المناخ التنظيمي ودوره في تفعيل الإبداع: دراسة استطلاعية لآراء عينة من العاملين في شركة ابن ماجد العامة

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المستخلص :

تهدف هذه الدراسة إلى التحري عن الأسباب الاستراتيجية والتنظيمية وراء تفوق مجموعة من المنظمات و الشركات والمؤسسات من خلال اثر المناخ التنظيمي وأبعاده المتمثلة) الهيكل التنظيمي، نظم العمل وجراءته ،الاتصالات والإدارية ،العدالة التنظيمية (على الإبداع وأبعاده المتمثلة) الإبداع الإداري ، الإبداع التكنلوجيا ، الإبداع التجاري (بإيجاد مناخيات تنظيمية وسياسات تحفز الإبداع والمبدعين من اللحاق بركب الحضارة والتقدم التي تشهده المجتمعات المعاصرة، فدعت الحاجة منظمات الأعمال إلى فهم سلوك العاملين الذين يتطلب منهم تحقيق مستويات أداء عالية وعليه نسعى من خلال هذه الورقة البحثية للتعرف على دور المناخ التنظيمي في تفعيل الإبداع الشركة العامة ابن ماجد العامة .، ولقد انطلق هذا البحث لحل المشكلة من خلال فرضية الرئيسة والتي نصت على انه) وجود علاقة تأثير معنوية ذات دلالة المناخ التنظيمي في دورها في تفعيل الإبداع(، وقد تم استخدام البرنامج الإحصائي (spss) والتحليلي الكمي والإحصائي واعتماد الاستبانة كأداة لجمع البيانات والمعلومات من العينة البالغ عددها (300)ممن هم بموقع) مدير قسم، ومسؤول شعبة، ومسؤول وحدة،لتحليل البيانات من اهم نتائج التي توصل لها البحث وجود تأثير معنوي لجميع إبعاد المناخ التنظيمي على مدى توفر الإبداع في الشركة المبحوثة ، ومن اهم التوصيات هي البحث خلق بيئة تنظيمية صحية للعمل، وان تسعى لزيادة درجة الرضا لدى الموظفين لأنه ينعكس على ادائهم ، وبالتالي على تحقيق اهداف الشركة المبحوثة من خلال الابداع.

الكلمات المفتاحية : لمناخ التنظيمي؛ نظم العمل؛ العدالة التنظيمية ؛ الإبداع؛ شركة ابن ماجد العامة.

Organizational Climate and Its Role in Activating Creativity: An Exploratory Study of the Opinions of a Sample of Employees in Ibn Majid General Company
Dr. Jawad Al frijawy

Abstract:

This study aims at investigating the strategic and organizational reasons behind the superiority of a group of organizations, companies and institutions through the impact of the organizational climate and its dimensions (represented by organizational structure, work systems and procedures, communications and administrative, organizational justice) on creativity and its dimensions represented by (administrative creativity, technological creativity, creativity Commercial) by creating organizational climates and policies that stimulate creativity and creative people to catch up with the civilization and progress witnessed by contemporary societies. There is a need for business organizations to understand the behavior of employees who are required to achieve high levels of performance, Therefore, the purpose of this study is to determine the way of organizational climate affecting the company's ability to be creative. This research launched to solve the problem through the main hypothesis, which is (there is a significant relationship with moral influence with the organisational climate and its role to activate creativity). The statistical program (SPSS), quantitative and statistical analysis, used, and The questionnaire used also as a mean of gathering information and data from the sample which was in 300 people who hold the positions of department manager, division officials, and unit officials. The existence of a moral influence of all organizational climate characteristics on the availability of creativity in the firm under investigation is one of the research's most significant findings, and one of the most important recommendations is to create an environment of healthy work organization that seeks to increase the degree of satisfaction among employees because it will be reflected on their performance, and thus in achieving the company's researched goals through creativity.

