



Ghardaia University

Faculty of Economic, Business and Management Science

Department of Management Sciences

Domain: economic, management and commercial Sciences

Filed: Management Sciences

Specialty: Management

A thesis submitted in partial achievements for the academic master's degree
in business administration

Prepared by:

Asma Benhammadi & Anissa Benoudina

Title :

**ELEMENTS OF ADMINISTRATIVE
CREATIVITY AND THEIR ROLE IN
IMPROVING ORGANIZATIONAL
PERFORMANCE
CASE STUDY EL BADR BANK**

Evaluated & approved on :08/06 /2020 by the jury:

Dr;. SAADAOUI Farid	LecturerA	Ghardaia university	President
Dr. TALEB AHMED Nouredine	Lecturer A	Ghardaia university	Supervisor & rapporter
Dr; BELARBI Mohamed	Assistant B	Ghardaia university	Evaluater

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

DEDICATION

Firstly, I thank Allah for giving me passion, patience, and the will to perform my thesis and for enlightening my life with knowledge and paving my way to success.

I dedicate this fruit to **my darling mother** who taught me perfection in doing anything. Thank you, my mother, for your prayers and support for me.

I dedicate my dissertation: to my beloved family, my brothers **Mohammed, Bouhafes, Abd el Madjeed and Amin.**

To my best sister, my dear "**Anissa**" my companion in preparing this study, I wish you more brilliance and success.

I dedicate my sister-in-law **Mey** for helping me.

To my aunt **Djema** For her support and encouragement
Ask ALLAH to protect her.

To my dear teacher who stood with us and supported us: Dr. **Taleb Ahmed Nour Eddine** teacher who believed in us asking
ALLAH to protect him .

To my dear friends **Meriem, Noura, Meriem Roumaissa Souad Sara Moufida** ask ALLAH to protect them.

ASMA

DEDICATION

First of all thanks To Allah for helped us and gave us the strength and patience to complete this thesis.

To my darling my mother, for her endless love, support, prayers and encouragement. **To my father's** pure and innocent soul, may he rest in peace. To my sweet sisters, my inspiration , my shining stars "**Amina & Keltoum**. Thank you for always being there for me! To my strength in life, **my brothers** .To my thesis partner, my friend, my sister through the highs and the lows, my soul mate "**Asma**".

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Abstract:

Our study aims to highlight and analyze the elements of administrative creativity in organizational performance (Ghardaia agency) and its impact on the work process. The thesis is divided into two parts: theoretical and practical. The theoretical part included the theoretical framework that defines administrative creativity and organizational performance, its concepts, and models. Besides the framework has been enhanced with previous studies in this area of research the practical part of the thesis includes the empirical study and analysis. This consists of the methodology adopted in this study which is a survey that is based on a questionnaire distributed to 31 individuals. The findings of the research demonstrated that administrative creativity has a significant positive role in improving administrative performance.

Key words: creativity, administrative creativity, organizational performance, fluency, flexibility, risk-taking, sensitivity to problems, originality

ملخص:

تهدف دراستنا إلى إبراز وتحليل عناصر الإبداع الإداري في الأداء التنظيمي (وكالة غرداية) وأثرها على سير العمل ، وتنقسم المدكرة إلى قسمين: نظري وعملي ، أما الجزء النظري فقد تضمن الإطار النظري الذي يحدد الإبداع الإداري و الأداء التنظيمي ومفاهيمه ونماجه. إلى جانب الإطار الذي تم تعزيزه بالدراسات السابقة في هذا المجال من البحث ، فإن الجزء العملي من هذا يشمل الدراسة والتحليل التجريبيين يتكون هذا من المنهجية المتبعة في هذه الدراسة وهي عبارة عن مسح مبني على استبيان موزع على 31 فرداً. وأظهرت نتائج البحث أن للإبداع الإداري دور إيجابي في تحسين الأداء التنظيمي

الكلمات المفتاحية: ابداع، ابداع اداري، اداء تنظيمي، مرونة، اصالة، حساسية للمشكلات، طلاقة، مخاطرة

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INTRODUCTION

A. Foreword

Administrative creativity is one of the most necessary requirements of contemporary management since traditional methods of doing business in various organizations are no longer sufficient, Therefore, organizations that pursue success and survival cannot stop at the limit of efficiency and effectiveness, but must go further and creativity innovation, as their distinctive features. Information technology and its organizations require some organizational changes from time to time to keep up with the environment. Administrative creativity has received a great deal of attention in most government agencies and organizations it has been given a wide range of tasks of great importance to organizational structure and administrative organization and works to simplify them by allocating labor training and the creation of an appropriate.

The research includes the following axes:

- research methodology
- Administrative creativity
- Organizational performance
- practical side
- Conclusions and recommendations

B. From this point of view, the problematic features are as follows:

What is role of elements of administrative creativity in improving organizational performance?

To address this problem and try to understand the subject in all its aspects, we analyzed it into a set of:

Sub-questions:

- 1- To what extent do the elements of administrative creativity affect the organizations of the research sample?
- 2- Does the element of originality affect organizational performance?

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- 3- Does the element of persuasion affect organizational performance?
- 4- Does the element of fluency affect organizational performance?
- 5- Does the element of flexibility affect organizational performance?
- 6- Does the element of risk-taking affect organizational performance?
- 7- Does the element of sensitivity of problems affect organizational performance?
- 8- Is there a statistically significant effect on the elements of administrative creativity for the study variables (job title, years of experience, nature of work)?

C.Hypotheses

To rich the objectives of our study; we suppose the main hypothesis which is:

The elements of administrative creativity are available in the research sample organization;

-This hypothesis is divided on secondary hypotheses which are:

- 1- There is a significant correlation between administrative creativity and its components and organizational performance.
- 2- There is a significant effect of administrative creativity on its components and organizational performance.
- 3- There is a significant correlation between fluency and organizational performance.
- 4- There is a significant correlation between persuasion and organizational performance.
- 5- There is a significant correlation between originality and organizational performance.
- 6- There is a significant correlation between flexibility and organizational performance.
- 7- There is a significant correlation between risk-taking and organizational performance.

D.Objectives

- To show the significant role of elements of administrative creativity in organizational;
- Coming up with tips that may contribute to improving the reality of the administration, the organization and the individuals working in it;
- the deep objective in this area is to know the satisfaction of the director and the employees About the application of administrative creativity in the institution.

E.Research importance

- Highlighting the role of administrative creativity in improving organizational performance in the research sample organizations, and recognizing the availability of the elements of administrative creativity and its characteristics among employees and achieving organizational development at the level of individuals groups and organizations

F.Study limitation:

- The thesis was conduct in 2021, there was difficulty in distributing the questionnaire;
- The sample consisted of (31) individuals;
- This research was limited to determining the role of creativity elements management in improving organizational performance.

G.Study Approach

To reach the answers to the questions asked, to verify their validity and to test hypotheses In the theoretical aspect, we relied on the descriptive approach through a number of different references (books, university theses, magazines). And the experimental method, we distributed a questionnaire to the institutions and then analyzed it through the spss program V₂₀.

