, the convergent validity of the questionnaire has been achieved.

4.3.2 Reliability of the research tool

The stability of the questionnaire refers to the stability of the questionnaire results and their non-change significantly if they were redistributed to the sample individuals several times during specific time periods. To measure the stability of the questionnaires used to measure the research variables, Cronbach's alpha values were calculated using SPSS version 28.

According to (2010) Hair et al, the value must be greater than 0.7 for the scale to be stable.

Table 7 Reliability of the research tool

Variable		Number of Statements	Cronbach's alpha	
Environmental impact	Organizational Structure	6	0.931	0.917
	Organizational Culture	6	0.925	
	Management Communication	5	0.931	
	Leadership	5	0.924	
	Incentives	6	0.921	
Job Creativity	Fluency	4	0.930	0.920
	Risk Acceptance	4	0.930	
	Intellectual Flexibility	4	0.932	

Source: student, 2024

The above table shows:

Environmental impact scale: The statistical results showed that the Cronbach's alpha composite reliability values are 0.917, while the Cronbach's alpha composite reliability values for the environmental impact dimensions are, in order, organizational structure = 0.931,

organizational culture = 0.925, administrative communications = 0.931, leadership = 0.924, and incentives = 0.921, which indicates that all values are greater than 0.7, according to Hair et al, (2010), thus achieving the scale's reliability.

Functional Creativity Scale: The statistical results showed that the Cronbach's alpha composite reliability values are 0.920, while the Cronbach's alpha composite reliability values for the functional creativity dimensions are, respectively, fluency = 0.930, risk acceptance = 0.930, and intellectual flexibility = 0.932, indicating that all values are greater than 0.7, according to Hair et al, (2010), the scale has achieved reliability.

According to the statistical results above, which proved the validity and reliability of the scales used in the current study, which means the possibility of relying on their results and the validity of these questionnaires for application and trust, and using them in conducting analyses to test the study hypotheses.

4.4. Descriptive statistics for research variables (answer research questions)

The sample members' responses to the scale items were measured according to a three-point Likert scale, according to:

Agree	Neutral	Disagree
-------	---------	----------

The level of importance was calculated according to the following equation:

The relative weight corresponding to each category was calculated by multiplying the arithmetic mean by $[100 \div 3]$ (the three-point scale) = 33.3%

The following table shows the significance of the arithmetic means, as follows:

Table 8 Significance of arithmetic means

Arithmetic mean value	General trend	Ratio	Level
From 1 to 1.9	Agree	From 0 to 33.3%	High
From 2 to 2.5	Neutral	From 33.3 to 66.6%	Med
From 2.6 to 3	Disagree	From 66.6 to 100%	Low

Source: student, 2024

The following table shows the descriptive analysis of the research variables represented by the arithmetic means based on the three-point Likert scale and the standard deviations of the variables according to the

table related to the significance of the arithmetic mean, where the significance of the arithmetic mean shown in the table above is considered to know the level of application of the **Environmental impact** and its dimensions, as well as the **Job Creativity** according to the point of view of the study sample, as follows:

Table 9 Arithmetic means and standard deviations of research variables

Variable		Mean		Standard deviation		General trend		Level	
Environmental impact	Organizational Structure	0.324	0.269	1.26	1.26	Agree	Agree	High	High
	Organizational Culture	0.327		1.33		Agree		High	
	Management Communication	0.284		1.18		Agree		High	
	Leadership	0.343		1.23		Agree		High	
	Incentives	0.353		1.28		Agree		High	
Job Creativity	Fluency	0.309	0.277	1.19	1.22	Agree	Agree	High	High
	Risk Acceptance	0.358		1.26		Agree		High	
	Intellectual Flexibility	0.322		1.21		Agree		High	

Source: student, 2024

It is clear from the table above:

The results of the sample description of the independent variable, the environmental impact, appear: The results showed that the general trend of the study sample items is a high approval rate, which indicates a high achievement of the environmental impact in Nadak Company. The arithmetic mean of the variable as a whole was = 1.26 with an approval rate of 42% at a standard deviation of 0.269. The descriptive statistical results of the environmental impact dimensions also showed that the general trend of the five dimensions of the environmental impact variable (organizational structure, organizational culture, administrative communications, leadership, incentives) was the high level of approval at a high level of application in Nadak Company, where we find that the arithmetic mean of the organizational structure dimension = 1.26 with an approval rate of 42% at a standard deviation of 0.324, while for the organizational culture dimension = 1.33 with an approval rate of 44.33% at a standard deviation of 0.327, while for the administrative communications dimension = 1.18 with an approval rate of 39.33% at a standard deviation of 0.284, while for the leadership dimension = 1.23 with an approval rate of 41% at a standard deviation of 0.343, while for the incentives dimension = 1.28 with an approval rate of 42.66% at a standard deviation of 0.353.