Keywords: organizational climate;work systems;creativity Commercial; creativity; Ibn Majid General Company

Introduction:

According to (Omotayo, 2015), the organization constantly seeks to remain at the forefront, capable of facing competition and achieving the greatest results. According to (Nazir ET AL., 2018), one of the fundamental conditions for influencing an organization's behavior is its organizational climate. It is undeniable that notable institutions that have the ability to innovate, be creative, and innovate continuously. Additionally, the organizational climate shares an external events and changes as well as it approves tendencies among its workforce. One of the most significant subjects in management is organizational climate, which has explained more attention and significance in recent years from studies and researchas and the development of human resources in businesses, and in creating organizational culture. however, regarding the development of the finance department, it contains electronic transactions which named financial technology, and there is an important role and effect of creativity and entrepreneurship (Mohsin et al., 2023). Also, in the different sectors of the organization, you can find that most of the new modern management sectors came to create creativity in the organization. Through four types that embody the first type. In the study methodology, the second section presented the theoretical framing of organizational climate and creativity, and the third section included analyzing the research results and testing its hypotheses. As for the fourth and final section, it summarized the most important conclusions and recommendations reached by the research.

Problem of the study:

Practicing a positive organizational climate that workers in administrative organizations deal with, based on the idea that organizational justice is a measure that takes into account the interpretation of many values from organizational behavior and work-related factors, as well as things connected to the organization's administrative procedures (Moon, 2017).

Accordingly, achieving justice among employees helps employees' ability to achieve creativity (Gupta & Singh, 2015). It helps in achieving the objectives of the researched company, and therefore, through this research paper, the seek to answer the following problem:

How can the organizational climate contribute to enhancing administrative creativity in the Ibn Majid General Company?

To try to answer the research problem, we pose a number of questions:

1. What is the level of organizational justice among employees in the researched company?
2. What is the reality of administrative creativity in the researched company?
3. How do the organizational justice perceptions of workers and the creative climate interact?
4. Is the level of creativity in the investigated firm influenced by the organizational climate's dimensions?

Importance of the study:

1. The effect of workers' creativity and the performance of the company are both influenced by the organizational climate, which is both a relative term and an organizational phenomenon.
2. Employees who feel more confident in the organization's management are more certain that they can acquire their rights, which implies that they will behave better and promotes creativity.

Objectives of the study:

1. Identifying the degree of creativity in the researched company.
2. Identifying the impact of the organizational climate in enhancing creativity.
3. Make some suggestions to assist the management of the firm in assessing the problem of the organizational climate and concentrating on fostering innovation.

Study hypotheses:

H1: There is a statistically significant correlation between organizational climate and creativity (with all dimensions taken together) in the company under study

H2: There is a statistically significant relationship between organizational climate and creativity (with all dimensions taken together) in the company under study.

A hypothetical scheme reflecting the nature of the relationship between the research variables is adopted by the researcher to conduct a scientific treatment of the problem and accomplish its objectives, taking into account the findings of the preliminary exploratory study. As shown in Figure (1).

Figure (1): Hypothetical research chart
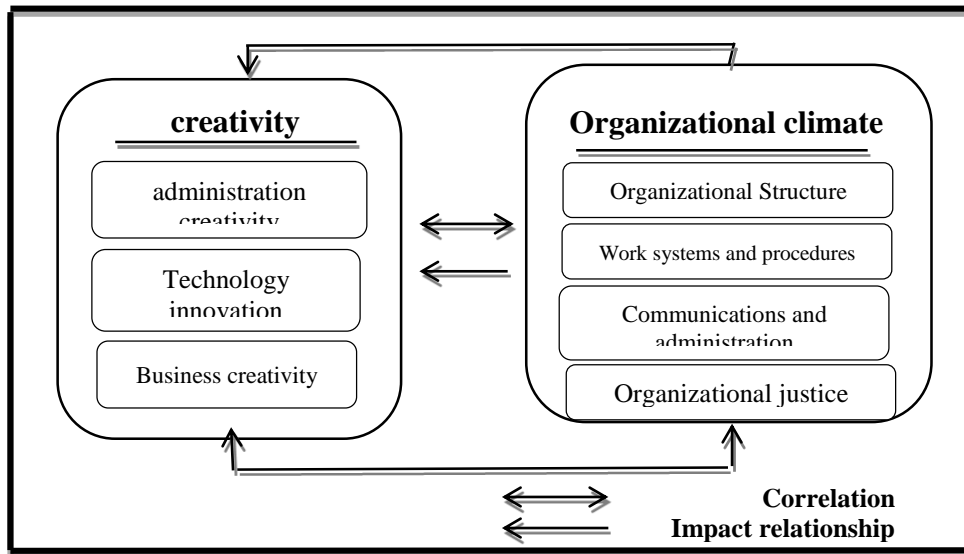
Source: Prepared by the another