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Study difficulties

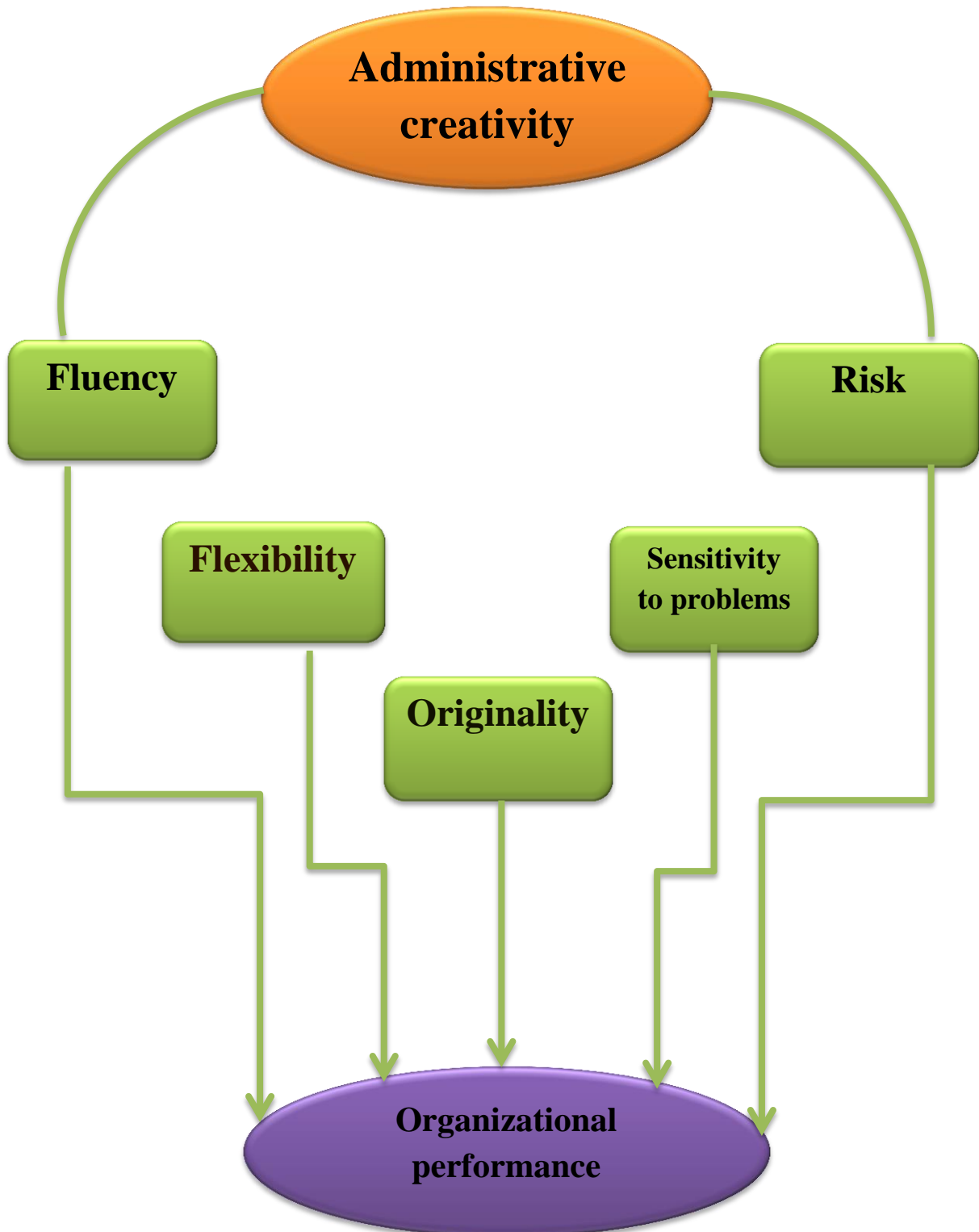
- Some institutions refuse to accept students;
- The scarcity of references, which necessitated searching for them from other sources;
- Difficulty in collecting information that serves the topic in the institution.

F. Structure of study

This thesis consists of two part; the theoretical part and the empirical part we have divided it into four big title.

The introduction that includes the background and problems; semi-questions; hypotheses; objectives; limitation; importance of study and approach study. The second title is the theoretical framework that consists of the main concepts of the research area which are elements of administrative creativity and its role in improving organizational performance. Moreover, the thesis includes empirical study (the third title) that includes the research method, results, discussion and interpretation. The last title is the conclusion that consist of the result of the research.

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Hypothesis Research Scheme

**Chapter one: elements of administrative
creativity and organizational performance
(theory aspect and previous study**

Introduction:

Administrative creativity helps the organization work better by facilitating the processes that enable the organization to continue and continue its work, and also contributes to raising the level of organizational performance to a greater level. In this chapter, we will try to explain the various concepts related to administrative creativity and organizational performance and also explain the relationship between them.

- ✚ Section one: an overview of Administrative creativity and organizational performance.
- ✚ Section two : previous study

1. The first topic: Introduction to administrative creativity

1.1 Definition of creativity

- 1- Creativity, defined as the ability to generate novel and useful ideas, is a relatively unexplored area in cognitive neuroscience. Along with ‘insight’, creativity has for long been a controversial concept¹.
- 2- Creativity is a phenomenon whereby something new and valuable is formed. The created item may be intangible (such as an idea, a scientific theory, a musical composition, or a joke) or a physical object (such as an invention, a printed literary work, or a painting)².
- 3- Creativity is an individual and cultural phenomenon that allows individuals to transform possibilities into reality (Tan, 2007). The individual's ability and capacity to create and develop new, novel and useful ideas about the firm's products, practices, services or procedure (Mumford, 2003; Shalley and Gilson, 2004) also accounts for his/ her creativity. When the ideas generated in creativity are successfully implemented, it becomes an innovation. Creative theorists have argued that an individual's creativity is an important antecedent and the precondition for innovation. Creativity has been suggested as an important and key antecedent factor for individual innovation (Heye, 2006; Schilling, 2008). An individual team member having higher ability to generate new, novel and useful ideas is more likely to create own innovation (Woodman et al., 1993), which in turn contributes to group and organizational innovation. Shin et al. (2012) found that creative self-efficacy significantly moderated the relationship between cognitive team diversity and individual creativity. Kim et al. (2010) reviewed that individual employees with a proactive personality

¹ Albert Kok, creativity and the brain: a matter of coupling your net work, University of Amsterdam, November 2019, p1, follow link <https://www.researchgate.net/publication/336983639>.

² <https://en.wikipedia.org/wiki/Creativity> December 2019

exhibited the highest employee creativity when aided by job creativity requirement and supervisory support. On theoretical grounds, it is inferred that the ability to create and develop new and useful ideas increases the likelihood of creating innovation. Creativity requires absolute novelty of the idea, whereas innovation only requires relative novelty of the idea to the unit of adoption (Woodman et al, 1993). Therefore, adopting a new policy from another organization to the current organization would be innovative but not creative. The definition of creativity also includes an essential requirement for the idea or product to be useful. Theory suggests a positive relationship between creativity and innovation¹.

1.2 levels of creativity:

Creativity appears on many levels, including:²

1. Creativity at the individual level: so that employees have creative creativity to develop work, through innate characteristics that they enjoy, such as intelligence and talent, or through library characteristics such as solving problems, for example, and these characteristics can be trained and developed, and this helps the intelligence and talent of the individual
2. Creativity at the level of groups: so that there are specific groups at work that cooperate to implement the ideas they hold, and change something for the better, such as an artistic group in the production department, for example
3. Creativity at the level of organizations: some organizations are distinguished in their level of performance and work. The work of these organizations is often typical and ideal for other organizations,

¹ Koustab Ghosh, Developing organizational creativity and innovation, Indian Institute of Management Rohtak, November 2015, p1129

² Oussama Mohammed Khairi, Creativity and innovation management, Previous reference, p 55

and for organizations to reach creativity, individual and collective creativity must be present.

1.3 Creative motives:

Whereas the motives for creativity may be¹:

- **Intrinsic motivation:**
 - Enthusiasm in achieving personal goals;
 - Gain self-satisfaction ;
 - Reach goals and objectives in a faster way;
 - Experimenting with more than one field of work.
- **External environmental drivers:**
 - Addressing public and private problems ;
 - The need for vitality and growth.
 - The need for progress and prosperity.
 - Creating events and keeping pace with rapidly changing times.
- **Material and moral motives:**
 - Get financial rewards.
 - Gaining appreciation, praise, good reputation, and fame.
 - Obtaining a prestigious job rank.
 - Obtaining a prestigious academic degree.
 - Getting people's approval.
 - Serving the nation and the country.
- **Motives for creative work**
 - An intense desire to find the idea and get it (the process of brainstorming).