The results of the sample description of the dependent variable of job creativity: The results showed that the general trend of the study sample items is a high approval rate, which indicates a high achievement of job creativity in Nadak Company. The arithmetic mean of the variable as a whole was = 1.22 with an agreement rate of 40.66% at a standard deviation of 0.277. The descriptive statistical results of the dimensions of functional creativity also showed that the general trend of the three dimensions of the functional creativity variable (fluency, risk acceptance, intellectual flexibility) was the high level of agreement at a high level of

application in Nadec Company, where we find that the arithmetic mean of the fluency dimension = 1.19 with an agreement rate of 39.66% at a standard deviation of 0.309, while for the risk acceptance dimension = 1.26 with an agreement rate of 42% at a standard deviation of 0.358, while for the intellectual flexibility dimension = 1.21 with an agreement rate of 40.33% at a standard deviation of 0.322.

4.5. Testing Hypotheses & Findings Discussion

The following table shows the linear correlation coefficients (Pearson) between the study variables, which were measured using SPSS-V 28, as follows:

Table 10 correlation coefficients between research variables

Variable		Organizational Structure	Organizational Culture	Management Communication	Leadership	Incentives	Job Creativity
Organizational Structure	Pearson Correlation	1	0.525	0.500	0.443	0.595	0.488
	Sig. (2-tailed)	-	< 0.001	< 0.001	< 0.001	< 0.001	< 0.001
	N	59					
Organizational Culture	Pearson Correlation	0.525	1	0.550	0.585	0.743	0.589
	Sig. (2-tailed)	< 0.001	-	< 0.001	< 0.001	< 0.001	< 0.001
	N						

		59					
Management Communication	Pearson Correlation	0.462	0.674	1	0.474	0.550	0.500
	Sig. (2-tailed)	< 0.001	< 0.001	-	< 0.001	< 0.001	< 0.001
	N	59					
Leadership	Pearson Correlation	0.443	0.585	0.474	1	.0722	0.682
	Sig. (2-tailed)	< 0.001	< 0.001	< 0.001	-	< 0.001	< 0.001
	N	59					
Incentives	Pearson Correlation	0.595	0.743	0.674	.0722	1	0.623
	Sig. (2-tailed)	< 0.001	< 0.001	< 0.001	< 0.001	-	< 0.001
	N	59					
Job Creativity	Pearson Correlation	0.488	0.589	0.462	0.682	0.623	1
	Sig. (2-tailed)	< 0.001	< 0.001	< 0.001	< 0.001	< 0.001	-
	N	59					

Source: student, 2024

Linear correlation between environmental impact and its dimensions (as an independent variable) and job creativity (as a dependent variable):

It was found that there is a positive average significant correlation (0.488) between environmental impact and its dimensions as an independent variable and job creativity as a dependent variable at a significance level less than (0.01).

It was found that there is a positive average significant correlation between each dimension of environmental impact (organizational structure, organizational culture, administrative communications, leadership, incentives) at a correlation coefficient of: 0.525, 0.500, 0.443, 0.595 respectively, as independent variables at a significance level less than (0.01) and job creativity as a dependent variable.

It is noted from the above that the values of the correlation coefficients between the study variables are high, which indicates the strength of this correlation.

Linear correlation between the dimensions of environmental impact and the environmental impact variable as a whole, and between each other:

It is clear from the results of the previous table that there is a significant positive correlation between the environmental impact and its dimensions (organizational structure, organizational culture, administrative communications, leadership, incentives) at a significance level of (0.01).

4.6. Conclusion

Hypotheses were tested using SPSS version 28 as the following:

The main hypothesis of the study:

There is a positive significant statistical relationship between environmental impact and job creativity.

This main hypothesis has sub-hypotheses as follows:

1. There is a positive significant statistical relationship between organizational structure and job creativity.
2. There is a positive significant statistical relationship between organizational culture and job creativity.
3. There is a positive significant statistical relationship between administrative communication and job creativity.
4. There is a positive significant statistical relationship between leadership and job creativity.
5. There is a positive significant statistical relationship between incentives and job creativity.

Results of testing the main hypothesis of the study:

This hypothesis states that "There is a positive significant statistical relationship between environmental impact and job creativity."