Literature review:

Since the latter part of the 20th century, organizational climate has been one of the most popular themes in administrative studies (Hofmann et al., 2017). Due to the

presence of some conceptual differences in this field, many terms have emerged to express organizational climate, such as organizational environment, organization, organizational climate, administrative climate, institutional climate, or Psychological climate, and while these terms have some distinctions, they are distinguished by their connections, overlaps, and shared interests in the circumstances surrounding organizations and their internal and external environments, as well as the effects of these circumstances on organizational behavior as well as individual and group behavior (Parke & Seo, 2017). One of the leading definitions of organizational climate is the concept of organizational climate as "a set of characteristics that characterize the work environment in the organization and are directly perceived by the individuals working in this environment, and these characteristics have a clear impact on the motivations and behaviors of these workers" (Berberoglu, 2018, p.2)

They referred to the organizational climate as "representing individuals' sensory perceptions resulting from the individual's interaction with the organizational environment and with other individuals, and that the most influential factor in individuals' perception and interpretation of the organization's characteristics, events, and operations is the nature of the interaction between individuals and their superiors (Tàbara, 2023). The organizational climate expresses "the personality of the organization or institution, and refers to all the internal and external conditions that surround the employee or worker during his work, which affect his behavior and form his attitudes towards his work and towards the organization itself, as well as determine his satisfaction and level of performance (Sokol et al., 2015).

Administrative creativity:

For modern management, creativity is seen as one of the key prerequisites. If it is no longer sufficient for institutions to perform their work in traditional ways, this will lead them to

failure and even extinction with the passage of time. Institutions that seek growth and success do not stop at the limits of efficiency and effectiveness, but rather creativity is a distinctive feature of them. From all of this, creativity has become imperative to ensure the continuation and survival of the institution (Hon & Lui, 2016).

Firstly: Definition of administrative creativity:

Credit for using creativity for the first time in the economic field goes to the neoclassical economic thinker Joseph Schumpeter, as is evident in his book "The Theory of Economic Development" of 1912. Joseph Schumpeter defined creativity as (the outcome resulting from inventing a new method or system in production that leads to changing the components of the product, and how to design it. It is defined as finding new ways of working or modern ideas in solving problems, which lead to increasing the efficiency of work and the capabilities of its workers (Hecklau et al., 2016).

The basic notions of creativity itself are the source of the concept of administrative creativity. Innovative thinking in the realm of management, product creation, team leadership, enhancing client services, and all other recognized management activities are associated with creativity in management (Fortwengel et al., 2017). Some authors have presented a definition of administrative creativity as finding, accepting, and implementing new ideas, processes, products, and services, and some of them define it. It is the first or early use of an idea, and others characterize it as the effective application of novel procedures, goods, and services that arise from organizational decisions. Creativity is the introduction of something new and different, which may be represented in ideas about products and equipment, or about new manufacturing methods, new services, or communication methods. New forms of organization (Sarooghi et al., 2015).