¹ Oussama Mohammed Khairi, Creativity and innovation management, Amman: Dar Al-Raya for Publishing and Distribution 2012, first edition, p44-45

1.4. Administrative creativity

1.4.1 Definition of administrative creativity:

- 1- Administrative creativity is defined as the process or cluster of processes through which organizations generate and adopt new ideas¹.
- 2- Ridha (2003) believes that administrative creativity is deviating from traditional thinking and knowledge, which results in discovering new ideas, theories, inventions, or work methods that are new, developed, acceptable, and appropriate to the circumstances and capabilities of the organization and in a way that helps it to adapt and interact with all variables and improve their productivity and develop the level of employees' performance².
- 3- Creativity is seen as the core of any organization. Management scholars and practitioners agree that today's organizations are experiencing a constantly changing and complex environment, and that management creativity is greatly needed as it helps to improve employees' ability to generate ideas, respond to new technology developments, and solve problems for responsiveness and engagement. ability. Make the right decision at the right time. The positive effect of the phenomenon of administrative creativity lies in improving organizational services for the benefit of organizations and individuals, enabling them to select these skills and make full use of financial resources through practical application methods adapted to new developments, as well as to be able to adapt to different development needs with available financial and Find a balance between HR and make the most of HR and their capabilities by giving them the opportunity to seek out new things.

¹ Navnit padival, techniques for administrative creativity in local government, Journal of management in engineering/January/February 1996, LA

² Nader Mohammad Aljawarneh, administrative creativity and job performance: An empirical study at Gadara university, June 2020, p4

- 4- The administrative creativity represents a direct reflection of the organization culture, as that culture strengthen the freedom of thought and accepts and encourages and financially supports the creative work, the level of creativity of the workers in the organization will rise accordingly. Osama (2012) defines the administrative creativity as an individual thinking process gathering brilliant knowledge with the creative work, touching various life fields and dealing with the reality and thriving towards the best, beside that the creativity is a result of the reaction of subjective or objective or characteristic or environmental or behavioral variables, led by outstanding persons. Furthermore, Ali (2011) sees that the administrative creativity represents the potential energy in a group of officials in different organizations, insuring the accomplishment of its goals with effectiveness and efficiency. Atiya (2009) points that the administrative creativity is a mixture of capabilities which enable the individual to produce a new, special and applicable idea, aiming at solving a problem or developing an existing system or finding a practical concept or method to execute the organization works in a manner ensuring the accomplishment of goals with efficiency and effectiveness¹.

1.4.2 Characteristics of Administrative Creativity:

(Al-Badrani, 2011); (Assaf, 1995), pointed out that the most important characteristics of creativity include the following:²

¹ Ibtisam Khalid Yahia Salama, Dr. The Relationship Between Organizational Culture and Administrative Creativity in Universities, College of Education for Girls, University of Jeddah, Saudi Arabia, February 2018, p150

² Muayad Al-Saidi, The Practical Reality of the Strategies of Administrative Creativity: An Analytical Survey in the Al Kufa Cement Factory, Al-Furat Al-Awsat technical university, October 2020, p 1378

1. Creativity is a human phenomenon: its existence is general in humans, but to varying degrees, not limited to those with talent or high intelligence.
2. Creativity is a complex phenomenon: it is controlled by many factors, so many theories have emerged that try to understand and interpret it.
3. Creativity is healthy: if a person realizes that he is a creator, he has increased his self-esteem, which helps him to produce and be positive.
4. Creativity is linked to the reality and characteristics of the organization: the more creations are compatible with the characteristics of the organization, the more they are encouraged, accepted, and worked out, and vice versa.
5. Creativity is an individual and collective phenomenon.
6. Creativity as a function of personality is linked to inherited factors and can be developed.

1.4.3 The importance of administrative creativity to organizations appears in several aspects, including¹ :

- 1- Increase the organization's ability to respond to changes in the surrounding environment.
- 2- Improve the services provided by the organization to benefit the organization and individuals.
- 3- Contribute to developing the intellectual and mental capabilities of individuals in the organization.
- 4- Utilizing human resources and making better use of their capabilities by allowing them to search for new ways and methods of work.

1.4.4 Elements of administrative creativity :

Creativity is an integrated and dynamic process, usually a series of stages and steps, some dependent on others. Therefore, talking about the

¹ Nader Mohammad Aljawarneh, Previous reference, p 9576

elements of creativity means talking about the essence of creativity. Because it is based on different main elements, without one of them creativity loses its essential meaning.¹

❖ **Fluency:**

It represents the quantitative aspect of creativity, and it means a mental work in which the individual creates his mental experiences, to reach a rapid boost to his mental operations to give the largest number of his experiences with the utmost speed and deepest performance. In essence, it is a process of remembering and optional recall of previously learned information, experiences, or concepts to integrate with new experiences to reach a new creative performance (Danawi, 2008). Intellectual fluency and most of these types of fluency are related to a person's mental ability, such as the ability to imagine, analogy, deduction, perceptive capacity, and intuition. and associative fluency it means the process of completing relationships, as distinguished from the previous type of fluency, expressive fluency, which is related to the ease of constructing sentences, and so on.

❖ **Flexibility:**

It represents the qualitative aspect of creativity. It means the individual's ability to diversify thoughts and thus change the state of mind by changing the situation, Directing or diverting the course of thinking as the stimulus or the requirements of the situation change (Ibrahim, 2002). Flexibility, for example, in thinking means a change of a certain kind, seeing the problem from different angles, and a change in meaning, interpretation, use, understanding of the task or work strategy, or a change in the direction of thinking that may mean a new interpretation of the goal.

¹ Dr. Maha Othman Al-Zamil, The reality of applying the elements of administrative creativity and its obstacles to the departments' Princess Noura Bint Abdul Rahman University from the point of view of The administrations they work for, Educational magazine - 48th issue - April 2017, p403

❖ Originality :

It means solitude, renewal, and ideas, it is a concept that refers to the existence of new original ideas in the individual that no one has preceded them (Amer, 2000), It is the abilities most closely related to creativity and creative thinking, It means the individual's ability to give original and new responses so that a person is described as a creator if he comes up with original and new ideas that differ from what others have brought (Al-Huwaidi, 2004). It means issuing what is unfamiliar, and what is new and unusual.

❖ Sensitivity to problems :

It means awareness of the existence of problems, needs, or elements of weakness in the environment or situation (Jarwan, 2002), it means the ability of the individual to discover problems and investigate missing information, the individual focuses on testing many types of information, facts and impressions, And the production of many ways to express the problem (Al-Surour, 2005). The need for creativity was and still is the main address in all aspects of life and its problems. However, the world today, especially educational institutions, is more in need of creativity than before, to constant challenges and mounting pressures, and the many changes it has undergone, Like globalization and the knowledge economy, it has made creativity an urgent necessity for all educational institutions (Jarwan, 2002)¹.

❖ Risk

It means taking the initiative in adopting new ideas and methods, and searching for solutions to them at the same time that the individual is willing to bear the risks resulting from the actions he undertakes And

¹ Dr. Maha Othman Al-Zamil, Previous reference, p403,404

is ready to assume the responsibilities arising from that (Al-Nimr, 1992 AD)¹.

1.4.5 Obstacles to administrative creativity:

The main obstacles of administrative creativity are: ²

- **mental handicaps:**

It is the unconsidered and unpredictable prejudgment of people and problems, weak observation and superficial view of problems and matters, following stereotyped thinking habits, and limitations.

- **emotional barriers:**

Such as self-confidence, the tendency to take risks, independence in thinking, and emotion is a driving force that pushes the individual to diversify his behavior to achieve the goal of emotion and reduce the tension that it causes, but exaggeration in emotion such as fear or anxiety may cause a limitation in creativity.

- **Motivational Obstacles:**

Research has proven that the individual's reaching of the new requires a real desire on his part that pushes him to reach it, and it must be the individual is motivated to the degree that he makes a positive effort that achieves creativity, and not encouraging and appropriately motivating the individual and not obtaining the respect and appreciation of others and their support for him hinders creativity and puts a barrier against new ideas.