To test this hypothesis, a simple linear regression analysis was used between the environmental impact (overall) under study as an independent variable and job creativity as a dependent variable.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707 ^a	.500	.491	.198

a. Predictors: (Constant), ABCDF

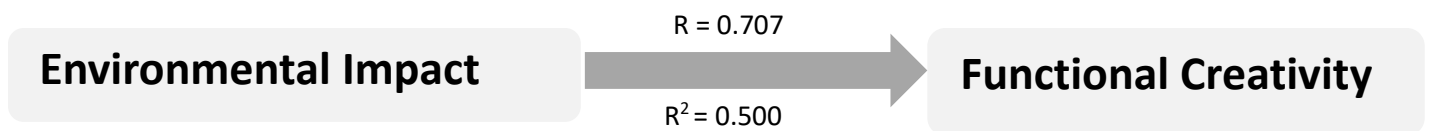
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.227	1	2.227	56.985	<.001 ^b
	Residual	2.228	57	.039		
	Total	4.455	58			

a. Dependent Variable: BABC

b. Predictors: (Constant), ABCDF

Model		Unstandardized Coefficients		Coefficients ^a	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Standardized Coefficients Beta			Lower Bound	Upper Bound
1	(Constant)	.300	.125		2.407	.019	.050	.549
	ABCDF	.729	.097	.707	7.549	<.001	.536	.922

a. Dependent Variable: BABC



The significance level of the (F) test (sig) is less than (0.01), which indicates the significance of the simple linear regression model at a significance level of (0.01).

The value of the correlation coefficient $R = 0.707$ indicates the presence of a moderate positive correlation between the environmental impact (overall) and job creativity.

The adjusted coefficient of determination R^2 indicates that 50% of the variance in job creativity can be explained by the variance in the level of environmental impact.

The (T) value (T-Value) indicates the significance of the regression coefficient beta (B), as the calculated significance level for the (T) test is less than (0.02).

Based on the previous results, the validity of the main hypothesis is accepted, which states that there is a positive statistically significant relationship between the environmental impact (overall) as an independent variable and job creativity as a dependent variable.

Results of testing the first, second, third, fourth and fifth sub-hypotheses of the study:

This first sub-hypothesis states that "There is no significant statistical relationship between the organizational structure and job creativity." This hypothesis tests the direct relationships between the organizational structure under study as an independent variable, and job creativity as a dependent variable.

This second sub-hypothesis states that "There is no significant positive statistical relationship between organizational culture and job creativity." This hypothesis tests the direct relationships between the organizational culture under study as an independent variable, and job creativity as a dependent variable.

This third sub-hypothesis states that "There is no significant positive statistical relationship between administrative communication and job creativity." This hypothesis tests the direct relationships between administrative communication under study as an independent variable, and job creativity as a dependent variable.

This fourth sub-hypothesis states that "There is a significant positive statistical relationship between leadership and job creativity." This hypothesis tests the direct relationships between leadership under study as an independent variable, and job creativity as a dependent variable.

This fifth sub-hypothesis states that "there is no significant positive relationship between incentives and job creativity." This hypothesis tests the direct relationships between the incentives under study as an independent variable and job creativity as a dependent variable.

To test this hypothesis, the Simple Linear Regression Analysis method was used.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 ^a	.539	.496	.197

a. Predictors: (Constant), الحوافز, الهيكل التنظيمي, الاتصالات_الادارية, القيادة, الثقافة_التعليمية

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.402	5	.480	12.407	<.001 ^b
	Residual	2.053	53	.039		
	Total	4.455	58			

a. Dependent Variable: BABC

b. Predictors: (Constant), الحوافز, الهيكل التنظيمي, الاتصالات_الادارية, القيادة, الثقافة_التعليمية

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.304	.134		2.272	.027	.036	.573
	الهيكل التنظيمي	.120	.102	.140	1.178	.244	-.084	.324
	الثقافة_التعليمية	.170	.120	.201	1.413	.164	-.071	.411
	الاتصالات_الادارية	.042	.126	.043	.338	.736	-.209	.294
	القيادة	.374	.110	.463	3.413	.001	.154	.594
	الحوافز	.021	.146	.027	.144	.886	-.272	.315

a. Dependent Variable: BABC

Environmental Impact:

Organizational Structure

Organizational Culture

Management Communication

Leadership

Incentives

$$R = 0.734, R^2 = 0.539$$

Functional Creativity

The table above shows the following:

The significance level of the (F) test (sig) is less than (0.01), which indicates the significance of the simple linear regression model at a significance level of (0.01).

The value of the correlation coefficient $R = 0.734$ indicates a strong positive correlation between the dimensions of the environmental impact (organizational structure, organizational culture, administrative communications, leadership, incentives) and job creativity.

The adjusted coefficient of determination R^2 indicates that 53.9% of the variance in job creativity can be explained by the variance in the level of the dimensions of the environmental impact.

The value of (T) (T-Value) indicates the significance of the regression coefficient beta (B), as the significance level calculated for the (T) test is less than (0.02).

Based on the previous results, the validity of the fourth sub-hypothesis is accepted, which states that there is a positive statistically significant correlation between leadership as an independent variable and job creativity as a dependent variable. While the validity of the first, second, third and fifth hypotheses, which state that there is a positive correlation with statistical significance between the organizational structure, organizational culture, administrative communications, incentives as an independent variable and job creativity as a dependent variable, has not been proven.

