

Everyone's Smart University

College of Management

Master of Management



أثر إدارة المعرفة في تحسين الإبداع التنظيمي لدى وزارة النقل في المملكة العربية السعودية

**The impact of knowledge management on improving organizational creativity
in the Ministry of Transportation in the Kingdom of Saudi Arabia**

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الاهداء والشكر..

قال الله تعالى: (أَنِ اشْكُرْ لِلَّهِ وَمَنْ يَشْكُرْ فَإِنَّمَا يَشْكُرُ لِنَفْسِهِ)

وبعد، فإني أحمد الله عز وجل حمداً كثير طيباً يملأ السماوات والأرض وأشكره قبل أي شيء على ما أكرمني به من إتمام هذه الدراسة وأرجو من الله أن تنفعني في ديني ودنياي وأنال بها رضا الله.

إلى الذي وهبني كل ما يملك حتى أحقق له آماله، إلى من كان يدفعني قدماً نحو الأمام لنيل المبتغى، إلى مدرستي الأولى في الحياة، ، أبي الغالي أطلال الله في عمره. إلى التي وهبت فلذة كبدها كل العطاء والعنان، إلى التي رعتني حق الرعاية ، وكانت سندي في الشدائد، وكانت دعواها لي بالتوفيق تتبعني خطوة بخطوة في عملي ، أُمي الغالية أطلال الله بقاءها .

إلى أخوتي وأخواتي الذين تقاسموا معي عبء الحياة.

إلى اصحابي واصدقائي وكل من كان لهم أثر على حياتي وكل من ساهم في هذا البحث.

إلى كل هؤلاء أهدي ثمرة جهدي المتواضعة، وأسأل الله عز وجل أن يجزي الجميع خيراً الجزاء في الدنيا والآخرة.

كما أتقدم بجزيل الشكر والعرفان إلى أساتذتنا الكرام د. وليد صديق، د. فاطمة مصطفى الذين قدموا لنا الكثير، ومهدوا لنا طريق العلم والذين كانوا بعد الله عز وجل المعين الأول لإتمام وإنجاز هذا البحث فلهم كل التقدير والامتنان. ختاماً، نسأل الله تعالى أن يعلمنا ما ينفعنا وأن ينفعنا بما علمنا وأن يزيدنا علماً وعملاً وبركة فيهما إنه جواد كريم.

وصلّى الله وسلّم على نبينا محمد وعلى آله وصحبه أجمعين

المستخلص :

هدفت الدراسة الى التعرف على مدى تأثير إدارة المعرفة في تحسين الإبداع التنظيمي لدى العاملين بوزارة النقل في المملكة العربية السعودية وذلك من خلال دراسة المتغير المستقل إدارة المعرفة بأبعاده (تخزين المعرفة ، توزيع المعرفة، تطبيق المعرفة)والمتغير الإبداع التنظيمي، اعتمدت الدراسة على المنهج الوصفي التحليلي لعينة تكونت من 250 موظف من العاملين بوزارة النقل ، تم استخدام الاستبانة كأداة لجمع البيانات ، وتوصلت الدراسة الى عدة نتائج من أبرزها : درجة تأثير إدارة المعرفة على تحسين الإبداع التنظيمي جاءت بدرجة مرتفعة، وأن مستوى الإبداع التنظيمي لدى العاملين بوزارة النقل مرتفع، وكذلك وجود أثر إيجابي وذو دلالة إحصائية لعمليات إدارة المعرفة على تحسين الإبداع التنظيمي، وأن بعد تطبيق المعرفة أكثر الأبعاد تأثيراً، وأوصت الدراسة بضرورة تعزيز ثقافة المعرفة داخل المؤسسة، توفير البنية التحتية التكنولوجية اللازمة لتسهيل تداول ومشاركة المعرفة، وكذلك تطوير برامج تدريبية تهدف إلى تعزيز مهارات إدارة المعرفة وتعزيز القدرات المبتكرة للموظفين، وأيضاً تقديم مكافآت وحوافز للموظفين الذين يسهمون في تطوير حلول مبتكرة ومشاريع ناجحة تعزز من أداء المؤسسة.

الكلمات الافتتاحية: إدارة المعرفة، الإبداع التنظيمي ، وزارة النقل بالمملكة العربية السعودية .

Abstract:

The study aimed to investigate the extent of the impact of knowledge management on enhancing organizational creativity among employees of the Ministry of Transport in the Kingdom of Saudi Arabia. The study focused on the independent variable of knowledge management with its dimensions (knowledge storage, knowledge distribution, knowledge application), and the dependent variable of organizational creativity. The study adopted a descriptive-analytical methodology and collected data from a sample of 250 employees of the Ministry of Transport using a questionnaire. The findings of the study revealed several key results, including: a high level of impact of knowledge management on enhancing organizational creativity, a high level of organizational creativity among the employees of the Ministry of Transport, a positive and statistically significant effect of knowledge management processes on improving organizational creativity, and that the application of knowledge had the highest impact among the dimensions.

The study recommended the necessity of fostering a knowledge-sharing culture within the organization, providing the necessary technological infrastructure to facilitate knowledge exchange and sharing, developing training programs aimed at enhancing knowledge management skills and fostering innovative capacities among employees. Additionally, the study recommended offering rewards and incentives to employees contributing to innovative solutions and successful projects that enhance the overall performance of the organization.

Keywords: Knowledge management, organizational creativity, Ministry of Transport in the Kingdom of Saudi Arabia.

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Chapter One

Study Problem and Its Significance

Introduction:

Organizations must make the best possible investments in their workforce and unlock their potential for creativity and innovation because of a variety of factors and difficulties, including the technological and scientific revolutions. The use of contemporary technology is essential for businesses to succeed. Whether in the public or private sector, knowledge management is regarded as a modern management strategy to accomplish organizational goals effectively and efficiently. It is an integrated scientific method that aims to improve performance and increase innovation within organizations, whether by enhancing decision-making abilities, providing high-quality services, or encouraging innovators to produce new knowledge in the knowledge society. (Al-Khalifa 2020). A key responsibility of organizational management is knowledge management, which aims to give firms a competitive edge over rivals. Effectively managing these variables is regarded as a significant indicator of organizational performance, regardless of the field of operation, as knowledge management is becoming one of the strategies used to learn and improve 21st-century abilities. This improves organizational creativity among staff members. Therefore, the purpose of this study is to ascertain how knowledge management affects organizational creativity among employees in Saudi Arabian government institutions (Hamdan Al-Salami, 11/5/1443 AH). The study of this proposal will be conducted on the Saudi Arabian Ministry of Transportation.

Study Problem:

In the midst of rapid transformations and continuous changes in the current business environments, organizations are facing significant challenges to achieve competitive excellence and sustain a positive impact. Knowledge management is considered a fundamental pillar for enhancing the performance of institutions and fostering their ability to develop and implement innovative ideas. Through organizing and directing available expertise and knowledge within the organization, it promotes organizational creativity.

The organizational landscape in the Kingdom of Saudi Arabia is marked by numerous rapid developments and diverse challenges. Consequently, innovation and creativity have become essential factors to ensure the attainment of excellence and advancement. The Ministry of Transport stands as one of the key government entities striving diligently to enhance its performance and deliver high-quality services to citizens and residents.

Knowledge management relies on providing information and making it accessible to all employees in government agencies in the Ministry of Transportation in Saudi Arabia, as well as benefiting individuals from outside (the local community). It also focuses on harnessing individual expertise inherent in the minds of its members, thereby excelling in the optimal investment of intellectual capital and transforming it into a productive force that contributes to enhancing employee performance and improving the efficiency of the human element. Moreover, it provides information that aids top management in making sound decisions to enhance organizational creativity among employees in the Municipal Agency (Sherif, 2019). Numerous studies have highlighted the necessity of employing knowledge management to develop management methods, as it has become the optimal approach to overcome various technical, technological, and administrative obstacles and elevate the level of administrations in delivering the best services to their beneficiaries (Al-Ibrahim & Rabie, 2020).

Based on the aforementioned, the study's problem revolves around shedding light on the impact of knowledge management in enhancing the level of organizational creativity among employees in the Ministry of Transport in the Kingdom of Saudi Arabia.

Importance of Study:

The importance of the current scientific and practical study lies in the following:

The scientific significance

The following are some implications for science of the study topic: Given the rapid technological and informational improvements of the present period, knowledge management has become an essential prerequisite, with the goal of fostering organizational innovation among employees in Saudi Arabian Ministry of Transportation. This is consistent with Saudi Arabia's Vision 2030, which aims to accomplish this. Additionally, it facilitates the completion of similar studies in knowledge management to enhance employee organizational innovation. As far as the researcher is aware, this is one of the first studies to look at how knowledge management affects organizational creativity among workers in government transportations institutions.

The practical significance:

With this study, we hope to paint a more accurate image of how knowledge management affects organizational creativity among staff members in Saudi Arabian government transportations institutions. Knowledge management is to offer data that supports decision-making, assisting in the accomplishment of organizational objectives. It also provides policymakers in governmental transportations institutions with input to help them improve the efficiency of their workforce.

This study highlights one of Saudi Vision 2030's primary strategic goals, which is to increase organizational creativity, including the growth of capacities among public sector employees.

Objectives of the study:

1. Determine the impact of knowledge management processes on improving organizational creativity in the Saudi Arabian Ministry of Transportation.
2. Investigate the effect of storage processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation.
3. Examine the impact of application processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation.
4. Explore the influence of distribution processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation.

Questions of the study:

- What is the impact of knowledge management processes on improving organizational creativity in the Saudi Arabian Ministry of Transportation?
- What is the impact of storage processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation?
- What is the impact of application processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation?
- What is the impact of distribution processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation?

Theoretical Premises of Study:

There is no statistically significant effect of knowledge management, with its dimensions its dimensions (storage/distribution/application), on improving organizational creativity among employees in the Ministry of Transport in Saudi Arabia

Sub-Theoretical Premises of Study

- 1- There is no statistically significant impact of storage processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation.
- 2- There is no statistically significant impact of application processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation.
- 3- There is no statistically significant impact of distribution processes as one dimension of knowledge management on improving organizational creativity in the Saudi Arabian Ministry of Transportation.