¹ Dr. Maha Othman Al-Zamil, Previous reference, p403,404

² D.Dalla Mohamed, D. Adel Bouziou, Obstacles to administrative creativity in the Algerian youth and sports directorates, Journal of the researcher in the humanities and social sciences, Institute of Sciences and Techniques of Physical and Sports Activities, University of Biskra (Algeria),2020, p124

- **Regulatory Obstacles:**

An organization that allows superiors to concentrate power in their hands and does not allow workers to participate in Discussing work conditions and participating in drawing up its plans, in which the regulations and instructions specify the roles of workers in precise detail, discourages individuals from being creative and innovative, but rather makes them evade responsibility for fear of failure and punishment. and see Pharmacist that organizational obstacles are the tendency of the leadership style to centralize decision-making, bias on the part of the superiors for some subordinates, decisions are taken are affected by personal relationships, lack of delegation of authority¹.

2.Organizational Performance:

Performance is the common thread of individual efforts for any organization. The traditional tendency in management is to focus on high performance through direction, continuity, and commitment to management and operational practices that improve the company's overall.

2.1Definition of Performance :

Performance is a contextual concept associated with the phenomenon being studied (Hofer, 1983). In the context of organizational financial performance, performance is a measure of the change in the financial state of an organization or the financial outcomes that result from management decisions and the execution of those decisions by members of the organization. Since the perception of these outcomes is contextual, the measures used to represent performance are selected based on the circumstances of the organization(s) being observed. The

¹ D.Dalla Mohamed, D. Adel Bouziou, Previous reference, p124

measures selected represent the outcomes achieved, either good or bad;

Most management research focuses on the determinants of performance. For instance, Kunkel (1991) proposed that new venture performance was a function of new venture strategy and industry structure (expressed as a formula as $P=f(VS, IS)$). Kunkel tested the relationship between two independent variables and the dependent construct of new venture performance. The focus of Kunkel's research was on the hypothesized relationship between certain independent variables and certain dependent variables, while the focus of this dissertation is just on the "P". The independent variables are proposed as determinants of the changes in the dependent variables. The changes in the dependent measures are considered to represent "performance" caused by the variations in the independent measures. The critical point here is that performance as a concept involves the measurement of the effects of organizational actions¹.

2.2 performance metrics

There is a close relationship between the definition of performance and its measurement, and the measurement of a phenomenon depends on its clarity on the one hand and the extent to which measurements are provided on the other hand. Starting from two different and related angles at the same time, the first is to measure what is existing, i.e. actual performance, and the second means to measure what should be, which is the required performance, and this performance has measures represented in²:

¹ ROBERT B. CARTON, MEASURING ORGANIZATIONAL PERFORMANCE: AN EXPLORATORY STUDY, The University of Georgia May 2004, p(2,3).

² Ghania Itatahin, the role of creativity in improving administrative performance and development of the organization, Horizons Journal of Sociology, university of Belida2, p 226,227.

✓ **work studies:**

This study is concerned with analyzing the work into its components and parts, and then studying each part according to the appropriate amount of time required for good performance. It also leads to some modifications in the way of performing the work itself so that it is possible to get rid of the redundant particles and movements, and in general, the work studies in applying the concept of the study of movement and time, and for this study to be completed, several conditions must be provided:

- The studied individuals should be of average abilities and skills;
- That the number of the studied individuals is appropriate, as the percentage of individuals decreases, it is difficult to ascertain the validity of the results;
- The study should extend over a relatively long period of time so that the results can be summarized;
- to be studied under the same physical working conditions;
- That the administration work to establish fair incentive systems that are linked to performance and confirm this fact for employees (Hanafi Mahmoud Suleiman).

✓ **internal statistics**

It specializes in studying the quantitative aspect, known as the internal statistical study, which must take into account the following elements when studying:

- long-term data collection;
- Summarize the data from the impurities related to unusual working conditions;
- Analyze data scientifically using appropriate statistical tools;
- Evaluate the results objectively before using them.

✓ **External Statistics**

If the department does not have the required modern internal statistics or the lack of accurate systems for the information related to it, in this case it can be relied on some external statistical indicators related to similar organizations so that even in the presence and availability of internal statistics, the department may resort to comparing them with the external statistics of other leading organizations In the specific field of economic activity in order for performance measures to be more serious and effective (Mohammed Hassan Rawiya, 2003)¹.

2.3 The Concept Of Organizational Performance:

The development of the concept of institutional performance has gone through several stages, whether in industry frameworks such as companies, organizations or countries, and it should be noted that this development focused first on financial indicators only, taking into account social and human conditions, and then several attempts to link activities, processes and outputs in performance evaluation organizational.

In general, the concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, to achieve a shared purpose (Alchian & Demsetz, 1972; Barney, 2001; Jensen & Meckling, 1976; Simon, 1976). Those providing the assets will only commit them to the organization so long as they are satisfied with the value they receive in exchange, relative to alternative uses of the assets. As a consequence, the essence of performance is the creation of value. So long as the value created by the use of the contributed

¹ Ghania Itatahin, Previous reference, p227

assets is equal to or greater than the value expected by those contributing the assets, the assets will continue to be made available to the organization and the organization will continue to exist. Therefore, value creation, as defined by the resource provider, is the essential overall performance criteria for any organization. How that value is created is the essence of most empirical research in management. Conversely, how that value is measured is the essence of this research¹.

2.1 areas of organizational performance:

Below is an explanation of the three main areas that comprise organizational performance.²

Financial performance

Financial performance refers to measuring a company's operations and policies in monetary terms. In other words, in terms of value in dollars, pounds, euros, etc. We can see how good a firm's financial performance is by looking at its return on assets and return on investment. We can also gauge its financial performance by measuring value added.

Market performance

Market performance measures how well a company or product performs in the marketplace. In other words, whether a product's market share has risen, if product upgrades helped boost sales, etc.

When we are talking specifically about a product rather than the whole company, we say 'product market performance.'

¹ ROBERT B. CARTON, Previous reference

² Louise James, Organizational performance – definition and meaning, See the link: <https://marketbusinessnews.com/financial-glossary/organizational-performance-definition-meaning/>, 7avril 2022 12:00pm

Shareholder value

Shareholder value performance looks at how much a company enriches its shareholders. In fact, many say it is the ultimate organizational performance measure.

Shareholder value maximization and shareholder value model mean the same as shareholder value.

Shareholder value may also refer to a company's market capitalization.

Believers in the free market capitalist system say that shareholder value should be senior management's top priority.

2.2 organizational performance goals:

The organizational performance objectives include three main objectives, which are as follows:¹

long term goals

The long-term organizational goal determines the point of success in the future, whether for months or years, as long-term goals include goals related to job, education, life, etc., and therefore require planning and allocating time to achieve them, but large and long-term goals will not be completed if a clear way is not identified. The concept of long-term goals can be illustrated by the following example, when President Kennedy announced sending a man to the moon at the end of the sixties, he had set a long-term goal, and quickly the NASA team began managing and dividing the goal into Stages that can be controlled, and each stage requires completion in order to move to the next stage.

¹ Abdul Rahman Al-Qasas, organizational performance goals, Retrieved with a date 7 Avril 2022 10:00am See the link:

https://mawdoo3.com/%D8%A3%D9%87%D8%AF%D8%A7%D9%81_%D8%A7%D9%84%D8%A3%D8%AF%D8%A7%D8%A1_%D8%A7%D9%84%D8%AA%D9%86%D8%B8%D9%8A%D9%85%D9%8A#.D8.A7.D9.84.D9.85.D8.B1.D8.A7.D8.AC.D8.B9

agile goals

Flexible goals include a set of values and checks for results developed through small cycles in collaboration with the team. Agile organizational goals allow individuals to break down long-term goals, into a map of achievable milestones. Agile goals are usually implemented by focusing on one smaller goal. Clearly each time, the goals are typically two-week actionable activities that are completed within a short period of time.