These comprehensive statistical results confirm the conclusions of the previous chapters regarding the importance of environmental impact in achieving job creativity. These indicators provide the appropriate basis for presenting practical recommendations in the concluding chapter.

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

5.2. Research Recommendations

5.3. Conclusion

References

- Amabile, T. M. (1996). *Creativity in context: Update to the social psychology of creativity*. Westview Press
[https://books.google.com.sa/books?hl=ar&lr=&id=a8aWDwAAQBAJ&oi=fnd&pg=PP1&dq=Amabile,+T.+M.+\(1996\).+Creativity+in+context:+Update+to+the+social+psychology+of+creativity.+Westview+Press.&ots=OmAJ9gSEw8&sig=0Mgn-2KVK9t_lhH6RvwRT4UEZmc&redir_esc=y#v=onepage&q&f=false](https://books.google.com.sa/books?hl=ar&lr=&id=a8aWDwAAQBAJ&oi=fnd&pg=PP1&dq=Amabile,+T.+M.+(1996).+Creativity+in+context:+Update+to+the+social+psychology+of+creativity.+Westview+Press.&ots=OmAJ9gSEw8&sig=0Mgn-2KVK9t_lhH6RvwRT4UEZmc&redir_esc=y#v=onepage&q&f=false)
- Amabile, T. M. (2018). *Creativity in context: Update to the social psychology of creativity*. Routledge.
[https://books.google.com.sa/books?hl=ar&lr=&id=a8aWDwAAQBAJ&oi=fnd&pg=PP1&dq=Amabile,+T.+M.+\(2018\).+Creativity+in+context:+Update+to+the+social+psychology+of+creativity.+Routledge.%E2%80%8F&ots=OmAJ9gQJu8&sig=6R2dvr4Z9v4WvLTIXbv5Cw5XeuY&redir_esc=y#v=onepage&q=Amabile%2C%20T.%20M.%20\(2018\).%20Creativity%20in%20context%3A%20Update%20to%20the%20social%20psychology%20of%20creativity.%20Routledge.%E2%80%8F&f=false](https://books.google.com.sa/books?hl=ar&lr=&id=a8aWDwAAQBAJ&oi=fnd&pg=PP1&dq=Amabile,+T.+M.+(2018).+Creativity+in+context:+Update+to+the+social+psychology+of+creativity.+Routledge.%E2%80%8F&ots=OmAJ9gQJu8&sig=6R2dvr4Z9v4WvLTIXbv5Cw5XeuY&redir_esc=y#v=onepage&q=Amabile%2C%20T.%20M.%20(2018).%20Creativity%20in%20context%3A%20Update%20to%20the%20social%20psychology%20of%20creativity.%20Routledge.%E2%80%8F&f=false)
- Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior*, 36, 157-183 <https://doi.org/10.1016/j.riob.2016.10.001>
- Amabile, T. M., Barsade, S. G., Mueller, J. S., & Staw, B. M. (2005). Affect and creativity at work. *Administrative Science Quarterly*, 50(3), 367-403
<https://doi.org/10.2189/asqu.2005.50.3.367>
- Baer, M., & Oldham, G. R. (2006). The curvilinear relation between experienced creative time pressure and creativity: Moderating effects of openness to experience and support for creativity. *Journal of Applied Psychology*, 91(4), 963-970
<https://psycnet.apa.org/doi/10.1037/0021-9010.91.4.963>
- Carmeli, A., & Spreitzer, G. M. (2009). Trust, connectivity, and thriving: Implications for innovative behaviors at work. *Journal of Creative Behavior*, 43(3), 169-191
<https://doi.org/10.1002/j.2162-6057.2009.tb01313.x>
- Carmeli, A., Meitar, R., & Weisberg, J. (2006). Self-leadership skills and innovative behavior at work. *International journal of manpower*, 27(1), 75-90.
<https://doi.org/10.1108/01437720610652853>