Literature Review :

Studies related to knowledge management:

- 1- A study conducted by (Makzoum, Ajami, and Bari 2021) titled "The Reality of Knowledge Management and Its Role in Achieving Organizational Effectiveness in Private Colleges of Educational Sciences in Lebanon" aimed to explore the organizational perspectives on knowledge management in higher education institutions, specifically in private colleges of educational sciences in Lebanon. The study employed a descriptive methodology and utilized a survey questionnaire to collect data from a sample of 165 teachers. The study yielded several findings, including the following: Knowledge management is a vital process utilized by universities in producing and generating knowledge; the essence of knowledge management lies in the development of capacities and intellectual assets for building knowledge-based organizations; the application of knowledge management in an organization is evident through its market outcomes; the tasks performed within the university heavily rely on the availability of knowledge; the responsibility of diagnosing, generating, storing, applying, and disseminating knowledge is not limited to a specific entity or individual but is the responsibility of everyone; and collaborative work is facilitated by creating and providing a conducive working environment for team building.
- 2- A study conducted by (Al-Rabie, Al-Ibrahim 2019) titled "Knowledge Management among School Principals in Irbid Governorate and Its Relationship with School Performance from the Perspective of Teachers" aimed to clarify the extent of knowledge management practices among school principals in Irbid Governorate, as perceived by teachers, and its relationship with school performance. The study utilized a descriptive-correlational methodology, and the sample consisted of 375 male and female teachers in government schools within the directorates of education in Irbid Governorate. The

participants were randomly selected, and a survey questionnaire was used as a data collection tool. The results indicated the following ranking of knowledge management processes practiced by school principals: knowledge planning and knowledge organization ranked first, followed by knowledge direction, while knowledge application ranked last. The study also found statistically significant differences in the degree of knowledge management practices attributed to the variable of gender, with females showing higher levels of knowledge management. However, no significant differences were found for variables such as years of service or educational qualification. The study demonstrated a high level of school performance, and statistically significant differences in determining the degree of school performance were attributed to variables of gender and years of service, while no significant differences were attributed to educational qualification. The study revealed a statistically significant positive relationship between knowledge management and school performance across all domains and in the overall degree.

- 3- A study conducted by (Memisoglu 2016) titled "Revealing the Degree of Knowledge Management Implementation by School Administrators in Turkey" aimed to explore the perceptions of teachers and administrators regarding the effectiveness of knowledge management practices by secondary school principals. To achieve the study objectives, a knowledge management questionnaire was utilized, and interviews were conducted with the study sample. The research tool was administered to a sample consisting of 162 teachers and 35 administrators. The study yielded several findings, including the following: The degree of knowledge management implementation by school administrators was found to be moderate, as principals were utilizing knowledge management in a more effective manner in terms of gathering, exchanging, utilizing, and storing knowledge. Moreover, the perceptions of teachers and administrators regarding the effectiveness of knowledge management practices by

school principals were moderate, with differences observed between teachers and administrators, favoring the administrators.

- 4- The impact of knowledge management on the creativity of library professionals: A study in public sector universities in Pakistan (Rahoo et al., 2020) This study aimed to examine the impact of knowledge management on the creativity of library professionals in public sector universities in the Sindh region of Pakistan. The study utilized a descriptive survey to collect data. Quantitative methods were employed in this study, and the obtained results indicated that knowledge management practices (creation, application, storage, and distribution of knowledge) have a significant impact on employee creativity.
- 5- A study by (Siadat et al. 2015) titled "Factors influencing successful implementation of knowledge management in higher education: A case study of the Science and Research Unit at Azad University" aimed to identify the factors affecting the successful implementation of knowledge management at Azad Islamic University in Tehran. The study employed a descriptive-analytical approach and yielded the following results:
 - Organizational culture is the key factor for the success of knowledge management. It is considered a supportive factor for knowledge management in many organizations.
 - To ensure the success of a knowledge management program, there needs to be a professional culture that encourages knowledge sharing and creates a trustworthy environment.
 - Faculty members should not resist using effective methods to access contemporary knowledge.

- 6- Study (Ibrahim& Shaban& Khader, 2021)" 'Correlation Between Knowledge Management Maturity and Organizational Excellence An exploratory study of the perspectives of a representative sample of administrative and academic leaders at Duhok Polytechnic University" This study aims to determine the correlation between Knowledge Management Maturity and Organizational Excellence at Duhok Polytechnic University by employing a five-Stage Knowledge Management Maturity Model: (Initial, Awareness, Defined, Managed, and Optimized). The study is grounded on three hypotheses that arose from the question: Is there a correlation between Knowledge Management Maturity and Organizational Excellence? The study's significance is demonstrated by addressing the study's question and hypotheses to raise awareness of the study and serve as a springboard for the researched university's pursuit of Organizational Excellence. The theoretical part of the study was developed based on the available literature. Field data were collected using an electronic questionnaire form. The total number of administrative leaders who responded was (69). The study arrived at several conclusions by statistical processes, the most notable of which are as follows: There is a substantial correlation between levels of Knowledge Management Maturity and Organizational Excellence. The study made some recommendations, the most significant of which are as follows: The researched university in particular and other universities should focus on the concept of knowledge management maturity and the applied steps it includes as a strategy to achieve organizational excellence , due to the emergence of a moral and positive correlation between the two concepts.
- 7- A study conducted by (Al-Qune'i, 2023) entitled "The Relationship of Knowledge Management with Organizational Creativity at the Venus Foundation in Blida". The study aimed to identify the relationship between knowledge management and organizational creativity in business organizations. The study sample consisted of 30 employees in the institution. The researcher relied on the analytical and descriptive approaches in studying the axes of the study, and used the questionnaire as a tool for data collection. The study reached a set of results, most notably:
- There is a moderate direct relationship between knowledge management and organizational creativity in the institution under study.
 - There is a weak direct relationship between the generation of knowledge dimension and organizational creativity.

- There is no statistically significant correlation between the dimension of organizing and storing knowledge of organizational creativity at the Venus Foundation.
 - There is a medium statistically significant relationship between the transfer and distribution of knowledge and organizational creativity at the Venus Foundation.
 - The study also showed that there is a moderate positive relationship between the dimension of applying knowledge and organizational creativity.
- 8- A study conducted by (Yassin, 2022) entitled "Electronic Management as a Mediating Variable in the Relationship between Knowledge Management and Organizational Dexterity: A Field Study on Telecom Egypt"; The study aimed to reveal the impact of knowledge management on both electronic management and organizational ingenuity. As well as the impact of electronic management on organizational ingenuity, and to identify the effect of the mediating role of electronic management on the relationship between knowledge management and organizational ingenuity, And by analyzing the survey list for (382) employees in Telecom Egypt. The study reached several results, including: Knowledge management has a direct significant impact on electronic management, but it does not have a direct significant impact on organizational prowess. As for electronic management, it has a direct significant impact on organizational ingenuity. It also became clear that there is a mediating role for electronic management that has a significant impact on the relationship between knowledge management and organizational ingenuity, which shows that the effect of knowledge management on organizational ingenuity is an indirect effect through the mediating role of electronic management, all of this is applied to Telecom Egypt.
- 9- A study conducted by (Al-Mahamadi and Al-Qurashi, 2022), entitled "The Role of Knowledge Management in Achieving Organizational Dexterity - A Field Study on the General Administration of Education in Jeddah Governorate"; The study aimed to identify the role of knowledge management in its dimensions (knowledge generation, knowledge storage, knowledge distribution, knowledge application) in achieving organizational ingenuity in its two dimensions (exploitation, exploration) in the General Administration of Education in the Governor of Jeddah. The analytical descriptive approach was relied upon to achieve the objectives of this study, and the questionnaire and interviews were used together as data collection tools. Interviews were conducted with (29) of the

administration's employees, and after processing the data statistically, the study reached several results, the most important of which are: There is a statistically significant effect of the dimensions of knowledge management (knowledge generation, knowledge storage, knowledge application) in achieving organizational ingenuity in the General Administration of Education in Jeddah Governorate. The study recommended the need to strengthen the practices that contribute to the generation and acquisition of knowledge, the establishment of organizational units for exploitation and exploration activities, with defining work methods and administrative practices, training their occupants and refining their skills.

- 10- A study conducted by (Abu Tayah, 2022) entitled "Knowledge Management Processes and their Relationship to Organizational Loyalty among Teachers of Southern Badia Schools from their Point of View"; The study aimed to identify the processes of knowledge management and its relationship to organizational loyalty among the teachers of the Southern Badia Schools from their point of view. The study sample consisted of (305) male and female teachers, and the descriptive correlational approach was used to describe the phenomenon and study the relationship between the study variables. The descriptive correlational approach was used to describe the phenomenon and to study the relationship between the study variables. The results of the study showed that the level of knowledge management processes was high for all fields of the special study tool in knowledge management processes, as well as the absence of statistically significant differences in knowledge management processes due to the variable of gender and academic qualification. The study also showed that there is a direct positive statistically significant relationship between knowledge management processes and organizational loyalty.
- 11- A study conducted by (Irekaat, 2020) entitled "The Role of Knowledge Management Practices in Developing Organizational Creativity in the Pharmaceutical Industries Sector in Jordan" ;The study aimed to investigate the role of knowledge management practices in developing organizational creativity in the pharmaceutical industry in Jordan. The study followed the descriptive analytical approach, and the questionnaire was used as a data collection tool. The study population consisted of all pharmaceutical companies in the Hashemite Kingdom of Jordan, and a sample was selected from the study population using the homogeneous stratified random method, and it consisted of (150). The study reached several results, the most important of Them: The estimates of the study sample towards

knowledge management practices in pharmaceutical companies came with a high degree.. The results showed that the estimates of the study sample towards organizational creativity came with a high degree. According to the results of the study, it was found that there is a statistically significant effect of knowledge management practices (knowledge acquisition, knowledge formation, knowledge sharing, knowledge storage) on the development of creativity in the pharmaceutical industry in Jordan.

- 12- A study conducted by(Ibrahim& Shaban& Khader, 2021)" 'Correlation Between Knowledge Management Maturity and Organizational Excellence An exploratory study of the perspectives of a representative sample of administrative and academic leaders at Duhok Polytechnic University"; This study aims to determine the correlation between Knowledge Management Maturity and Organizational Excellence at Duhok Polytechnic University by employing a five-Stage Knowledge Management Maturity Model: (Initial, Awareness, Defined, Managed, and Optimized). The study is grounded on three hypotheses that arose from the question: Is there a correlation between Knowledge Management Maturity and Organizational Excellence? The study's significance is demonstrated by addressing the study's question and hypotheses to raise awareness of the study and serve as a springboard for the researched university's pursuit of Organizational Excellence. The theoretical part of the study was developed based on the available literature. Field data were collected using an electronic questionnaire form. The total number of administrative leaders who responded was (69). The study arrived at several conclusions by statistical processes, the most notable of which are as follows: There is a substantial correlation between levels of Knowledge Management Maturity and Organizational Excellence. The study made some recommendations, the most significant of which are as follows: The researched university in particular and other universities should focus on the concept of knowledge management maturity and the applied steps it includes as a strategy to achieve organizational excellence , due to the emergence of a moral and positive correlation between the two concepts.