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Secondly: The importance of administrative creativity:
The positives that the phenomenon of creativity provides in organizations can be summarized as follows:
1. The capacity to adapt to changes in the external environment, which places the organization in a solid position because it is ready to face these changes without having an impact on how organizational activities are carried out.

2. Enhancing the company's offerings for both the benefit of the company and the individual.

3. Offering personnel in the organization the chance to put their intellectual and mental capacities to the test in order to support their growth.

4. The best possible use of financial resources by combining cutting-edge advancements with scientific approaches.

5. Making effective use of human resources and capitalizing on their skills by giving them the chance to learn new things in the workplace and continuously modifying work processes to take into account external factors.

Thirdly: Levels of administrative creativity:

Creativity appears at many levels, and one can generally distinguish between three types of creativity in organizations:

1- Individual creativity, or creativity at the individual level: It is the creative process that is attained by an individual worker, enabling them to develop work through either innate qualities like talent and intelligence or acquired qualities like perseverance, flexibility, love of risk, and problem-solving skills, these qualities are trainable and developable (Lau, 2016).

2- Group creativity : This refers to the inventiveness attained or demonstrated by the group (the department, a committee, etc.). Because of interactions, knowledge and experience sharing, mutual support, and other factors, the collective creativity of the members sometimes surpasses the total creative output of the members, contingent upon the degree of collaboration. Modern enterprises must create innovative work groups in order to meet the enormous problems they confront. The following primary elements have a quantitative and qualitative impact on the group's creativity: vision, safe participation, commitment to excellence in performance, support and support of creativity, gender of the

group, age of the group, and size of the group (Rus & Orel, 2015).

3- Institutional creativity, often known as organizational creativity: It is the inventiveness attained by the organization functioning as a whole. It must be underlined once more that creativity is now an essential, urgent, and indispensable issue in modern businesses of all stripes. It is no longer a luxury or something to be envied, it is essential to its survival and growth (Sloane, 2017).

The Second Part: The practical side:

First: Statistical description: presentation and analysis of the research results (initial diagnosis of the results)

1. Dimensions of organizational climate

In light of the presentation regarding the statistical description of the dimensions of organizational climate, it can be said that levels of all dimensions were high. We can summarize levels of these dimensions in the light of the following table (1):

Table (1) Arithmetic means, standard deviations, answer score, and relative importance of the main dimensions of the organizational climate variable (n=300)

The main dimension	standard deviation	Arithmetic average	Answer score	Relative importance
Work systems and procedures	0.82	3.99	high	the first
Communications and administration	0.88	3.85	high	the third
Organizational Chart	0.96	3.98	high	the second
Organizational justice	0.80	3.82	high	the fourth
The general average of the organizational climate dimensions variable	0.91	3.81	high	-

Prepared by the author

As can be seen from the data in the above table, the study sample's responses placed the dimension of work processes and procedures (excessive) at the top in terms of relative significance, while the organizational structure dimension came in last. The organizational climate variable had an overall arithmetic mean of (3.81) and a general standard deviation of (0.91).

1. Dimensions of creativity

In light of the presentation regarding the statistical description of the dimensions of creativity, it can be said that levels of all dimensions were within a moderate to high level. We can summarize the levels of these dimensions in the light of the following table (2):

Table (2) Arithmetic means, standard deviations, answer score, and relative importance of the main dimensions of the creativity variable (n=300)

The main dimension	Answer score	standard deviation	Arithmetic average	Answer score	Relative importance
Technology creativity	Moderate	0.81	4.23	Moderate	the first
administration creativity	Moderate	0.73	4.08	Moderate	the second
Commercial creativity	Moderate	0.74	4.08	Moderate	the third
The general rate of the creativity variable	High	0.81	3.95	higher	-

Prepared by the author

As can be seen from the data in the above table, the research sample's responses placed the technological creativity component of work at the top of the scale in terms of relative relevance, while the administrative creativity dimension was assigned the

lowest ranking. The creative variable's overall standard deviation was 0.81, and the general arithmetic mean was 3.95.