- Csikszentmihalyi, M. (1997). Flow and the psychology of discovery and invention. Harper Perennial, New York, 39, 1-16 <https://mkc.ac.in/pdf/study-material/psychology/2ndSem/UNIT-4-flow-and-creativty-AG.pdf>
- Gong, Y., Huang, J. C., & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of management Journal*, 52(4), 765-778 <https://doi.org/10.5465/amj.2009.43670890>
- Hair, J.F. Jr, Black, W.C., Babin, B.J. and Anderson, R.E. (2010), *Multivariate Data Analysis: A Global Perspective*, 7th ed., Pearson Prentice Hall, Upper Saddle River, NJ.
- Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. and Tatham, R.L., (2006). *Multivariate data analysis* (Vol. 6).
- Hülshager, U. R., Anderson, N., & Salgado, J. F. (2009). Team-level predictors of innovation at work: A comprehensive meta-analysis spanning three decades of research. *Journal of Applied Psychology*, 94(5), 1128-1145 <https://psycnet.apa.org/doi/10.1037/a0015978>
- Jones, G. R. (2001). *Organizational theory: Text and cases*. (No Title). <https://ci.nii.ac.jp/ncid/BA04060030>
- Kaiser, H.F., (1974). An index of factorial simplicity. *Psychometrika*, 39(1), pp.31-36
- krejcie, r.v., & morgan, d.w.,(1970). determining sample size for research activities. educational and psychological measurement.
- Lipnevich, A. A., Guskey, T. R., Murano, D. M., & Smith, J. K. (2020). What do grades mean? Variation in grading criteria in American college and university courses. *Assessment in education: Principles, policy & practice*, 27(5), 480-500 <https://doi.org/10.1080/0969594X.2020.1799190>
- Paulus, P. B., & Dzindolet, M. T. (2008). Social influence processes in group brainstorming. *Journal of Applied Psychology*, 93(2), 366-380. <https://psycnet.apa.org/doi/10.1037/0022-3514.64.4.575>
- Perry-Smith, J. E., & Shalley, C. E. (2003). The social side of creativity: A static and dynamic social network perspective. *Academy of Management Review*, 28(1), 89-106. <https://journals.aom.org/doi/abs/10.5465/AMR.2003.8925236#>

Shalley, C. E., & Gilson, L. L. (2004). What leaders need to know: A review of social and contextual factors that can foster or hinder creativity. *The Leadership Quarterly*, 15(1), 33-53 <https://doi.org/10.1016/j.leaqua.2003.12.004>

Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal*, 53(1), 107-128 <https://doi.org/10.5465/amj.2010.48037118>

بن طالب (2019). أثر البيئة التنظيمية على الالتزام التنظيمي دراسة ميدانية للقطب الجامعي 02 بجامعة قاصدي مرباح-Doctoral dissertation <https://dspace.univ-ouargla.dz/jspui/bitstream/123456789/21247/1/benthaleb-fatma.pdf>

بن عبد الباسط، & محمد العربي. (2023). تأثير جودة الحياة الوظيفية على الإبداع الوظيفي دراسة ميدانية لأساتذة كلية Doctoral dissertation, جامعة قاصدي مرباح-ورقلة. <https://dspace.univ-ouargla.dz/jspui/handle/123456789/34647>

ADE بوحالة، محمد المهدي، بوط، & حاج بلقاسم. (2023) بيئة العمل وأثرها في الإبداع التنظيمي بالمؤسسة الاقتصادية Doctoral dissertation, جامعة قاصدي مرباح ورقلة. <https://dspace.univ-ouargla.dz/jspui/handle/123456789/33919>

بوشمة منصور، & هيام نور الهدى الرميساء. (2022). دور تمكين المورد البشري في الإبداع الوظيفي داخل المؤسسة <http://dspace.univ-tebessa.dz:8080/jspui/handle/123456789/http://localhost:8080/jspui/handle/123456789/5718>

البياتي، ع. ا.، والحداد، ر. ع. (2020). أثر نظرية الأنظمة البيئية على الأداء البيئي للشركات الصناعية في الأردن. *المجلة العربية للإدارة*، 40(2)، 1-22.

الجبوري، ح.، والخزاعي، ع.، والحسناوي، ع. (2019). أثر تبني ممارسات الإنتاج الأنظف على الأداء البيئي في المنظمات الصناعية. *مجلة كلية بغداد للعلوم الاقتصادية الجامعة*، 58(5)، 1-22.

<http://dspace.univ-tebessa.dz:8080/xmlui/handle/123456789/http://localhost:8080/jspui/handle/123456789/5756> جدي، & يازيد. (2022). المناخ التنظيمي والإبداع في المؤسسة الجزائرية.

الجهني، ي.، والحربي، م.، والعنزي، ح. (2020). دور الذكاء الاجتماعي في تعزيز الإبداع الوظيفي. *مجلة جامعة الملك خالد للعلوم الإدارية*، 9(2)، 47-68.