Studies related to organizational creativity:

- 1- A study conducted by (Tabishat 2020) titled "The Role of Organizational Creativity in the Development of Independent Public Institutions in the Hashemite Kingdom of Jordan" aimed to analyze the concept of organizational creativity and illustrate its application in the development of public organizations. The study also aimed to identify the components and barriers of organizational creativity, as well as the areas of utilizing organizational creativity in the development of Jordanian independent public institutions. The study's population consisted of administrative leaders in Jordanian public organizations. The study concluded several findings, including the following: Organizational creativity significantly contributes to the development of public organizations. There are several components of organizational creativity that should be present in organizations, including having a clear organizational mission, improving work relationships, simplifying procedures, and developing work systems, eliminating complex routine procedures that hinder ideas and creativity, and involving employees in decision-making processes. The study also identified barriers to organizational creativity that hinder its utilization in the workplace.
- 2- A study conducted by (Al-Abadi 2018) titled "The Role of Strategic Flexibility in Enhancing Organizational Creativity: An Analytical Study in a Number of Ministry of Health Hospitals" aimed to examine the impact of strategic flexibility on organizational creativity in a number of educational hospitals affiliated with the Iraqi Ministry of Health in Baghdad, specifically in the Karkh and Rusafa sectors. The study employed a descriptive methodology and relied on a survey questionnaire as a data collection tool. The questionnaire was administered to a sample of 102 general managers and deputy general managers. The study's key findings include the following: There is a positive relationship between strategic flexibility and organizational creativity, with the variable of expansion flexibility showing the highest correlation with organizational creativity. Moreover, expansion flexibility was

found to have the highest impact on organizational creativity among all secondary variables within strategic flexibility.

- 3- A study conducted by (Tubaishaat, 2020) Titled " The role of organizational creativity in developing independent public institutions in the Hashemite Kingdom of Jordan", This study aimed at analyzing the concept of organizational creativity and explaining how it is applied in the development of public organizations, as well as identifying the elements and constraints of organizational creativity, and what are the areas of benefiting from organizational creativity in developing Jordanian autonomous public institutions. The study population may consist of the administrative leaderships in the Jordanian public organizations, and the leadership groups were approved at the level of the chairman, directors, general managers, supervisors, managers, and even department heads. The study concluded that creativity organizational contribute greatly to the development of autonomous public institutions of Jordan, the study showed that innovation organization plays a distinct role in the development of public organizations in the development of autonomous public institutions, as well as a range of ingredients that must be met for the creativity of organizational structure, and also study showed that Organizational innovation is facing a wide range of obstacles that prevent the benefit from it in the workplace. The study recommended the necessity of increasing the awareness of administrative leaders about the role of organizational creativity in the process of developing organizations by making use of the creations of workers. In addition to the necessity of reformulating the foundations of organizational creativity and dividing them into groups, and adding new elements to those already existing to reach a higher proportion of these constituents, to know exactly the main and essential elements of creativity in organizations, and trying to get rid of obstacles to benefit from the creativity of workers in the development of organizations.

- 4- A study conducted by (El-Amin, Lahrach, 2020) Titled " The role of organizational innovation in achieving outstanding performance of the institution in light of the European model of excellence management", the study aims at identifying the role of organizational innovation as one of the latest management practices in achieving an outstanding performance which is a fundamental requirement in light of strong competition from companies. This approach will be in light of the European model of excellence management.

The study reached a number of results, the most important of which is that the creative approach is the basic foundation upon which the management of the institution depends on achieving its objectives and carrying out its effort with outstanding performance. The study presented some suggestions, most important of which is the need to rely on organizational creativity as the first source in implementing a culture of excellence in the employees and qualifying them by disseminating important information, sensitivity to problems, flexibility, ability to analyze and implement an effective reward system for all those who innovate in their work and perform excellence.

Chapter Two

Knowledge Management

Chapter Two

The first variable of the study is "Knowledge Management"

Knowledge Management:

Knowledge management stands as a cornerstone in the success of modern-day enterprises. Amid swift technological progress and constant transformations, organizations are compelled to adopt strategies that enable them to effectively tackle challenges and harness available opportunities.

Here, we will illuminate various dimensions of knowledge management:

The Concept of Knowledge Management:

Knowledge management is a modern term and concept in the field of management, and its emergence has brought forth various definitions from researchers. These definitions vary based on each researcher's perspective on the concept of knowledge management. Al-Kubeisi (2005) views it as a combination of processes, tools, and behaviors that are shaped and carried out by individuals benefiting from the organization. These processes aim to acquire and store knowledge, which is then applied to business operations to achieve the best possible applications, with the objective of long-term competition and adaptation to changes.

The term "knowledge management" can be defined as any organized activity that aims to enhance an organization's ability to acquire, share, and utilize knowledge in ways that enhance its sustainability and success (Steven & Mary, 2010).

Importance of Knowledge Management:

The significance of knowledge management lies in its pivotal role in enhancing organizational performance and increasing its adaptability to continuous shifts in both its internal and external environments. The success of organizations in maintaining their competitive standing and achieving excellence relies on their

ability to optimally utilize available knowledge, transforming it into pivotal factors that contribute to advancement and the establishment of an innovative culture.

Al-Eishi and Bawars (2008) underscore the following aspects to highlight the importance of knowledge management:

- 1- **Empowering Knowledge Holders:** Knowledge management enables the creation of a supportive environment within the organization, encouraging individuals to participate and share their knowledge. Additionally, knowledge plays a crucial role in determining promotions and authorities, with a focus on cognitive levels.
- 2- **Fostering Renewal and Development:** It facilitates management in achieving renewal and development by introducing new concepts and ideas while shedding the outdated.
- 3- **Integrating Knowledge and Skills:** It simplifies the integration of knowledge, experiences, and technological skills with organizational development, thus enhancing its performance.
- 4- **Enhancing Adaptability:** It supports the organization in effectively handling changes, increasing its sensitivity and responsiveness to anticipated transformations early on. This empowers management to prepare for challenges and capitalize on opportunities.
- 5- **Paving the Way for Growth and Evolution:** It contributes to creating opportunities aligned with the organization's potential, enabling the utilization of renewed technological products and acquired expertise. This aids in achieving substantial growth and evolution.

Objectives of Knowledge Management:

Knowledge management has assumed a critical role in the success and sustainability of organizations within the dynamic business landscape. It aims to enhance knowledge exchange and effective utilization to achieve goals and ensure sustainable development. According to a study by Holsapple and Singh (2001), the objectives of knowledge management encompass the following:

- **Transformation and Development of Knowledge:** Converting and evolving knowledge across various forms to support the development of products, services, and processes.
- **Continuous Knowledge Development and Updating:** Ensuring a perpetual cycle of enhancing and updating knowledge, contributing to the ongoing development of the organization.

- **Guidance and Identification of Intellectual Capital:** Directing and identifying the critical intellectual capital and knowledge assets vital to the organization.
- **Leadership Development and Strategic Implementation:** Fostering the growth of leadership and executing robust strategic programs.
- **Enhancing Organizational Capacity and Adaptability:** Empowering organizations to adapt and excel in a world rife with challenges and changes.

Dimensions and Levels of Knowledge Management:

Knowledge management encompasses fundamental aspects that contribute to the growth and success of organizations. Several researchers have identified a core set of essential processes within knowledge management. These processes serve as the foundation for effectively harnessing and maximizing the utility of knowledge. Researchers have distilled a fundamental set of knowledge management processes, including:

- 1- **Knowledge Storage:** This process involves retaining, preserving, and systematically organizing knowledge. It includes creating a knowledge database and organizing it in ways that facilitate easy access, helping prevent its loss and contributing to the development of organizational memory.
- 2- **Knowledge Distribution:** This process entails disseminating, sharing, and transferring knowledge among members of the organization. This is achieved through human interaction and active exchange of experiences, ideas, and information, whether explicit or implicit.
- 3- **Knowledge Application:** This process is closely related to an organization's ability to benefit from and effectively utilize acquired knowledge. It involves the proficient application and utilization of knowledge to make informed decisions and execute tasks efficiently and effectively, including problem-solving and goal achievement.

Knowledge Management is composed of three fundamental levels that embody a progression in transforming data into valuable knowledge (Torabi et al., 2016):

1. **Level One (Data):** This level encompasses a collection of numbers, charts, and attributes derived from observation, experience, or experiments. Data does not hold specific meaning on its own; rather, it constitutes raw material used in decision-making.

2. **Level Two (Information):** At this level, data undergoes processes of classification and reorganization to acquire meanings and become understandable. Data is logically classified, allowing it to transform into information that serves specific objectives.
3. **Level Three (Knowledge):** This level involves analyzing and processing information, converting it into knowledge. Knowledge includes reaching conclusions and inferences that uncover unusual patterns and exceptional cases within data or information. This analysis enhances the ability to make effective decisions and improves the quality of decision-making processes, directing productivity and increasing profitability (Jamshidi & Mirabi, 2011).

The rationale for transitioning towards Knowledge Management:

Many conducted studies justify the transition towards Knowledge Management based on a range of achieved results and benefits. These can be summarized as follows (Hegazy, 2005):

- **Enhanced Decision-Making:** Knowledge Management effectively contributes to improving decision-making processes across various managerial levels. This process is accelerated by optimizing the utilization of available knowledge, even at lower managerial tiers.
- **More Effective Decision Execution:** Knowledge Management enables better execution of decisions. They are executed accurately and efficiently without the need for detailed explanations due to streamlined communication channels between different managerial levels.
- **Employee Skill Development:** Knowledge Management enhances employees' ability to acquire knowledge related to their tasks and associated fields. As a result, employees become capable of initiating performance improvements, adopting new and effective methods based on experience.
- **Increased Employee Awareness of Operations:** Employees' awareness of operations, services, customer needs, and organization policies is heightened through Knowledge Management. This aids in executing tasks with improved quality and efficiency and facilitates self-correction of errors.
- **Internal Innovation Boost:** Innovation is a pivotal element in competitive excellence among organizations. Knowledge Management stimulates innovation by providing an environment conducive to creative thinking and leveraging available knowledge.
- **Enhanced Collaboration and Coordination:** Knowledge Management fosters collaboration and coordination among employees, facilitating greater knowledge and experience sharing. This contributes to building comprehensive knowledge and enhancing organizational effectiveness.