2.3 Measuring Organizational Performance:

Measurements and metrics can be derived from the model, focusing on¹:

- Intended goals and targets ;
- Actual achievements and outcomes ;
- Business process efficiency ;
- Workforce performance metrics ;
- Talent management and employment metrics ;
- An organization's delivery system.

Choosing and using the right metrics serves several purposes.

Not only do they help business leaders monitor organizational changes, they also act as feedback and control mechanisms. That is, they allow business leaders to make course corrections, maintain accountability, gain insight into communication strategies, and adjust change projects when needed.

2.4 Dimensions of organizational performance:

Among the definitions of organizational performance ²

¹ Christopher Smith, The Ultimate Guide to Improving Organizational Performance, Retrieved with a date January 14, 2020, See the link: <https://change.walkme.com/organizational-performance/> .

² D.Mohammed Nacer El-Morchid, The relationship of strategic thinking with organizational performance, a field study on Jordanian insurance companies, p 180

Effectiveness:

The concept of effectiveness is very important because of its essential role in evaluating the organization's achievement and determining the degree of the achievement of its objectives and discovering the shortcomings and weaknesses it to be overcome, in addition to that through effectiveness it is possible to find a normative basis for the organization's behavior and administrative practices (Daham Oudah, 2012). The concept of effectiveness is a broad concept that takes into account many variables at the organizational level and the level of administrative units, and distinguishes between two types of goals to be achieved, official and operational (Daft, 2007).

see (2002, Lusthaus, et al), the starting point for evaluating the performance of the organization is its effectiveness, which is the extent to which the organization is able to achieve its organizational goals to the fullest. (Al-Shamma and Hammoud, 2000) defined effectiveness as the ability of organizations to survive, adapt and grow, regardless of regardless of the goals you achieve. Effectiveness is defined (Daft, 2007) as summarizing the desired goal. As for Robbins (1990), he defined it as the ability of organizations to obtain various resources and use them effectively to achieve goals in addition to their ability to balance and stability. Effectiveness has been defined by a number of different criteria and indicators, and they differ from one organization to another that it wants to achieve. If these criteria are achieved, they can be described as effectiveness. From this point Al-Shamma' and Hammoud, 2009, identified three criteria for effectiveness, which are the ability of organizations to achieve their goals, the ability of organizations to adapt to their environment, continue and survive, and the ability to grow and develop. (Daham and Oudah, 2012) they identified eight criteria that achieve

effectiveness for organizations, which are as follows: Emphasis on achieving goals, paying attention to customers and understanding their needs, increasing productivity through the participation of subordinates in the organization, their understanding of the organization's objectives, and interaction with it, having good relations with similar organizations, and simplicity Organizational structure and low cost of ancillary services.

Efficiency ¹:

The concept of efficiency relates to the amount of resources used (inputs) to produce one unit of output, as the organization can achieve levels of products or services with more limited resources than organizations, which are known to be more efficient (Daft, 2007), and the role of efficiency appears in the process of determining the success of The organization is in the process of tightening the relationship between the used inputs and outputs in an efficient manner, and it aims to reduce inputs and increase outputs. Efficiency is important in planning and control processes. In the planning stage, it serves as a guiding tool for organizational decision-making. In the control stage, it works to detect if the established measures and means are consistent with the general objectives of the organization (Daham Oudeh, 2012). Efficiency focuses on quality and quantity, and the proper use of workflow and time. Efficiency is measured through several measures by comparing inputs with outputs during a certain period. They include (Al-Shamma and Hammoud, 2009):

- 1- Overall efficiency measures, including: net profit in total assets or equity;

¹ D.Mohammed Nacer El-Morchid, Previous reference. P181

- 2- Partial measures of efficiency, including: Sales compared to the number of employees;
- 3- Qualitative measures of efficiency, including: Upgrading the quality of products using the same resources.

Daham and Odeh (2012) believe that efficiency is also measured through a set of indicators, including: cost, satisfaction of subordinates, and creativity, as efficiency focuses on quality, quantity and good use of production components using time and work movement, in addition to the overall efficiency of organizations affects their ability in achieving its objectives¹.

Customer satisfaction

Customer satisfaction is a business philosophy of providing new and distinctive products and services in comparison with the occasion, and it is considered one of the best businesses offered by organizations (Mohammed and Al-Jubouri, 2014). The importance of the customer satisfaction index also stems from knowing the needs of customers within the limits of quality, cost, and distribution, in addition to knowing the future needs of customers by the organizations. Ivanov and Avasilcai). Customer satisfaction can be defined as an individual's perception of either displeasure or pleasure by comparing the perceived performance of the product concerning the person's expectations (Mendoza, et al., 2007). Target customer satisfaction is measured through this dimension by using output measures such as market share, customer retention, and acquisition of new customers, which leads to the creation of value for the target customer. Muhammad and Al Jubouri, 2014; 2001, Kaplan). Also, developing a base of environments related to customer satisfaction that will lead to

¹ D.Mohammed Nacer El-Morchid, Previous reference. P181

continuous improvement in the services provided to this customer, as well as the realization of these matters that will improve organizational performance in general¹.

Muhammad and Al-Jubouri, 2014). In order to gain customer satisfaction, Parasuraman and others developed a general perspective for service companies, based on empirical research in the various services sector, consisting of five dimensions, through which it seeks customer satisfaction Parasuraman, et (al, 1988)² :

- Tangibles : Includes physical facilities, equipment, and backs of staff;
- Reliability : It expresses the ability to fulfill the fulfillment of the services accurately;
- Responsiveness : Expressing willingness to help customers and provide prompt service to them;
- Assurance : An expression of employees' enjoyment of knowledge, decency, and their ability to enhance the confidence and reassurance of customers;
- Empathy : It expresses the care and concern that employees give to their clients or customers³.

3.Relationship between administrative creativity and organizational performance:

Many researchers and authors have emphasized the need for creativity in organizations, emphasizing that creativity has become one of the primary functions of managers, and that every manager must learn how to manage the process of change and creativity. The performance of the entire organization, especially its employees. So the relationship

¹ D.Mohammed Nacer El-Morchid, Previous reference. P181

² D.Mohammed Nacer El-Morchid, Previous reference. P 182

³ D.Mohammed Nacer El-Morchid, Previous reference. P 182

between administrative creativity and organizational performance is integrated.

3 Previous studies

3.1 Local studies

- ILYES LABOUZ (2016-2017) entitled the role of administrative creativity in achieving organizational development in Algeria; an analytical study of the public sector (a case study of the S.N.A.L gas Algeria telecom foundation and the direction of youth and sports in Ouargla. which aimed to clarify how the administrative creativity achieves the organizational development. where he based in his study on the descriptive-analytical approach, and most of the tools (interview, questionnaire and documents); the study sample had reached a single research 176. The conclusion of this study is That the administrative creativity plays an important role in the organizational development of public institutions¹.

- This study was presented by researchers Madawi Anissa and Korbali Fatima Al-Zahra for the purpose of obtaining a master's degree. the master's title is entitled The Role of Administrative Creativity in Improving Organizational Effectiveness in Bouira in 2018/2019.The research included the extent of the contribution of administrative creativity in improving organizational effectiveness for Akli Mohand Olhaj University using the descriptive analytical method A sample of 70 . was also used; The data was analyzed using the questionnaire

¹ Ilyes Labouz, The role of administrative creativity in achieving organizational development, A sociological study in public sector institutions in the city of Ouargla, End-of-study thesis for Ph.D. in Sociology, management and work, 2016/2017

Finally, this study concluded that: Administrative creativity affects organizational effectiveness. Administrative creativity is achieved by a set of conditions that it provides¹.

- This study was presented by researcher Brouzouk Abdelrafiq to learn about administrative creativity in achieving organizational change at the Algerian institution. The study examined the effectiveness of administrative creativity in achieving organizational change at the Nafatal enterprise and the liquefied gas unit in the wilaya of Blida using the descriptive and case study methods. The researcher used a sample of 87 workers and the data were analyzed using the means of resolution.