- الحربي، ص. (2019). تأثير المناخ التنظيمي على الإبداع الوظيفي: دراسة ميدانية. المجلة العربية للإدارة، 39(3)، 57-72.
- الحربي، ص. وآخرون. (2022). البيئة التنظيمية وأثرها على الإبداع الوظيفي: دراسة تحليلية. مجلة البحوث الإدارية، 42(2)، 57-72.
- الحربي، م.، والجهني، ي.، والعتيبي، ع. (2015). العلاقة بين الذكاء الوجداني والإبداع الوظيفي. المجلة العربية للإدارة، 35(4)، 159-182.
- الحربي، ن. والجهني، ف. (2019). البيئة التنظيمية وأثرها على الإبداع الوظيفي. المجلة العربية للإدارة، 39(3)، 75-90.
- الحربي، ن. والعنزي، س. (2020). دور البيئة التنظيمية في تحفيز الإبداع الوظيفي: دراسة ميدانية. المجلة العربية للإدارة، 40(4)، 69-82.
- الحربي، ي.، والحربي، م.، والجهني، ع. (2019). تأثير إدارة المخلفات على الأداء البيئي في المنشآت الصناعية. مجلة جامعة الملك عبد العزيز: الاقتصاد والإدارة، 33(1)، 47-68.
- الحربي، ي.، والصقري، ف.، والعنزي، م. (2018). العوامل المؤثرة على الإبداع الوظيفي. مجلة جامعة الملك عبد العزيز: الاقتصاد والإدارة، 32(1)، 117-142.
- الحويل، م.، والزهراوي، ف.، والحازمي، ع. (2021). أثر تطبيق إدارة الجودة البيئية على الأداء البيئي في المنظمات الصناعية. المجلة العربية للإدارة، 41(2)، 1-24.
- الخالدي، ع.، والقرني، ف.، والمالكي، ع. (2020). أثر تبني الإنتاج الأنظف على الأداء البيئي في المنظمات الصناعية. المجلة العربية للإدارة، 40(2)، 159-182.
- الخالدي، ع.، والمطيري، ف.، والعنزي، ح. (2012). دور الهيكل التنظيمي في تعزيز الإبداع الوظيفي. المجلة العربية للإدارة، 32(2)، 211-232.
- زابي. (2018). أثر التمكين الإداري على الإبداع الوظيفي " دراسة ميدانية" بالمؤسسة العمومية للصحة الجوارية بجامعة الوادي. <http://archives.univ-biskra.dz/bitstream/123456789/12106/1/%D8%B2%D8%A7%D8%A8%D9%8A%20%D8%B2%D9%8A%D9%86%D8%A8.pdf>
- الزهراوي، ع. (2019). أثر المناخ التنظيمي على الإبداع الوظيفي: دراسة تطبيقية. مجلة كلية الإدارة والاقتصاد، 47(2)، 85-100.
- السعدي، م.، والنصيري، ح. (2018). أثر المناخ التنظيمي على الإبداع الوظيفي: دراسة ميدانية. مجلة الإدارة العامة، 58(2)، 51-70.
- السعيد، ر. (2020). أثر التسويق الأخضر على الأداء البيئي للمنظمات الصناعية في مصر. المجلة العلمية للتجارة والتمويل، 2(2)، 55-78.

- الشرقاوي، س.، والعباسي، ن.، والقاضي، ح. (2018). تأثير الممارسات البيئية على الأداء البيئي للمنظمات الصناعية. *المجلة العربية للإدارة*، 38(3)، 306-283.
- الشريف، ع. (2020). أثر البيئة التنظيمية على الإبداع الوظيفي: دراسة ميدانية على شركات التأمين في الأردن. *المجلة الأردنية للعلوم التطبيقية*، 22(1)، 77-62.
- الشريف، م.، والمالكي، ف.، والقرني، ع. (2021). أثر القيادة التحويلية على الإبداع الوظيفي: الدور الوسيط للمناخ التنظيمي. *المجلة العربية للإدارة*، 41(1)، 182-159.
- Doctoral شكال، ليندة زهرة، & عبد الحق. (2023). أثر التمكين الإداري على الإبداع الوظيفي لدى منظمات الاعمال (dissertation). <http://dspace.univ-tiaret.dz/handle/123456789/13680>, جامعة ابن خلدون-تيارت).
- الشمري، ع. ح.، والعبادي، ه. ك. (2018). أثر التكاليف البيئية على الأداء المالي للمنظمات الصناعية في العراق. *مجلة كلية بغداد للعلوم الاقتصادية الجامعة*، 55(5)، 426-405.
- الشمري، ع. وآخرون. (2020). دور البنية التحتية التكنولوجية في تعزيز الإبداع الوظيفي: دراسة تحليلية. *مجلة البحوث الإدارية*، 40(1)، 102-87.
- الشمري، ف. (2018). أثر البيئة التنظيمية على الإبداع الوظيفي: دراسة ميدانية. *مجلة الإدارة العامة*، 58(2)، 90-75.
- الشمري، ف. س.، والجنابي، ع. ه. (2017). أثر الاستجابة البيئية على الميزة التنافسية للشركات الصناعية في العراق. *مجلة الغري للعلوم الاقتصادية والإدارية*، 13(45)، 240-217.
- الشمري، ف. والعتيبي، ن. (2021). العوامل التنظيمية المؤثرة على الإبداع الوظيفي: دراسة استكشافية. *مجلة الإدارة العامة*، 61(1)، 123-105.
- الشمري، ي. و النعيمي، م. (2019). أثر البيئة التنظيمية في تعزيز الإبداع الوظيفي: دراسة ميدانية في عينة من الشركات الصناعية في محافظة نينوى بالعراق. *مجلة جامعة تكريت للعلوم الإدارية والاقتصادية*، 15(47)، 296-275.
- الشوابكة، ر. م.، والخاروف، ه. ح. (2016). أثر الضغوط البيئية على الأداء البيئي للمنظمات الصناعية الأردنية. *المجلة الأردنية في إدارة الأعمال*، 12(4)، 555-533.
- الصبحي، م. (2021). العوامل البيئية المؤثرة على الإبداع الوظيفي: دراسة استطلاعية. *مجلة البحوث الإدارية*، 41(1)، 118-101.
- الصقري، ع.، والحربي، ف.، والخالدي، ع. (2017). دور التمكين النفسي في تعزيز الإبداع الوظيفي. *مجلة جامعة الملك سعود للعلوم الإدارية*، 29(1)، 25-1.
- الصقري، ف.، والحربي، ع.، والعتيبي، م. (2018). دور ممارسات إدارة البيئة في تحسين الأداء البيئي للمنشآت الصناعية. *المجلة العربية للإدارة*، 38(4)، 232-211.
- العبدلي، ح.، والمطيري، ف.، والعنزي، ع. (2017). أثر التسويق الأخضر على الأداء البيئي للمنظمات الصناعية. *مجلة جامعة الملك خالد للعلوم الإدارية*، 6(2)، 25-1.
- العبدلي، م.، والحربي، ف.، والصقري، ع. (2013). أثر التمكين الوظيفي على الإبداع الوظيفي. *مجلة جامعة الملك خالد للعلوم الإدارية*، 4(1)، 25-1.