- **Elevated Work Environment Quality:** Awareness of the work environment is enhanced through Knowledge Management, resulting in reduced absenteeism and turnover, as well as improved interaction between employees and the surrounding environment.

Challenges of Knowledge Management:

Many organizations face challenges and difficulties that impede the implementation of Knowledge Management processes. This affects their ability to achieve goals, enhance performance, and increase productivity. Several obstacles have been identified by researchers, including the following (Thierauf, 2003:106):

- **Isolation of Knowledge Management Implementers from Top Management:** This can occur when those responsible for Knowledge Management implementation are disconnected from the organization's top leadership. This lack of alignment in goals and strategies could negatively impact the system's execution and success.
- **Shortage of Qualified Human Resources:** Challenges in acquiring qualified human resources to carry out Knowledge Management tasks can affect the quality of training programs and their impact on employee knowledge development.
- **Lack of Necessary Infrastructure:** The absence of appropriate infrastructure, whether in terms of technology or processes, can lead to system failure and negatively impact organizational performance.
- **Unrealistic Depiction of Knowledge Management System:** Unrealistic promotion of the Knowledge Management system may lead to misguided expectations and repeated disappointments.

Meanwhile, Al-Qahtani (2009:14) identified some obstacles, including:

- **Centralized Management Approach:** A centralized managerial approach can hinder the transfer and exchange of knowledge among organization members when it doesn't encourage participation and collaboration.
- **Lack of Awareness of Knowledge Transfer Importance:** Insufficient awareness regarding the importance of knowledge transfer can result in inadequate efforts to capture and share knowledge, ultimately leading to its loss.

Chapter Three

Organizational Creativity

Chapter Three

The second variable of the study is "Organizational Creativity"

Organizational Creativity:

The current era is characterized by a rapid acceleration in the pace of change and development across various facets of life, spanning from technology to social and economic dynamics. Within this context, adaptability and innovation have become fundamental prerequisites for ensuring the sustained success of institutions and organizations. Organizational innovation stands out as a pivotal factor and a vital tool contributing to fortifying the capacity to adapt and flourish within this dynamic environment. Organizational innovation's significance goes beyond being exclusive to startups or technological behemoths; it extends across all forms of institutions and organizations, regardless of their sizes and sectors. It serves as the driving impetus behind the evolution of processes and methodologies, the inception of novel products and services, the enhancement of customer experiences, and the overarching improvement of operational efficiency.

In essence, organizational innovation serves as a cornerstone that empowers entities to navigate the intricate landscape of change, seize nascent opportunities, and maintain competitiveness amidst the swiftly evolving panorama.

Concept of Organizational Creativity:

In a simplified procedural sense, creativity refers to the invention and introduction of new methods that serve as alternatives to traditional approaches, with the aim of achieving maximum benefit. Consequently, Woodman et al. (1993) define organizational innovation as "the ability of individuals working together in a complex social system to create value or produce a useful new idea, whether related to product or service production, means and procedures, or organizational policies, strategies, and programs."

Khairy (2012) defines it as "an individual intellectual process that combines both outstanding knowledge and constructive or creative action, touching various areas of life and dealing with reality while aiming for the best. Additionally, creativity is a product of the interaction among internal, objective, personal, environmental, and behavioral variables, driven by exceptional individuals."

On the other hand, Saadi (2015) leans towards defining organizational innovation as "a managerial approach primarily reliant on the human element, accomplished through offering distinctive solutions to problems and performing work using modern methods and techniques. This approach involves utilizing elements such as originality, fluency, risk-taking, flexibility, problem sensitivity, analytical ability, and deviation from the norm, both for the individual and the organization they work for."

Importance of Organizational Creativity:

Organizational innovation plays a crucial role in cultivating a work environment that encourages creative thinking and initiative. Organizational leaders can serve as sources of inspiration for their teams by promoting experimentation and embracing failure as an integral part of the innovation process. The ability to think innovatively, develop new approaches, and renew methodologies is a fundamental aspect of organizational innovation. This approach can lead to improved operational efficiency, strategic goal alignment, enhanced communication, and increased collaboration among team members.

The significance of organizational innovation can be summarized as follows (Ben Khalifa, 2020):

1. **Effective Utilization of Human Resources:** Organizational innovation allows organizations to harness the capabilities of their human resources by creating opportunities to explore new avenues within their fields of work. It facilitates the continuous updating of work systems to align with surrounding variables.
2. **Enhancing Individuals' Capacity:** Organizational innovation fosters individuals' capacity to generate fresh ideas and find successful solutions to challenges. This nurtures talent development, self-creativity, and skill enhancement.
3. **Advancing Organizations:** Organizational innovation contributes to the advancement and evolution of organizations, enhancing their adaptability to changes, boosting flexibility in both managerial and technical operations, and building trust among employees.
4. **Guiding Personal Goals:** Organizational innovation assists individuals in defining their goals and visions, enhancing their ability to present themselves with a renewed and consistent creative perspective.

Stages of Organizational Creative Process:

The theory put forth by Hang & Aiken outlines the stages of the organizational creative process, which many thinkers agree can be summarized as follows (Hussein & Amer Ali Hamad, 2018, p. 318):

- **Preparation Stage:** In this stage, individuals acquire the necessary knowledge, functional skills, training, and financial support required for the creative process.
- **Testing Stage:** This stage is characterized by the effort exerted by individuals to devise solutions to problems.
- **Supervision and Monitoring Stage:** In this stage, the creative spark ignites, leading to the generation of new ideas.
- **Application and Evaluation Stage:** This stage involves translating innovative ideas into reality and subsequently evaluating the extent to which objectives have been achieved.

Characteristics of Organizational Creativity:

Organizational creativity is distinguished by several characteristics that hold significance in enhancing and adopting creativity within the organization. Some of these characteristics can be mentioned as follows (Naseem, 2018):

- **Financial Returns from Embracing the Creative Process:** This pertains to the monetary gains resulting from the organization's adoption of the creative process.
- **Achievable Efficiency through Creativity:** There exists a reciprocal relationship between product quality and its level of acceptance and preference over the current state.
- **Risk Ratio and Uncertainty in New Creative Ventures:** This concerns the degree of uncertainty associated with new creative products or ideas.
- **Consistency of Innovative Ideas and Organizational Alignment:** The extent to which novel creative ideas harmonize, are accepted, adopted, and utilized within the organization.
- **Complexity Factor:** Organizations favor innovative solutions that demonstrate flexibility, adaptability, and avoidance of unnecessary complexity
- **Diverse Sources of Creativity:** Creativity can originate internally or externally. However, organizations tend to be more receptive to internal creative initiatives compared to external ones.

As Masghoni (2018) points out, the key characteristics of organizational creativity are highlighted below:

- Creativity represents something tangible and concrete, whether in the form of products or ideas.
- Creativity should be purposeful and targeted.
- It is assumed that creativity aims to achieve organizational benefits.

Elements of Organizational Creativity:

Khayra Al-Jawzi (2015) has detailed the elements of the creative process within organizations as follows:

Fluency Element: This refers to the ability to generate the maximum number of creative ideas about a specific topic within a defined timeframe. Fluency can vary between verbal fluency, associative fluency, expressive fluency, and cognitive fluency.

- **Originality Element:** This involves distancing oneself from conventional ideas and having the capability to produce novel concepts.
- **Flexibility Element:** It encompasses the capacity to change one's mental state based on shifting circumstances. Flexibility can manifest as formal adaptability, structural adaptability, or even spontaneous adaptability.
- **Problem Sensitivity Element:** It signifies the ability to discern and accurately identify problems from all surrounding directions.
- **Risk Element:** This implies being prepared to bear the potential risks that may arise after adopting new ideas or methods, along with accepting responsibility for them.
- **Analytical Ability Element:** It means breaking down major problems into smaller sub-problems and then reorganizing them.
- **Sustained Direction Element:** This involves maintaining focus on a specific problem for a period of time without getting sidetracked by other issues.
- **Quantity and Quality Element:** Here, theories differ between the assumption of a direct proportional relationship between a person's production of numerous ideas and their quality, and another perspective suggesting that dedicating more time to generating ideas may result in fewer high-quality ones.

- **Expansion Element:** This is akin to accumulation, where one begins where others have ended and possesses the ability to add value through additional contributions.

Drivers of Organizational Creativity:

Promoting organizational creativity is a fundamental factor in achieving success and excellence within the business environment. There are several motivators that contribute to fostering organizational creativity. According to a study by Salman (2013), these motivators of organizational creativity can be outlined as follows:

Human Resources Factors: Considered the foundation of all organizations, every organization should follow the following principles:

- a. Continuously and periodically train and develop its individuals, renewing their knowledge. This helps individuals acquire new skills and managers gain increased awareness, perception, and a broader perspective.
- b. Provide freedom and a level of job security to individuals, stimulating them and facilitating the ease of overcoming mistakes and setbacks. This empowers individuals to contribute their ideas and concepts to support change and development.
- c. Support and nurture creative individuals, as supporting, nurturing, and encouraging creative individuals elevates the level of their creativity.

Organizational Structure Factors: Creativity can be stimulated through:

- a. **Organic structure:** In this type, authority is decentralized, allowing individuals to think and act freely. This decentralization serves as a motivator for creativity.
- b. **Availability of resources:** Material or financial resources facilitate and encourage the work of creatives, providing what they need.
- c. **Availability of information technology and communication systems:** These systems facilitate gatherings, sharing, and communication, eliminating many obstacles to creativity.

The prevailing organizational culture: It stimulates creativity through:

- a. **Risk-taking:** Organizations with a flexible and creativity-supporting culture encourage creative individuals to take risks without fear of failure or loss.

b. Embracing ambiguity: Organizations assist their members in exploring vague ideas and practices to achieve creative ideas and outcomes.

c. Low control: Organizations with less strict control measures and regulations open avenues for individuals or groups to explore their creativity.

The Relationship between Knowledge Management Processes and rganizational Creativity.

Knowledge management and organizational creativity are two fundamental pillars that determine the success and evolution of institutions in a changing and competitive environment. In light of this, it has become essential to explore methods that contribute to enhancing the capacity for innovation and renewal, strengthening the achievement of future goals. These methods and models arise from an increasingly interconnected interaction between knowledge management processes and organizational creativity.