In the end, the researcher reached a set of results, the most important of which are:

- The success factors for organizational change stipulate to rely mainly on the methods of administrative creativity;
- Organizational change has become an urgent and imperative need to keep pace with the organization's changing internal and external environment².

3 .2 Foreign studies

- This study was presented by Deir Atiyah and sought to find out the reality of the management innovation in Alpha & MTC Touch organizations in Lebanon and its impact on the individual, group and organizational development within those organizations. To this end, a questionnaire was prepared and distributed to 425 employees of these

¹ Madawi Anissa, Korbali Fatima Al-Zahra, The Role of Administrative Creativity in Improving Organizational Effectiveness, obtain a master's degree, in Bouira in 2018/2019

² Brouzouk Abdelraq, administrative creativity in achieving organizational change at the Algerian institution, . The study examined the effectiveness of administrative creativity in achieving organizational change at the Nafatal enterprise and the liquefied gas unit in the wilaya of Blida.

institutions, and 385 recovered for analysis. The results of the study showed that the institutions (sample study) applied the elements and aspects of managerial creativity to a good degree; This has a positive impact on organizational development at all levels¹.

- Abdul Azeez Badir Alnidawi, Shaima, and Abdel Qader Jaffal (2018) entitled the impact of organizational creativity on organizational performance in Jordan; a case study (empirical study pharmaceutical Jordanian companies). the study was based on a selection for what is the level of organizational creativity that characterizes Jordanian pharmaceutical companies? Does organizational creativity in Jordanian pharmaceuticals affect high organizational performance?. where based on a hon study on the descriptive-analytical approach and the questionnaire, a random sample was chosen, to come out with results or indicators that could be generalized by the directors so 270 questionnaires have been analyzed by spss program. the results of the study showed that: all dimensions of organizational creativity achieved high levels of performance also it found that Jordanian pharmaceutical companies are involved in achieving the organization's goals by performing their work effectively².
- M. Mohammed Abderahmen Omer; M.Rouch Ibrahim Mohammed, Elements of administrative creativity and their role in improving organizational performance, The study is an article, The research dealt with the following problem, Is there a clear perception among organizations about the concept of managerial creativity and organizational performance? Analytical descriptive approach to test a sample of 42 individuals data was analyzed using The questionnaire

¹ Deir Atiyah, the reality of the management innovation in Alpha & MTC

² Abdul Azeez Badir Alnidawi, Shaima, and Abdel Qader Jaffal, the impact of organizational creativity on organizational performance, the impact of organizational creativity on organizational performance, in Jordan.

was the main means of collecting information, The research reached a set of conclusions, the most important of which is the tendency of individuals working in the research sample organizations to present to generate creative ideas in an attempt to find new ways to perform the work assigned to them and their desire to solve the problems they face creatively. The research came up with proposals, the most important of which is the need to establish an administration that incubates creativity and secures a stimulating work environment for working individuals that allows freedom of expression, self-development and suggestions, and the adoption of the principle of individuals' participation in the decision-making process that they influence or stumble from its results¹

3. 3 What distinguishes this study from the literature review

We think that our study is the first reference in a local study in English talking about the elements of administrative creativity and its role in improving organizational performance.

The study addressed how the elements of administrative creativity (flexibility, fluency, persuasion, originality, risk-taking) affect organizational performance and what is the nature of the relationship between them.

¹ M. Mohammed Abderahmen Omer; M.Rouch Ibrahim Mohammed, Elements of administrative creativity and their role in improving organizational performance, College of Administration and Economics, Department of Administrative Sciences, University of Zakho, Kurdistan Region of Iraq - College of Administration and Economics, Department of Administrative Sciences, University of Zakho, Kurdistan Region of Iraq

Conclusion:

Due to its importance, executive creativity in an organization is considered a principal factor in its development and progress, both at the individual level and the group level. Through this, we discover the skills of employees and their positive experiences that contribute to improved performance, development of production, and achievement of organizational goals. Therefore, we must focus on creators and develop their skills and knowledge for the benefit of the organization. Achieve development and prosperity.

**Chapter two:
effect of the elements of
administrative creativity on
organizational performance (Case
Study El B.A.D.R)**

Introduction

- ✚ In this chapter, we shall try to introduce the state agency of Ghardaia with an analysis of the structure of the system and some important sections. Then, we will try to explain the methods and tools used in the case study with the explanation of the variables in the first research, and then we will try in the second research to present and discuss the results of the study with the processing of testing the hypotheses availability.
- ✚ **Section one:** the method used for analysis
- ✚ **Section two:** Results and discussion of the study

Section one: the method used for analysis

In this section, we will present a prelude to the applied study by clarifying the most important aspects of the Agricultural and Rural Development Bank study, and describing the modus operandi and methods used.

1: Presentation of the Agricultural and Rural Development Bank

1-1 Establishment of the Agricultural and Rural Development Bank

▪ History of BADR bank:

BADR bank was created after the reshuffle of the National Bank of Algeria under the Decree No. 82106 of March 11, 1982," on the creation of the agricultural and rural development bank and fixing its statutes"¹: with the aim of developing the agricultural sector and promoting the rural world, through the putting into practice of adequate strategies.

▪ Definition of B.A.D.R:

B.A.D.R: Agricultural and Rural Development Bank

BADR bank is a national financial institution, in the legal form of a joint-stock company (S.P.A), its main mission is the development of the agricultural sector and the promotion of the rural world.

It also contributes to the financing of the various sectors:

- Agri-food;
- Fishing;
- Agriculture and handicrafts.

BADR bank is a national financial company, in the legal form of a joint-stock company (S.P.A); its mains mission is the development of the agricultural sector and the promotion of the rural world.

It also contributes to the financing of the various sectors:

1-2 Means and potential of B.A.D.R bank

¹ Decree No. 82-106 of 03/11/1982 concerning the creation of the B.A.D.R, the official journal, number 11, 03/16/1982.

-To accomplish its missions, BADR bank has a considerable human and material potential; which is composed as follows¹:

+ Human resources:

A number passing 7,000 managers and employees work within central, regional, and local structures. The density of its network and the size of its workforce make BADR bank the leading network bank at the national level.

+ Material resources:

To accomplish its missions, BADR bank owns material resources such as computer software.

1-3 Objectives and missions of B.A.D.R bank

Within the framework of the national plan for economic and social development, BADR bank is responsible for the agricultural sector, and the development of the rural world.

+ Objectives:

- Diversification and expansion of the bank's field of action;
- Improvement of the quality of services;
- Improvement of relations with partners;
- Improvement of its market share;
- Development of banking activity to obtain maximum profit.

To attain these objectives, the bank is working to set up an organization of internal structures as well as highly developed technical tools, and upgrade the workforce and internal and external means of communication.

+ Missions:

- Execute all banking operations within the framework of the regulations in force;
- Reorganize the structures of the bank;
- Finance SME and SMI projects.

¹ Ghardaia B.A.D.R agency.

1-4 Presentation of the Ghardaïa Agency

Ghardaïa BADR agency situates at "1st of November Street in Ghardaïa", created in 1982, which is under the control of the regional management of Laghouat that depends on the general company of Algiers.

- ❖ It based its organization on two essential departments:
- ❖ « Front Office » Department;
- ❖ « Back Office » Department

For more detail, this diagram presents the organization chart of "Ghardaïa BADR bank".