Second: Testing the research model and statistical measurement of hypotheses

The following axis was used to establish the scope of the study in order to confirm the validity of the hypotheses and to discover the nature of the link and influence between the research variables in the company under investigation:

First - Testing the first main hypothesis:

The first hypothesis stated that (there is a significant correlation between the dimensions of the organizational climate and the dimensions of creativity).

Table (3) Correlations between organizational climate and creativity collectively. Correlations

		E.I	P.E
E.I	Pearson Correlation	1	894**
	Sig. (2-tailed)		.000
	N	300	300
P.E	Pearson Correlation	894**	1
	Sig. (2-tailed)	.000	
	N	300	300

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

Prepared by the author

The correlation matrix in Table (3) shows that there is a strong and significant correlation at the level of (1%) between the organizational climate variable (E.I) with its combined dimensions and the creativity variable (P.E) with its combined dimensions. The value of the correlation coefficient between them reached (0.894) and supports This result (the validity of the first main hypothesis), and this indicates that the banks in the research sample have a clear perception of the extent to which

the dimensions of the organizational climate contribute to achieving innovation and thus achieving competitive precedence's.

Second - The second main hypothesis

The second hypothesis stated that there is a significant effect between organizational climate intelligence and creativity

Simple regression analysis was used by the researcher to examine the relationship between organizational climate and creativity. The non-standardized beta coefficient, the computed and significant (t) value (Sig), and the interpretation coefficient (R2) are displayed in Table (4) as the outcomes of the basic regression analysis test.

Table (4) Simple regression analysis between organizational climate and creativity combined

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.321	0.367		3.201	0.000
E.I	1.730	0.061	0.863	26.89	0.000

a. Dependent Variable: P.E   Prepared by the author

b. R Square = 0.774, F = 285.275**

The previous table (4) shows the presence of a significant influence relationship between organizational climate and

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creativity, as the Unstandardized Beta Coefficient between them reached (1.70), and the calculated (t) value was (26.890), which indicates the significance of the Unstandardized Beta Coefficient at the level (1). The value of the (F) test reached (285.275), which is significant at level (1) and indicates the statistical power of the test model, and the interpretation coefficient (R2) reached (0.774).

Conclusion:

1. The findings showed that the employees' arithmetic averages of their perceptions of the organizational climate's dimensions—organizational justice, work systems and procedures, communications and administration, and organizational structure came in at a moderate level. This is because it is possible to gauge the strength of the bonds that exist between managers and employees, which is reflected in treating them with respect. Kindness, focus, decency, and respect.

2. Every aspect of the organizational climate in the studied firm has a noteworthy impact on the availability of creativity.

3. The dimension of organizational structure is the most significant and affecting creativity inside the company. This indicates that treating everyone equally under the law, enables people to voice their perspectives at work, and empowering them to make decisions based on thorough and

accurate information all have a good impact on fostering innovation.

4. Employees of the firm express a distinct sense of satisfaction with their job and a sense of accomplishment upon completing it. This has given them a sense of belonging to the company and motivates them to give it their all.

Recommendations:

1. Strengthening organizational support via giving workers financial and moral assistance, rewarding them both internally and externally, giving them the chance to grow professionally and learn new skills through training, and giving them the chance to advance to well-deserved positions.

2. Establish a positive work atmosphere inside the organization and work on raising employee satisfaction levels since they affect workers' performance and ultimately the group's ability to meet its strategic objectives.

3. The significance of the management of the company is to keep an eye on the implementation of fair treatment policies and making sure that every employee is given respect and is treated fairly. Senior management and employees actively listen to each other in order for this to occur.

4. The importance of taking into account the distribution of job burdens among employees in a fair and appropriate manner, and working to develop a job classification system that defines the tasks and duties of each job and determines the salary based on the difficulty of those tasks and duties and not only on the basis of academic qualification.

5. Holding workshops for employees to develop a culture of administrative creativity and benefit from the various experiences present in the organization.

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