Regarding the relationship between cognitive processes within the organization and the creative process, it's evident that there is a close interaction between knowledge management and organizational creativity. The study conducted by Al-Qaini (2023) has found the following:

- Knowledge management is not isolated from other organizational activities; rather, it constitutes a set of activities and processes that traverse various managerial levels and administrative functions within organizations.
- Organizational creativity is defined by the generation of cognitive ideas characterized by both depth and ease of practical application.
- The study revealed a moderate positive relationship between knowledge management and organizational creativity.

Furthermore, as demonstrated by Kazem (2013) in his study on knowledge management processes and their impact on stages of organizational creativity, there exists a significant meaningful influence of knowledge management processes collectively on organizational creativity collectively.

Similarly, the results of a study by Dousa (2007) regarding managerial knowledge and its impact on organizational creativity affirmed the statistically significant influence of knowledge management on organizational creativity within the General Company for Battery Manufacturing (the study's sample).

Moreover, a study conducted by Al-Watifi (2006) yielded multiple findings concerning the impact of knowledge management on enhancing creative capacity, including:

- Knowledge management stands as a continuous source and aid that enhances competitive advantage among organizations, particularly knowledge-based entities.
- Effective knowledge management adopted by academic leaders adds genuine value to the organization's reputation and status. This is achieved by managing and activating their organizations' intellectual assets. Encouraging the generation, exchange, and sharing of knowledge creates a conducive environment for the creative process.
- Prioritizing knowledge management has become a necessity to keep up with rapid advancements.

Challenges of Creativity in Organizations:

According to (Wahida Saadi, 2015), the difficulties and obstacles that creative individuals might encounter, hindering the development of creativity and preventing organizations from benefiting from it, can be summarized into five categories as follows:

- **Poor Organizational Climate and Early Criticism of New Ideas:** This includes issues within internal relationships in the organizational structure, dominating supervisory styles, promotion methods, as well as the evaluation and reward systems in place. These factors can lead to frustration and diminishing the potential of creative individuals.
- **Cognitive Obstacles:** These involve traditional and stereotypical thinking in problem-solving, clinging to habitual opinions, and an inability to listen to or accept others' ideas as valid.
- **Environmental Obstacles:** These encompass obstacles that individuals might not be able to control, such as noise, lack of suitable space, overcrowding, and lack of support from colleagues for innovative ideas. The presence of a dictatorial leader could also be a barrier.
- **Expressive Obstacles:** These include feelings of failure and frustration among creative individuals, as well as an inability to effectively communicate innovative ideas to others.

- **Psychological and Emotional Obstacles:** These involve fears of failure, concerns about criticism from others, and a lack of self-confidence and belief in one's ability to handle the execution of creative ideas, along with fears of the potential outcomes.

Chapter Four

Methodological Procedures

Chapter Four

Methodological Procedures

Introduction:

Methodological procedures constitute a crucial step in any research, as they aid in obtaining information and data. This chapter clarifies the type and approach of the study undertaken. It also delineates the identification of the study's population and sample, followed by an exposition of the construction of the study instrument and the verification of its validity and reliability (the questionnaire). Furthermore, it presents the statistical methods employed in data.

Study Type:

This study falls within the category of descriptive studies, which are concerned with explaining and illustrating various events and situations that express a phenomenon or a significant set of phenomena. The study aims to collect information about knowledge management and its impact on enhancing organizational creativity. It seeks to interpret and provide an accurate description of these phenomena to yield logical and useful outcomes.

Study Methodology:

The researchers employed the descriptive-analytical method, which is the strategy that is most frequently used to examine social and human phenomena, was employed by the researcher to analyze a phenomenon to meet the study's objectives. It is appropriate for the topic of the research because it describes it as it is, analyzes its data, looks at how its components relate to one another, investigates opinions around it, and pinpoints the processes involved and the impacts it produces (Abu Dariq, Faten, 2017). The descriptive-analytical technique, according to (Al-Hamadani 100:2006), "is a method that tries to characterize contemporaneous or current occurrences or happenings. It is a method of structured analysis and interpretation that gives information about specific qualities of a phenomenon or issue while describing it. It necessitates understanding of the study's participants, the phenomenon being investigated, and the data collection periods.

Study Population and Sample:

The phase of defining the research population is one of the most crucial stages, as the success of the research and the effectiveness of its results depend on it. In our study, the research population consists of employees working in the Ministry of Transportation in the Kingdom of Saudi Arabia, totaling 660 employees. The study sample is composed of (250) employees.

- **Characteristics of the Study Sample**

Table 1. Participants' characteristics according to their gender (n= 250)

<i>Gender</i>	<i>Frequency(N)</i>	<i>Percent (%)</i>
Male	215	86.0
Female	35	14.0
Total	250	100.0

Table 1. showed that (86%) of study participants were male and (14%) female.

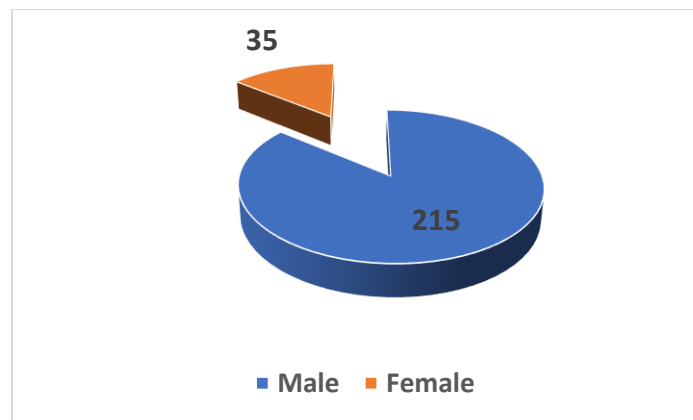


Figure (1): gender for the participants

Table 2. Participants' characteristics according to their Job grading (n= 250)

<i>Job grading</i>	<i>Frequency(N)</i>	<i>Percent (%)</i>
Engineer	67	26.8
Administrator	42	16.8
Employee	95	38.0
Department Manager	20	8.0
Supervisor	26	10.4
Total	250	100.0

A total of 250 from all employees in the Ministry of Transportation in the Kingdom of Saudi Arabia participated in the study including (38%) were Employee and (26.8%) Engineer, (16.8%) Administrator, Also (10.4%) were Supervisor, Finally about (8%) were Department Manager

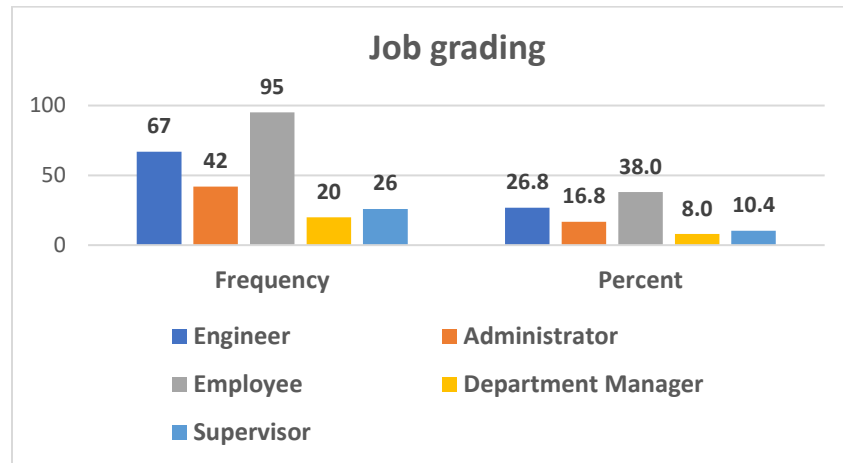


Figure (2): Job grading for the participants

Table 3. Participants' characteristics according to their Educational Degree (n= 250)

<i>Educational Degree</i>	<i>Frequency(N)</i>	<i>Percent (%)</i>
Secondary	11	4.4
Diploma	66	26.4
Bachelor's degree	132	52.8
Master's degree	35	14.0
PhD degree	6	2.4
Total	250	100.0

Based on table (3) and Figure (3) which shows the education **degree** of the participants in the questionnaire. The highest value is (52.2%) of the responses have (Bachelor's degree), and (26.4%) of responses have Diploma, Then The participants have Master's degree. with the percentage of (14%), About (4.4%) have Secondary School, Finally The participants have PhD degree with the percentage of (2.4%).

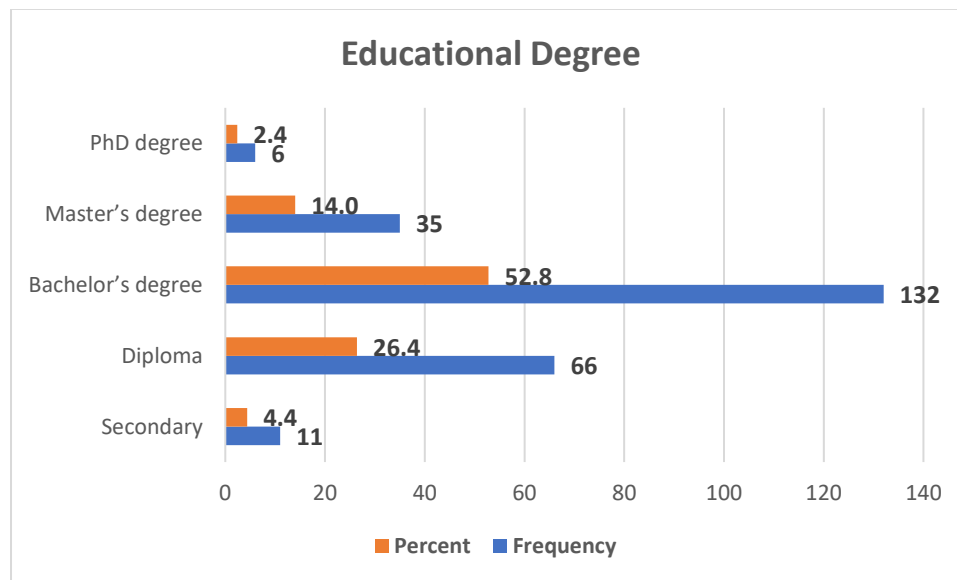


Figure (3): Educational Degree for the participants

Table 4. Participants' characteristics according to their Years of Experience (n= 250)

<i>Years of Experience</i>	<i>Frequency(N)</i>	<i>Percent (%)</i>
Less than 5 years	59	23.6
From 5-10 years	78	31.2
More than 10 years	113	45.2
Total	250	100.0

Based on table (4) and Figure (4) which shows the Years of Experience of the participants in the questionnaire. More than 10 years are the largest participants (45.2%) and From 5 to 10 years in the second position with (31.2%) ,Finally about (23.6%) had experience Less than 5 years.