- العتيبي، ف.، والرويلي، م.، والشمري، ع. (2022). دور الممارسات البيئية في الحد من الآثار السلبية لبيئة العمل. مجلة جامعة القدس المفتوحة للأبحاث والدراسات الإدارية والاقتصادية، 7(23)، 182-201.
- العتيبي، ف.، والمطيري، ع.، والعبدي، ح. (2019). أثر الدافعية الداخلية على الإبداع الوظيفي. المجلة العربية للإدارة، 39(2)، 211-232.
- العتيبي، ن. (2020). دور المناخ التنظيمي في تعزيز الإبداع الوظيفي: دراسة تطبيقية. مجلة جامعة الملك سعود، 32(1)، 115-135.
- علي اليازيد، & طرطار حنان. (2022). تقييم الأثر البيئي للمشروع الاستثماري في التشريع الجزائري لتحقيق التنمية <http://dspace.univ-setif2.dz/xmlui/handle/123456789/2278> المستدامة.
- العمري، غ. ف.، والعطوي، ف. ص. (2019). أثر الدوافع البيئية على السلوك البيئي للعاملين: دراسة تطبيقية على شركات الاتصالات في الأردن. المجلة العربية للإدارة، 39(2)، 433-452.
- العنزي، ح.، والمطيري، ف.، والعبدي، م. (2016). أثر القيادة الإبداعية على الإبداع الوظيفي. مجلة جامعة الملك خالد للعلوم الإدارية، 5(2)، 47-68.
- العنزي، س.، والجابري، م. (2021). أثر نظم المعلومات على الإبداع الوظيفي: دراسة ميدانية. مجلة كلية الإدارة والاقتصاد، 49(1)، 105-120.
- العنزي، ف. (2018). أثر البيئة الداخلية على الإبداع الوظيفي: دراسة ميدانية على موظفي القطاع العام في محافظة حفر الباطن بالمملكة العربية السعودية. مجلة جامعة الملك عبدالعزيز: الاقتصاد والإدارة، 32(2)، 83-108.
- العنزي، م.، والحربي، ف.، والعتيبي، ع. (2021). دور الممارسات البيئية في تحسين الأداء البيئي للمنظمات الصناعية. مجلة جامعة الإمام محمد بن سعود الإسلامية للعلوم الإدارية، 6(2)، 117-142.
- كودية، مدقن، & العالية. (2023). أثر العوامل التنظيمية على الإبداع التنظيمي دراسة حالة مؤسسة اتصالات الجزائر Doctoral dissertation بورقلة (<https://dspace.univ-ouargla.dz/jspui/handle/123456789/33864>)
- مروة دردوري، & خديجة غطاس (2022). أخلاقيات الأعمال ودورها في تعزيز مظاهر الإبداع الوظيفي " المؤسسة Doctoral dissertation العمومية الاستشفائية-تقرت" (<https://dspace.univ-ouargla.dz/jspui/bitstream/123456789/32585/1/gatass-dardouri.pdf>)
- المطيري، ف.، والعنزي، ح.، والخالدي، ع. (2014). دور الثقافة التنظيمية في تعزيز الإبداع الوظيفي. مجلة جامعة الملك سعود للعلوم الإدارية، 26(2)، 117-142.
- مقني، & بن عمار. (2017). أهمية الدراسات التقنية المتعلقة بتقييم الأثر البيئي ومدى التزاميتها في القانون الجزائري. <http://dspace.univ-tiaret.dz/handle/123456789/11918>

Appendix

Greetings

We thank you for your time and participation with us in filling out this questionnaire, which aims to study the environmental impact on job creativity, as this questionnaire aims to collect important and valuable information.