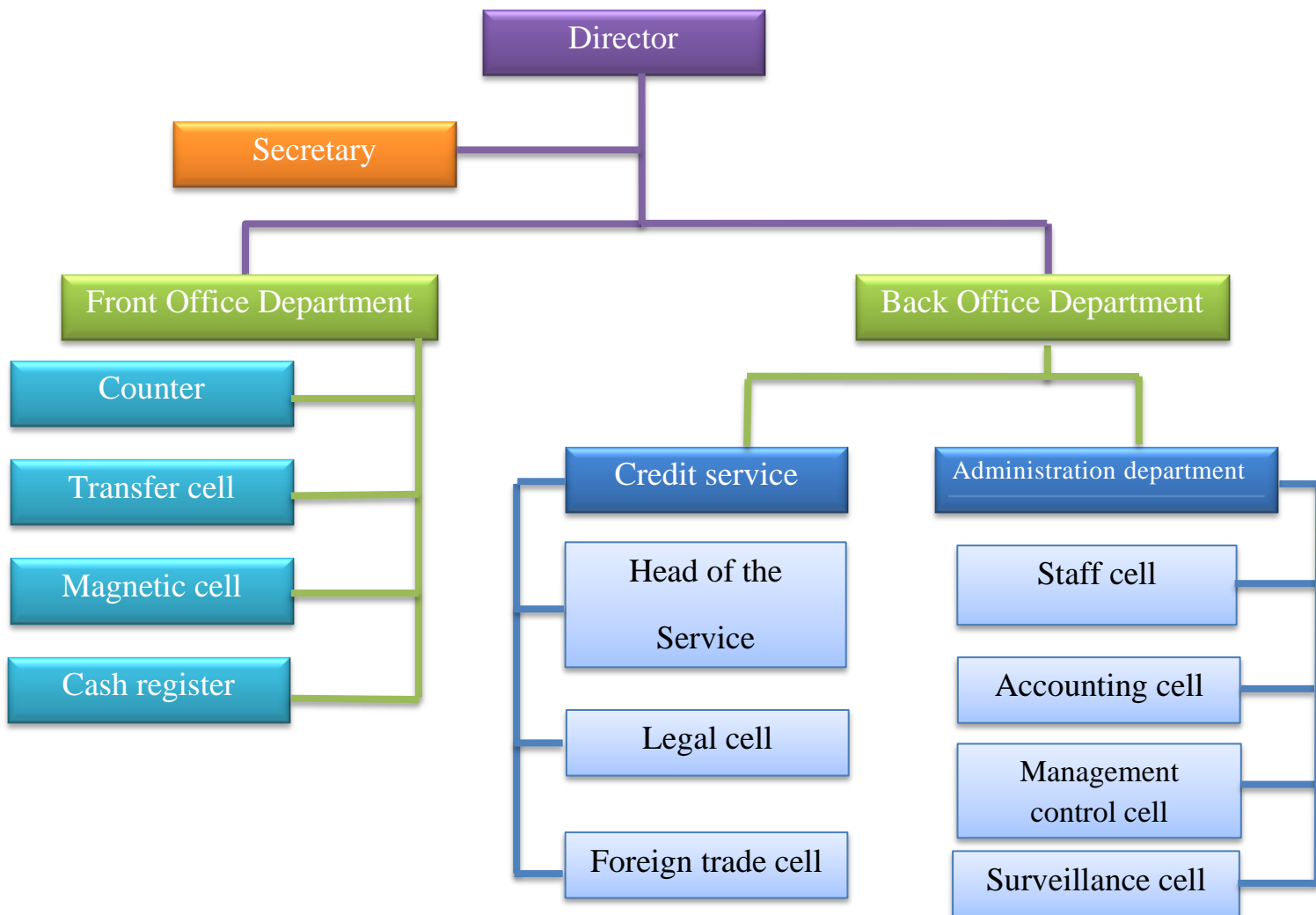


Figure 01: diagram presents the organization chart of "Ghardaïa BADR bank".

1-4-1 Organizational structure analysis

- **Director:** he is primarily responsible for all the functions and interests of the bank, among his functions.
 - He represents the agency in all areas (internal and external meetings).
 - He coordinates and controls the activity of the agency.
 - Ensure compliance with regulations.
- **Secretary:**
 - Meet the needs of the administration.
 - Registering and sending all incoming and outgoing mail.
 - ensure customer reception.
- **Front Office Department:**

This service is the most eventful because it represents the interface with the daily clientele, among these functions:

- Provide reception
- inform customers for any necessary information
- **Counter:**
 - Send any withdrawal in dinars or in currency by checks and cards.
 - receive loan requests from customers.
- **Transfer cell:**

it is a cell occupied by a person, it is the cell where the transformations of foreign funds take a place.

- **Magnetic cell:**

This is the cell where all electronic transactions take place.

- **Cash register:**

Ensure to send the assets and ensure the financing of the funds of the agency

Back Office Department

It works on :

- Ensure conduct of the anterior fundus
- Prepare statistics
- Updating and filtering client files

This department has two services; those are:

4-1- Credit service

This service represents 80% of the work of the bank through its important role in the economic development of the region and then of the country in national terms.

This service has three users:

4-1-1 Head of the Service:

Its principal mission is to lead the loan process and the results obtained by studying the loan application and verifying them.

4-1-2 Legal cell:

This unit is responsible for taking charge of the legal and contentious affairs of the company.

4-1-3 foreign trade cell:

This cell executes the export and import operations of a financial point and also it is the cells where the majority of exchanges are processed in currency.

4-2 Administration department:

It is a very important service which ensures the supervision and management of human resources and also it ensures the protection of equipment

4-2-1 Staff cell:

Responsible for recording work time (late or absent), vacation and retirement...etc.

4-2-2 Accounting cell:

The tasks and responsibilities of this unit are as follows:

- Execution the balance sheets
- Ensure and monitor the management of service contracts
- Establish the forecast of taxes and duties

4-2-3 Management control cell:

- For the investment plan: the controller will build an arbitrary plan.
- for the exploitation plan must be prepared by the controller according to technical sheets.

4-2-4 Surveillance cell:

This cell works to ensure the safety of the workplace

5- Technical and human capacities¹

- **Technical capacities:**
 - ✓ For the Ghardaïa BADR Agency to carry out its work, it uses developed computer equipment that allows it to perform the various tasks rapidly.
 - ✓ It also has an Intranet network which allows fast and very secured communicate with all the agencies and departments at the national level.
 - ✓ With the prevailing climate in the region where the agency is located (Ghardaïa), it has an important air conditioning system that creates pleasant working conditions.
- **Human capacities**

The workforce situation is as follows:

- 35 people including 5 executives; 25 Masters; 5 executors.

¹ Thesis for obtaining a university applied studies certificate, on the impact of exchange rate fluctuations on the performance of banks, p. 77, academic year 2013.2014.

- ✓ We notice that at the level of the agency there is an interesting social climate which makes it possible to provide well-organized and balanced teamwork.
- ✓ Everyone's productivity differs depending on the position held and generally the absenteeism rate is not really high in sensitive positions.
- ✓ Working conditions are comfortable since transport, catering and security are assured.
- ✓ Periodic training greatly helps staff acquire more competence.

2-1. Research Design and population's:

2-1-1 the design research

The researcher used a secondary data consists of books, theses, law and regulations for setting the theoretical framework, illustrating the concepts explaining the factors and setting the hypotheses of the study.

For examining the hypotheses, a prior data have been used and which consist of a questionnaire. The paragraphs of the questionnaire were designed based on semi-questions, hypotheses, and the objectives of the research. The first part of the questionnaire is an introduction to the thesis problem that includes the objectives of the research and its significance. The second part includes the personal data their positions and experience. The third part includes the questions and it is divided into two parts.