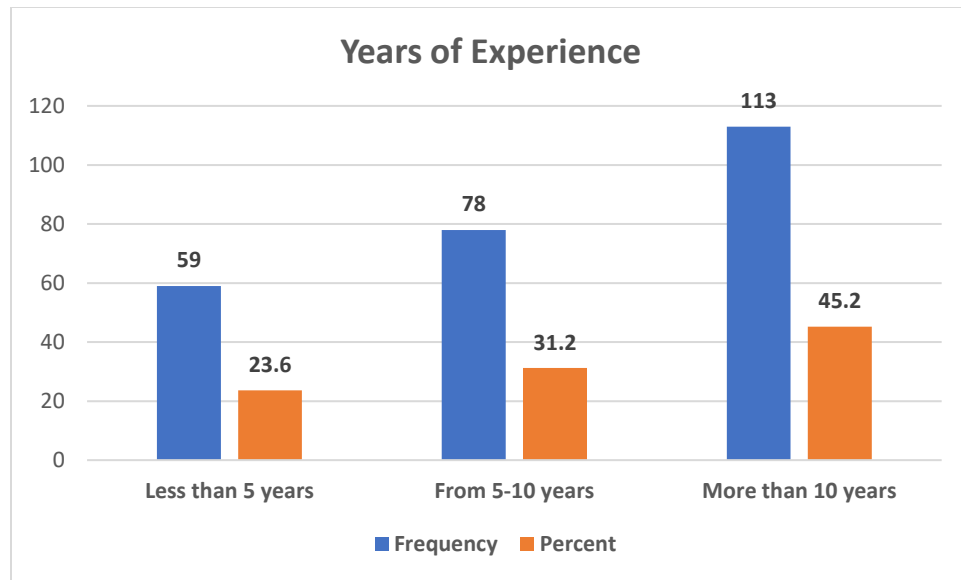


Figure (4): Years of Experience for the participants

Study Tool:

Data was collected through a questionnaire, which is a vital methodological tool used to gather information and data related to the study topic. The questionnaire comprises a well-designed set of questions that are formulated clearly to explore the opinions, beliefs, and attitudes of individuals towards a specific subject. The study relied on the questionnaire as a data collection tool, and its development went through several stages:

- **Firstly:** Preliminary preparation.
- **Secondly:** The supervisor made some revisions to enhance and improve it, and the suggested modifications were incorporated.
- **Thirdly:** The questionnaire was presented to a number of experts and specialists for review, and the feedback received through this peer-review process was integrated, leading to the final version of the questionnaire.

The questionnaire was designed based on a five-point Likert scale (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree). It was divided into three sections as follows:

- The first section addresses basic demographic data, including gender, Job grading, educational qualification, and years of experience.

- The second section focuses on Knowledge Management and encompasses three dimensions.
- The third section delves into Organizational Creativity and comprises six statements.

Research Validity:

The research validity might be estimated with reference to the precise in measuring the required research topics and regarding the possibility for the existence of any type of errors, especially with the collected data and research findings.

The survey questions in this research were formulated in an accurate way depending on the previous relevant theories. The sources of data collected are considered reliable, as most survey responders have a good knowledge about the impact of knowledge management on improving organizational creativity. Survey statements were designed based on literature reviews and other existing references that are relevant to the research topic. The questionnaire has been pre-tested by the respondents before starting the survey, in order to guarantee the clarity and objectivity of this questionnaire. Furthermore, to assure the content validity of the pre-designed questionnaire, several academic specialists have revised the content of the prepared questionnaire and the distributed final questionnaire copy was amended with reference to their instructions.

The validity of the internal consistency was verified by calculating the Pearson correlation coefficient in the statistical packages program used in the social sciences "SPSS." After confirming the apparent validity of the study tool, the researcher calculated the Pearson correlation coefficient to find out the internal validity of the questionnaire by calculating the correlation coefficient between the degree of each phrase of the questionnaire phrase with the total score of the axis to which the paragraph belongs, As shown in the following table:

Table 5. Pearson Correlation of Dimensions of Knowledge Management

Knowledge Storage			Knowledge Distribution			Knowledge Application		
NO.	Pearson Correlation	sig	NO.	Pearson Correlation	sig	NO.	Pearson Correlation	sig
1	.784**	0.000	1	.793**	0.000	1	.734**	0.000
2	.801**	0.000	2	.823**	0.000	2	.764**	0.000
3	.796**	0.000	3	.834**	0.000	3	.703**	0.000
4	.716**	0.000				4	.789**	0.000

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

This table showed that there is a high correlation coefficient of each statement with its respective dimension are statistically significant at a significance level of (0.01). The correlation coefficients for the first dimension "Knowledge Storage"(ranging from 0.716 to 0.801)The correlation coefficients for the second dimension "Knowledge Distribution" (ranging from 0.793to 0.834) .Similarly, the correlation coefficients for the third dimension "Knowledge Application" (ranging from 0.703 to 0.789. This indicates that the study tool demonstrates high levels of validity.

Table 6. Pearson Correlation of Organizational Creativity

NO.	Organizational Creativity	
	Pearson Correlation	sig
1	.606**	0.000
2	.611**	0.000
3	.677**	0.000
4	.615**	0.000
5	.668**	0.000
6	.670**	0.000

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

This table showed that there is a high correlation (ranging from 0.606 to 0.670) between each statement regarding "Organizational Creativity", and the overall score for the axis. These correlations are statistically significant at a significance level of 0.01 or lower, confirming the satisfactory internal consistency of the statements and their suitability for practical application

Reliability of the Scale:

Reliability of the scale including 17 items measured the Cronbach's Alpha value listed in table.

Table7. Cronbach's Alpha to measure the Reliability of the questionnaire.

Study axes	N of Items	Cronbach's Alpha
Knowledge Management	11	0.862
Organizational Creativity	6	0.707
overall Reliability	17	0.865

Based on table (7) which shows Cronbach's alpha Reliability coefficients were acceptable in all axes and ranging from (0.707) (0.862), and the value of the Reliability coefficient for the axes was (0.865), which a high

values and indicate the quality of the questionnaire questions, and this indicates that the questionnaire has a high degree of reliance in the field application of the study.

Fields of Study:

- **Objective Limitations:** The current study is limited to examining the impact of knowledge management processes on improving organizational creativity in Saudi Arabian Ministry of Transportation.
- **Spatial Limitations:** The study is confined to the Kingdom of Saudi Arabia, specifically focusing on Ministry of Transportation.
- **Temporal Limitations:** The study is restricted to the period from 1444 AH (2023 CE) to the present.

Statistical Processing Methods:

After collecting the study data and encoding it, it is entered into the computer and processed, analyzed, and statistical data are extracted using the "Statistical Package for the Social Sciences" (SPSS) program. This involves employing the following statistical procedures and methods:

- **Pearson Correlation Coefficient:** Used to assess the internal consistency reliability of the study instrument.
- **Cronbach's Alpha:** Used to calculate the reliability coefficient of the different dimensions of the study instrument.
- **Frequencies and Percentages:** Utilized to identify the characteristics of the study participants and determine their responses towards the main dimensions included in the study.
- **Mean:** Used to determine the extent of elevation or reduction in the study participants' responses to the main dimensions (average of statements), aiding in ranking the dimensions according to the highest mean.
- **Standard Deviation:** Employed to understand the degree of deviation in the study participants' responses for each statement of the study variables and each dimension from their mean.
- **Simple Linear Regression.**

The statements were designed according to the Likert Scale "Five-Point Likert Scale," with each response having relative importance based on the participants' personal opinions. To determine the length of the

categories of the five-point Likert scale, the midpoint was calculated by subtracting the upper limit from the lower limit ($5-1=4$), then dividing by the maximum value in the scale ($4/5=0.79$). This value was then added to the lowest value in the scale to establish the upper limit of this category. The length of the categories is outlined in the following table:

Table 8. Categories Scores of Study Results According to the Five-Point Likert Scale

Degree	Evaluation Criterion for the Results	Mean Category	
		from	to
1	Strongly Disagree	1	1.79
2	Disagree	1.8	2.59
3	Neutral	2.6	3.39
4	Agree	3.4	4.19
5	Strongly Agree	4.2	5

Chapter Five

Results of the Field Study

Chapter Five

Results of the Field Study

This chapter addresses the presentation of the field study results and their discussion by presenting the participants' responses to the questionnaire items. This is accomplished by addressing the study's research questions as follows:

The main question: What is the impact of knowledge management on organizational creativity among employees at the Ministry of Transport in the Kingdom of Saudi Arabia?

To assess the degree of impact of knowledge management on organizational creativity, the researchers calculated frequencies, percentages, mean scores, standard deviations, and rankings for the responses of the study sample on the dimensions of the study. The results are presented in the following tables:

Table9. The mean and standard deviation and ranking of knowledge management dimensions

N0.	Dimensions	Mean	SD	Sort	degree
1	Knowledge Storage	4.31	0.60	2	Very high
2	Knowledge Distribution	4.38	0.59	1	Very high
3	Knowledge Application	4.09	0.65	3	High
The total mean score		4.26	0.52		Very high

Table9. shows the degree of impact of knowledge management on organizational creativity, as perceived by the employees at the Ministry of Transport in the Kingdom of Saudi Arabia, is of a very high level. The overall mean score of the study participants' attitudes was (4.26), which falls within the fifth category of the five-point Likert scale (ranging from 4.20 to 5), indicating the option "Strongly Agree" on the study instrument. This indicates that employees of the Ministry of Transport perceive that knowledge management has a significant and positive impact on enhancing organizational creativity within the institution. This could be a result of leadership directives, the provision of suitable tools and infrastructure, and the encouragement of continuous interaction and exchange of knowledge and ideas among employees.

Based on the results presented above, there was variability in the agreement of the study participants regarding the extent of the influence of knowledge management on organizational creativity. The mean scores of the

dimensions ranged from (4.38) to (4.09). The dimension of "Knowledge Distribution" ranked first with a mean score of (4.38±0.59), followed by the dimension of "Knowledge Storage" with a mean score of (4.31±0.60), and finally the dimension of "Knowledge Application" with a mean score of (4.09±0.65).

This result can be attributed to the employees' awareness of the significance of knowledge management. There might be concerted efforts to enhance employees' awareness of the role of knowledge management in stimulating creativity. Strong support and guidance from leadership in implementing knowledge management strategies could also contribute to this outcome. Additionally, the presence of effective infrastructure and tools for knowledge management within the organization could further enhance the impact on organizational creativity. Moreover, improving performance and competitiveness can be linked to knowledge management, as it plays a crucial role in enhancing organizational creativity. By fostering the ability to generate new ideas and innovative solutions, knowledge management empowers the institution to continuously improve. Furthermore, creating a work environment that encourages collaboration and innovation can further enhance the influence of knowledge management on organizational creativity.