Please note that all answers will be treated with complete confidentiality and will be used only for this research study.

Please read each question carefully, as you may need some time to think before answering, noting that there is no right or wrong answer, but the most important thing is your honesty and sharing your opinions with us.

I thank you again for giving us your time and effort in answering this questionnaire, as your answers will help us achieve our goals and develop our services in a better way to suit you.

Thank you for your participation and cooperation, and we look forward to the results of this study.

General Information:

❖ Gender

- Male
- Female

❖ Age

- Less than 30
- 30 to 40
- 40 to 50
- More than 50

❖ Educational Level

- General Education
- Bachelor's
- Master's
- Other

Variable	Variable Dimensions	Number Of Statements	Source
Environmental impact	• Organizational Structure • Organizational Culture • Management Communication • Leadership • Incentives	1-28	بن طالب (2019). أثر البيئة التنظيمية على الالتزام التنظيمي دراسة ميدانية للقطب الجامعي 02 بجامعة قاصدي مرباح-ورقلة (Doctoral dissertation).
Job Creativity	• Fluency • Risk Acceptance • Intellectual Flexibility	1-12	مروة دردوري، & خديجة غطاس (2022). أخلاقيات الاعمال ودورها في تعزيز مظاهر الابداع الوظيفي " المؤسسة العمومية الاستشفائية- تقرت (Doctoral dissertation, جامعة قاصدي مرباح-ورقلة).

Independent variable: Environmental impact

No.	Statement	Agree	Neutral	Disagree
First dimension: organizational structure				
1	The organizational structure provides a job description of tasks and responsibilities			
2	The qualifications and specializations of employees are consistent with the nature of the tasks and duties			
3	Clarity in the nature of the relationships between superiors and subordinates			
4	There is harmony between the organization's management and subordinate departments			
5	There is a high level of cooperation and administrative communication between the levels of the organizational structure			
6	The organizational structure is characterized by the required and sufficient flexibility to face changes			
The second dimension: organizational culture				
7	Employees behave responsibly Administrative procedures are fair to employees			
8	Employees are evaluated on the basis of their performance and not on personal considerations			
9	I accept any work assigned to me by management to ensure continuity of work			
10	I accept any work assigned to me by management to ensure continuity of work			

11	Management is interested in encouraging employees to benefit from each other's knowledge and ideas			
12	Employees have sufficient knowledge of how to perform their work			
The third dimension: administrative communications				
13	Modern means of communication are used to transfer information			
14	There is ease of communication between employees to exchange information			
15	Communication within the organization flows in all directions horizontally and vertically			
16	Communication between superiors and subordinates is accomplished very quickly			
17	The communication system contributes to achieving the organization's goals			
The fourth dimension: leadership				
18	My immediate supervisor encourages employees to express their views and present their ideas and suggestions			
19	My immediate supervisor provides opportunities for continuous learning and encourages creativity and change			
20	I treat others fairly and equally without any discrimination			
21	My immediate supervisor encourages employees to have a spirit of cooperation and collective discussion of work methods			

22	My immediate supervisor takes the initiative to delegate some of his/her powers to subordinates			
The fifth dimension: incentives				
23	Incentives are given based on the efforts made by employees			
24	There are opportunities for career advancement due to the existence of a fair promotion system in the organization			
25	The focus is on the reward and incentive aspect more than the focus on the punishment aspect			
26	The salary I receive is proportional to the efforts I make			
27	Promotion is based on merit according to clear and known rules			
28	The organization's management grants certificates of thanks and appreciation in appreciation of the efforts made			

Dependent variable: Job Creativity

No.	Statement	Agree	Neutral	Disagree
First dimension: Fluency				
1	I have enough skills to convince management of my ideas.			
2	I have the ability to produce the largest possible number of words with one meaning to indicate an idea.			
3	I have the ability to express my ideas fluently.			
4	I am keen to present new ideas to work.			
The second dimension: Risk Acceptance				
5	I suggest new ways of doing work even though I know the risks involved.			
6	I care about introducing new ideas to work even if they are not implemented.			
7	I have the ability to anticipate work problems before they happen.			
8	I prefer difficult work to simple routine work.			
The third dimension: Intellectual Flexibility				
9	I insist on not changing my position when I am convinced that it is not correct.			
10	I have the ability to put forward ideas and quick solutions to confront work problems.			
11	I have the ability to see situations from different angles.			
12	I have the ability to express and formulate in useful words.			