Table 10. The mean and standard deviation and ranking of statements related to the Knowledge Storage dimension.

N0.	Items	frequency						Mean	SD	Sort	degree
		percent	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree				
1	The employee uses databases to store information.	N	0	1	23	97	129	4.42	0.67	1	Very high
		%	0.0	0.4	9.2	38.8	51.6				
2	The employee employs various methods to access knowledge easily.	N	1	2	15	105	127	4.42	0.68	2	Very high
		%	0.4	0.8	6.0	42.0	50.8				
3	The employee documents the knowledge they possess. .	N	6	5	19	119	101	4.22	0.86	3	Very high
		%	2.4	2.0	7.6	47.6	40.4				
4	The employee utilizes both paper-based and electronic methods to preserve knowledge	N	6	9	23	111	101	4.17	0.91	4	High
		%	2.4	3.6	9.2	44.4	40.4				
The total mean score								4.31	0.60		Very high

Table 10. showed that the attitude of participants towards the dimension "Knowledge Storage" as one of the dimensions of knowledge management was measured by 4 items using a 5-point Likert scale (strongly agree =5 to disagree =1). The total mean score of the scale achieved a very high level (4.31±0.60/ very high attitude level) out of five. Item no. (1) "The employee uses databases to store information." had the highest mean score

(4.42±0.67), followed by item no. (2) " The employee employs various methods to access knowledge easily"(4.42±0.68), then item no. (3) " The employee documents the knowledge they possess" (4.42±0.86). and finally, item no. (4) " The employee utilizes both paper-based and electronic methods to preserve knowledge" had the lowest mean score (4.17±0.91).

Table11.The mean and standard deviation and ranking of statements related to the Knowledge Distribution dimension.

N0.	Items	frequency						Mean	SD	Sort	degree
		percent	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree				
1	The employee is capable of handling technological means to disseminate knowledge.	N	0	3	18	109	120	4.38	0.67	1	Very high
		%	0.0	1.2	7.2	43.6	48.0				
2	The employee seeks the assistance of expertise in disseminating knowledge.	N	0	3	21	104	122	4.38	0.69	2	Very high
		%	0.0	1.2	8.4	41.6	48.8				
3	The employee strives for embracing positive changes to enhance knowledge development	N	2	7	22	88	131	4.36	0.82	3	Very high
		%	0.8	2.8	8.8	35.2	52.4				
The total mean score								4.38	0.59		Very high

Table 11. showed that the attitude of participants towards the dimension "Knowledge Distribution " as one of the dimensions of knowledge management was measured by 3 items using a 5-point Likert scale (strongly agree =5 to disagree =1). The total mean score of the scale achieved a very high level (4.38±0.59/ very high attitude level) out of five. Item no. (1) The employee is capable of handling technological means to disseminate knowledge " had the highest mean score (4.38±0.67), followed by item no. (2) " The employee seeks the assistance of expertise in disseminating knowledge "(4.38±0.69), and finally item no. (3) " The employee strives for embracing positive changes to enhance knowledge development" had the lowest mean score (4.36±0.82).

Table12.The mean and standard deviation and ranking of statements related to the Knowledge Application dimension

N0.	Items	frequency						Mean	SD	Sort	degree
		percent	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree				
1	The employee utilizes all modern means that aid in applying knowledge	N	2	8	21	97	122	4.32	0.82	1	Very high
		%	0.8	3.2	8.4	38.8	48.8				
2	The employee conducts practical research to contribute to work development.	N	2	9	57	86	96	4.06	0.91	2	high
		%	0.8	3.6	22.8	34.4	38.4				
3	The employee is capable of effectively utilizing acquired knowledge in their work.	N	9	12	34	121	74	3.96	0.97	4	high
		%	3.6	4.8	13.6	48.4	29.6				
4	The employee applies predetermined criteria to the implemented knowledge	N	2	8	42	130	68	4.02	0.80	3	high
		%	0.8	3.2	16.8	52.0	27.2				
The total mean score								4.09	0.65		high

Table 12. showed that the attitude of participants towards the dimension "Knowledge Application " as one of the dimensions of knowledge management was measured by 4 items using a 5-point Likert scale (strongly agree =5 to disagree =1). The total mean score of the scale achieved a high level ($4.09 \pm 0.65/5$ high attitude level) out of five. Item no. (1) "The employee utilizes all modern means that aid in applying knowledge" had the highest mean score (4.32 ± 0.82), followed by item no. (2) " The employee conducts practical research to contribute to work development "(4.06 ± 0.91), then item no. (4) " T The employee applies predetermined criteria to the implemented knowledge " (4.02 ± 0.80). and finally, item no. (3) " The employee is capable of effectively utilizing acquired knowledge in their work" had the lowest mean score (3.96 ± 0.97).

Table13.The mean and standard deviation and ranking of statements related to the Organizational Creativity Axis

N0.	Items	frequency						Mean	SD	Sort	degree
		percent	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree				
1	I have the ability to present more than one idea within a short period of time	N	0	4	37	128	81	4.14	0.72	2	high
		%	0.0	1.6	14.8	51.2	32.4				
2	I frequently propose new methods at work despite being aware of the associated risks	N	1	22	49	111	67	3.88	0.92	5	high
		%	0.4	8.8	19.6	44.4	26.8				
3	I possess the ability to simplify and organize my thoughts when facing work-related challenges.	N	0	5	31	112	102	4.24	0.74	1	Very high
		%	0.0	2.0	12.4	44.8	40.8				
4	I receive detailed information and instructions before being assigned tasks. .	N	4	13	40	96	97	4.08	0.95	4	high
		%	1.6	5.2	16.0	38.4	38.8				
5	I possess strong argumentation skills and the ability to persuade	N	0	7	50	109	84	4.08	0.80	3	high
		%	0.0	2.8	20.0	43.6	33.6				
6	Management makes appropriate decisions in challenging circumstances	N	8	16	52	112	62	3.82	0.98	6	high
		%	3.2	6.4	20.8	44.8	24.8				
The total mean score								4.04	0.55		high

Table 13. showed that the attitude of participants towards Organizational Creativity was measured by 6 items using a 5-point Likert scale (strongly agree =5 to disagree =1). The total mean score of the scale achieved a high level (4.04±0.55/ high attitude level) out of five

This indicates that employees at the ministry perceive a high level of organizational creativity within the institution

Item no. (3) " I possess the ability to simplify and organize my thoughts when facing work-related challenges." had the highest mean score (4.24±0.74), followed by item no. (1) I have the ability to present more than one idea within a short period of time "(4.14±0.72), then item no. (5) " I possess strong argumentation skills and the ability to persuade " (4.08±0.80).

Whereas item no. (4) "I receive detailed information and instructions before being assigned tasks. "in fourth rank with a mean score (4.08 ± 0.95) followed by item no. (2) "I frequently propose new methods at work despite being aware of the associated risks "(3.88 ± 0.92), and finally item no. (6) " Management makes appropriate decisions in challenging circumstances" had the lowest mean score (3.82 ± 0.98).

This result can be interpreted as indicating the presence of a work environment that encourages creativity and innovation within the Ministry of Transport. There may be a strong commitment from leadership and management to encourage employees to provide new ideas and participate in developing innovative solutions to improve processes and achieve organizational goals. Additionally, there might be active practices that support organizational creativity, such as providing workshops and training that contribute to developing employees' skills and enhancing their creative thinking abilities. Modern technology and techniques may also play a role in facilitating communication and interaction among employees, thereby enhancing the exchange of ideas and the development of innovative projects. Furthermore, reward and recognition policies could incentivize excellence and innovation, motivating employees to work more creatively and achieve positive outcomes for the institution.

Test of Hypotheses:

The primary hypothesis:

Ho: There is no statistically significant effect of knowledge management, with its dimensions its dimensions (storage/distribution/application), on improving organizational creativity among employees in the Ministry of Transport in Saudi Arabia

H1: There is statistically significant effect of knowledge management, with its dimensions its dimensions (storage/distribution/application), on enhancing organizational creativity among employees in the Ministry of Transport in Saudi Arabia.

Table. 14Model Summary the effect of knowledge management on organizational creativity

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.497	0.247	0.244	0.47547

The previous table showed the results of the Model Summary, where the value of the correlation coefficient $R = (0.497)$ or (49.7%) indicates that relationship exists between independent and dependent variables. The coefficient of determination $R^2 = (0.247)$ which shows that (24.7%) of variation in improving the organizational creativity is explained by knowledge management. The adjusted R-square in the table shows that the dependent variable, (improving the organizational creativity) is affected by (24.4 %) by independent variable (knowledge management).

Table15. ANOVA Test of the effect of knowledge management on organizational creativity

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	18.382	1	18.382	81.312	0.000
Residual	56.065	248	0.226		
Total	74.448	249			

The previous table showed the results of the regression variance analysis of The knowledge management in improving organizational creativity, as the table showed the calculated (F) value, which indicates the suitability

of the model to the regression test, and that the relationship between the independent and dependent variable follows the linear model, the value of (F) is (**81.312**) at the significance level (0.000), which indicates the existence of a statistically significant effect at the significance level less than (0.05).

Table16. The coefficient of the effect of knowledge management on organizational creativity

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.83	0.247		7.407	0.000
1 Knowledge Management	0.519	0.058	0.497	9.017	0.000

The coefficient of determination for Knowledge Management is positive (0.479) and is highly significant (0.000) in improving the organizational creativity. The p-value (0.000) is less than (0.05), the (t)-value is (9.017) and the standard error value (**0.058**) This implies that a unit increase in Knowledge Management will lead to (49.7%) increases in improving organizational creativity Therefore, the null hypothesis is rejected and alternative hypothesis that there is positive effect of knowledge management, on improving organizational creativity among employees in the Ministry of Transport in Saudi Arabia

Hypotheses One:

Ho1: There is no statistically significant effect of knowledge storage on improving organizational creativity among employees in the Ministry of Transport in Saudi Arabia

H1: There is statistically significant effect of knowledge storage on improving organizational creativity among employees in the Ministry of Transport in Saudi Arabia.

Table 16. Model Summary the effect of knowledge storage on organizational creativity

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.253	0.164	0.16	0.53004

The previous table showed the results of the Model Summary, where the value of the correlation coefficient $R = (0.253)$ or (25.3%) indicates that relationship exists between independent and dependent variables. The coefficient of determination $R^2 = (0.164)$ which shows that (16.4%) of variation in improving the organizational creativity is explained by knowledge storage. The adjusted R-square in the table shows that the dependent variable, (improving the organizational creativity) is affected by (1.6%) by independent variable (knowledge storage).

Table 17. ANOVA Test of the effect of knowledge storage on organizational creativity

ANOVAa						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.773	1	4.773	16.989	0.000
	Residual	69.675	248	0.281		
	Total	74.448	249			

The previous table showed the results of the regression variance analysis of The knowledge storage in improving organizational creativity, as the table showed the calculated (F) value, which indicates the suitability of the model to the regression test, and that the relationship between the independent and dependent variable follows the linear model, the value of (F) is **(16.989)** at the significance level (0.000), which indicates the existence of a statistically significant effect at the significance level less than (0.05).

Table 18. The coefficient of the effect of knowledge storage on organizational creativity

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.05	0.243		12.561	0.000
	Knowledge Storage	0.23	0.056	0.253	4.122	0.000

The coefficient of determination for **Knowledge Storage** is positive (0.253) and is highly significant (0.000) in improving the organizational creativity. The p-value (0.000) is less than (0.05), the (t)-value is **(4.122)** and the standard error value **(00.056)** This implies that a unit increase in Knowledge Storage will lead to (25.3%) increases in improving organizational creativity Therefore, the null hypothesis is rejected and

alternative hypothesis that there is positive effect of knowledge **Storage**, on improving organizational creativity among employees in the Ministry of Transport in Saudi Arabia

Hypotheses TWO:

Ho2: There is no statistically significant effect of knowledge Distribution on improving organizational creativity among employees in the Ministry of Transport in Saudi Arabia

H2: There is statistically significant effect of knowledge Distribution on improving organizational creativity among employees in the Ministry of Transport in Saudi Arabia.

Table.19 Model Summary the effect of knowledge Distribution on organizational creativity

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.44	0.194	0.19	0.49203

The previous table showed the results of the Model Summary, where the value of the correlation coefficient $R = (0.44)$ or (44%) indicates that relationship exists between independent and dependent variables. The coefficient of determination $R^2 = (0.194)$ which shows that (19.4%) of variation in improving the organizational creativity is explained by knowledge Distribution. The adjusted R-square in the table shows that the dependent variable, (improving the organizational creativity) is affected by (19 %) by independent variable (knowledge Distribution).

Table. 20 ANOVA Test of the effect of knowledge Distribution on organizational creativity

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.408	1	14.408	59.512	0.000
	Residual	60.040	248	0.242		
	Total	74.448	249			

The previous table showed the results of the regression variance analysis of The knowledge Distribution in improving organizational creativity, as the table showed the calculated (F) value, which indicates the suitability of the model to the regression test, and that the relationship between the independent and dependent variable follows the linear model, the value of (F) is (59.512) at the significance level (0.000), which indicates the existence of a statistically significant effect at the significance level less than (0.05).

Table.21 The coefficient of the effect of knowledge Distribution on organizational creativity

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.261	0.233		9.715	0.000
	Knowledge Distribution	0.407	0.053	0.44	7.714	0.000

The coefficient of determination for **Knowledge Distribution** is positive (0.44) and is highly significant (0.000) in improving the organizational creativity. The p-value (0.000) is less than (0.05), the (t)-value is (7.714) and the standard error value (0.053) This implies that a unit increase in Knowledge Distribution will lead to (44%) increases in improving organizational creativity Therefore, the null hypothesis is rejected and alternative hypothesis that there is positive effect of knowledge **Distribution** on improving organizational creativity among employees in the Ministry of Transport in Saudi Arabia.

Hypotheses Three:

Ho3: There is no statistically significant effect of knowledge Application on improving organizational creativity among employees in the Ministry of Transport in Saudi Arabia

H3: There is statistically significant effect of knowledge Application on improving organizational creativity among employees in the Ministry of Transport in Saudi Arabia

Table.22 Model Summary the effect of knowledge Application on organizational creativity

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.562	0.315	0.313	0.45332

The previous table showed the results of the Model Summary, where the value of the correlation coefficient $R = (0.562)$ or (46.2%) indicates that relationship exists between independent and dependent variables. The coefficient of determination $R^2 = (0.315)$ which shows that (31.5%) of variation in improving the organizational creativity is explained by knowledge Application. The adjusted R-square in the table shows that the dependent variable, (improving the organizational creativity) is affected by (31.3%) by independent variable (knowledge Application).

Table.23 ANOVA Test of the effect of knowledge Application on organizational creativity

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	23.483	1	23.483	114.270	0.000
Residual	50.965	248	0.206		
Total	74.448	249			

The previous table showed the results of the regression variance analysis of The knowledge Distribution in improving organizational creativity, as the table showed the calculated (F) value, which indicates the suitability of the model to the regression test, and that the relationship between the independent and dependent variable follows the linear model, the value of (F) is **(114.270)** at the significance level (0.000), which indicates the existence of a statistically significant effect at the significance level less than (0.05).

Table.24 The coefficient of the effect of knowledge Application on organizational creativity

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
(Constant)	2.121	0.182		11.661	0.000
Knowledge Application	0.47	0.044	0.562	10.69	0.000

The coefficient of determination for **Knowledge Application** is positive (0.562) and is highly significant (0.000) in improving the organizational creativity. The p-value (0.000) is less than (0.05), the (t)-value is (**10.69**) and the standard error value (**0.044**) This implies that a unit increase in Knowledge Application will lead to (56.2%) increases in improving organizational creativity Therefore, the null hypothesis is rejected and alternative hypothesis that there is positive effect of knowledge **Application** on improving organizational creativity among employees in the Ministry of Transport in Saudi Arabia.

Chapter Six

Results&

Recommendations

Chapter Six

Results:

- The degree of impact of knowledge management on organizational creativity, as perceived by the employees at the Ministry of Transport in the Kingdom of Saudi Arabia, achieved a higher level.
- The attitude of participants towards the dimension "Knowledge Storage" as one of the dimensions of knowledge management, achieved a higher level.
- The attitude of participants towards the dimension "Knowledge Distribution " as one of the dimensions of knowledge management, achieved a higher level.
- The attitude of participants towards the dimension "Knowledge Application " as one of the dimensions of knowledge management, achieved a high level.
- The attitude of participants towards Organizational Creativity, achieved a high level.
- There is a positive effect of knowledge management on organizational creativity.
- There is a positive effect of knowledge storage on improving organizational creativity.
- There is positive effect of knowledge Distribution on improving organizational creativity.

There is positive effect of knowledge Application on improving organizational creativity

Recommendations:

Based on the findings of the study, the following recommendations are suggested for the Ministry of Transport in Saudi Arabia:

- Foster a culture of knowledge-sharing within the organization by encouraging employees to actively participate in sharing and exchanging knowledge and experiences. This can be achieved through the establishment of platforms and channels for continuous communication and idea exchange.
- Ensure the availability of necessary technological infrastructure to facilitate the circulation and sharing of knowledge. This may involve creating centralized databases and knowledge management systems that facilitate easy search and access to information.
- Develop training programs aimed at enhancing knowledge management skills and promoting innovative capabilities among employees.

- Consider establishing a dedicated knowledge management center within the ministry, where efforts related to knowledge collection, exchange, and organization are directed.
- Provide incentives and rewards to employees who contribute to the development of innovative solutions and successful projects that enhance the organization's performance.
- Encourage employees to diversify their work methods and experiment with different ideas. This can contribute to achieving a variety of creative outcomes.

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University of Midocean

RESEARCH ON

**The impact of knowledge management on improving organizational creativity
in the Ministry of Transportation in the Kingdom of Saudi Arabia**

QUESTIONNAIRE BOOKLET

Master's. Candidate

Othman Majed Al Humaid

Sulaiman Ibrahim Alageel

Dear Respondent,

I am a Master's candidate (Management) at the University of Midocean Currently, I to examine the This study aims conducting a study titled " The impact of knowledge management on improving organizational creativity in the Ministry of Transportation in the Kingdom of Saudi Arabia. I would like to request your cooperation to answer this questionnaire. Any information obtained will be kept confidential and only used for academic purposes. Your cooperation is highly appreciated. Thank you in advance for agreeing to participate in this study.

Section A:

A: Demographic Characteristics

Please tick (✓) the appropriate choice

1- Gender: Male ☐ Female ☐

2- Job grading: Engineer ☐

Administrator ☐

Employee ☐ Department Manager ☐

Supervisor ☐

3- Educational Degree: Secondary ☐

Diploma ☐

Bachelor's degree ☐

Master's degree ☐

PhD degree ☐

4- Years of Experience: Less than 5 years

From 5-10 years ☐

More than 10 years ☐

Section B:

Please indicate your degree of agreement or disagreement with the following statements, so please sign (✓)
for the choice that reflects your opinion by choosing one of the five alternatives.

The following set of statements measures knowledge management dimensions and its effect on on organizational creativity. Please mark according to your level of agreement.

N0.	Items					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The employee uses databases to store information.					
2	The employee employs various methods to access knowledge easily.					
3	The employee documents the knowledge they possess. .					
4	The employee utilizes both paper-based and electronic methods to preserve knowledge					
5	The employee is capable of handling technological means to disseminate knowledge.					
6	The employee seeks the assistance of expertise in disseminating knowledge.					
7	The employee strives for embracing positive changes to enhance knowledge development					
8	The employee utilizes all modern means that aid in applying knowledge					
9	The employee conducts practical research to contribute to work development.					
10	The employee is capable of effectively utilizing acquired knowledge in their work.					
11	The employee applies predetermined criteria to the implemented knowledge					

N0.	Items					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have the ability to present more than one idea within a short period of time					
2	I frequently propose new methods at work despite being aware of the associated risks					
3	I possess the ability to simplify and organize my thoughts when facing work-related challenges.					
4	I receive detailed information and instructions before being assigned tasks. .					
5	I possess strong argumentation skills and the ability to persuade					
6	Management makes appropriate decisions in challenging circumstances					

SECTION C: OPEN-ENDED QUESTIONS

C1) Please provide any suggestions that support this study.

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C2) Please provide any other suggestions you would like.

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Gratitude:

We appreciate you for sparing your time to fill out the survey. Your involvement means a lot to us and we highly value it. The information you shared is significant to our analysis and will enable us to make improvements in our Ministry of Transportation in the Kingdom of Saudi Arabia performance.

Once again, we are very grateful for your contribution.