The first part is about the elements of administrative creativity whether it is applied by the employees in the agency or not the questions are:

- **Originality:**
 - I master the art of discussion and dialogue
 - I have an original way considering solving problems
 - I achieve my assigned duties
 - I don't rush in accepting or refusing any idea

- **Fluency:**

- I am capable of suggesting quick solutions
- I have the ability to offer more than one idea in a short period of time
- I express my opinions even when they are different from my superiors'
- I steer clear of what others do to solve problems

- **Flexibility:**

- I search ideas that contribute to the project
- I don't hesitate to change my position when I am convinced that it is not right
- I make sure of making changes in working methods from time to time
- I have the ability to see things from a different perspective

- **Risk-taking :**

- I take the initiative to adopt new ideas and methods and I also search solutions for working problems
- I accept failure in work as an experience that precedes success
- I pay attention to presenting new ideas to the organization, even if they were not executed
- I bear responsibility for what I do

- **Sensitivity to problems:**

- I see clearly others' problems at work
- I don't make random decisions, but they are made based on an intensive study
- I get detailed information before achieving a new work
- I make sure of knowing the weakness of my performances

The second part is about the organizational performance, the questionnaire are :

- Our organization works on developing its organizational structure according to the nature of its work

- Encouraging the workers to do scientific research in order to reach new concepts to develop administrative work
- We work on finding good human relationships inside the work environment, which helps to achieve a better performance
- Our organization works on reducing the risks it faces, such as liquidity continuous problems
- Our organization agents attempt to keep away from imitating others while solving problems interfering with the workflow
- Our organization became capable of reducing the clients' complaints in the last years
- Our organization became capable of improving the satisfaction level in the last years
- Our organization became capable of reducing the operating cycle time in the last years
- Our organization became capable of rising the company's share of the total market in the last years
- Our organization works on creating new methods at work continuously in order to improve the administrative operations in the organization
- Our organization resorts to entering new markets in order to distribute its market share
- The organization's administration connects the individuals' performance and the incentives they get

These are the parts of the questionnaire used in the research. The questionnaire used a scale of three because the research problem does not accept a lot of opinions only yes, no, or somehow.

2-1-2 Research population:

The research population consists of employees in Agricultural and Rural Development Bank the researcher prepared an questionnaire It was distributed to 31 sample research.

Table 01 :Questionnaire distribution

Zone	Population	distribution	Response	No response	Not accepted
Ghardaia	31	31	31	0	0

Source: by students

2.2 Analysis Method:

To reach the research goals, we have used the SPSS20 in data analysis:

- The descriptive Analysis :
 - Frequency descriptive analysis for describing the collected data;
 - The mean to know whether the responses focused on a certain choice among the individuals;

$$\bar{X} = \frac{\sum n_i x_i}{N}$$

- Deviation to estimate the extent of dispersion of responses among the sample or from their mean;

$$\sigma = \sqrt{\frac{\sum n_i (x_i - \bar{x})^2}{N}}$$

- T test sample statistics .
 - The inferential statistics :
 - Alpha Cronbach to determine the validity and the reliability of the data;
 - Correlation to know whether there is a relationship between variables;

The weighted arithmetic averages were evaluated according to the following method:

- find the length of the range, which is equal to: $3-1 = 2$ = divide the range by the number of categories: $2/3 = 0.66$, after that, (0.66) is added to the minimum scale, so the evaluation method becomes as shown in the following table:

Table 02 : likart scale

Weighted average	1-1.66	1.67-2.33	2.34-3
Description	Disagree	Neutral	Agree

Prepared by students based on the output of SPSS program V₂₀

2. Results:

2.1. Description of the sample:

The table below describes the frequency of the responses, 100% of the responses are valid.

Table03: responses frequency

		N	%
Case	Valid	31	100.0
	Excluded	0	.0
	Total	31	100.0

Source: by students based on the output of SPSS program V₂₀

Cronbach's Alpha:**Table 04: Cronbach's Alpha of all the questions**

Cronbach's Alpha	N° of items
0.725	32

Source: by students based on the output of SPSS program V₂₀

We observe from the above table that the value of Cronbach's alpha for all questionnaire questions is 0.725, which is a good percentage that reflects the credibility of the responses and confirms the stability of the responses

Table05: correlation

	Pearson Correlation	Sig. (2-tailed)
Originality	0.388	0.031
Fluency	0.584	0.001
Flexibility	0.691	0.000
Risk-taking	0.616	0.000
Sensitivity to problems	0.628	0.000
Administrative creativity	0.882	0.000
Organizational performance	0.847	0.000

Source: by students according SPSS V20 results

We observe from the above table that all the correlation coefficients are statistically significant and acceptable, where we find the dimensions of the first axis represented in administrative creativity. The value of the correlation coefficients ranged from (0.388-0.691), and the value of the

correlation coefficient for the first axis amounted to 0.882, while the second axis amounted to 0.847 this signifies the validity of questionnaire.

Distribution of Data:

The Kolmogorov-Smirnov test was conducted to find out whether the data follow a normal distribution or not. We determined the null and alternative hypotheses as follows:

- Hypothesis H0: The data follow a normal distribution.
- Alternative Hypothesis H1: The data do not follow a normal distribution.

The following table shows the results:

Table 06:One-Sample Kolmogorov-Smirnov Test

N°	Demission	Kolmogorov Simonov z	Asymp.sig (2 tailed)
01	Total	0.950	0.328

Source: by students based on the output of SPSS program V₂₀

we observe from the above table that the data follow a normal distribution and that the GIS is more than (0.05), and found on this, the distribution of the study is normal. It means that the Z of the first axis is 0.950 and the significance level is 0.328, that is, it is a statistical function at the significance level of 0.05, and this indicates that the data follow a normal distribution, and accordingly, we accept the null hypothesis H0 and reject the alternative hypothesis H1 as our analysis goes towards parametric methods.

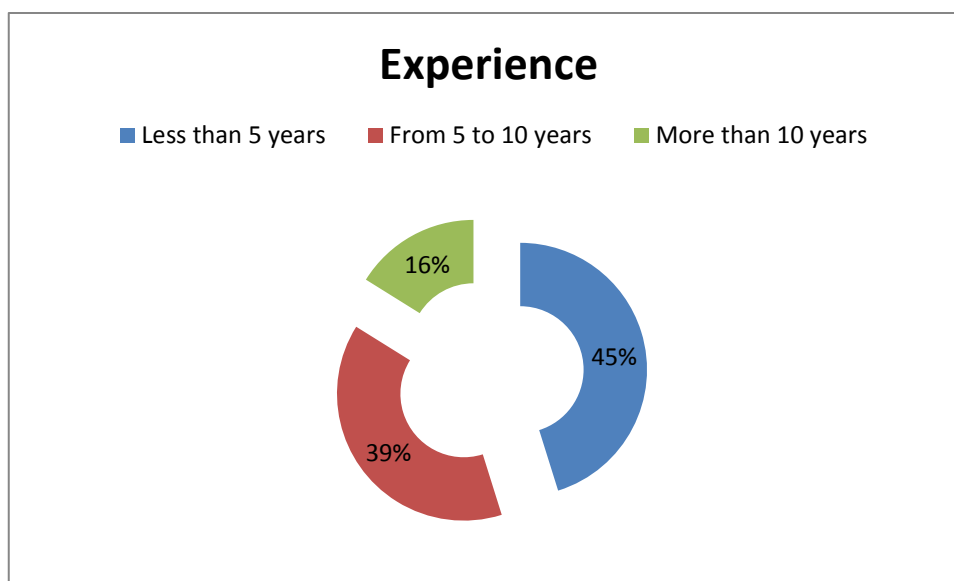
.Discussion, analyse and Interpretation:**Section one: Description of the study's axes**

The characteristics of the sample members (gender, age, experience, scientific degree, administrative level) were studied through frequencies, percentages and graphs.

Experience:**Table 07: Experience frequency**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 5 years	14	45.2	45.2	45.2
From 5 to 10 years	12	38.7	38.7	83.9
More than 10 years	5	16.1	16.1	100.0
Total	31	100.0	100.0	

Source: by students based on the output of SPSS program V₂₀

**Figure 02: Experiences Frequency**

45% of the individuals have an experience less than 5 years, which is the highest percentage 39% have an experience of 5 to 10 years and the rest have more than 10 years that means that the bank’s strategy is to expand the agency’s supply of youth power.

Age:

Table 08 : Age Frequency

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 30	14	45.2	45.2	45.2
From 30 to 40	11	35.5	35.5	80.6
From 40 to 50	6	19.4	19.4	100.0
Total	31	100.0	100.0	

Source: by students based on the output of SPSS program V₂₀

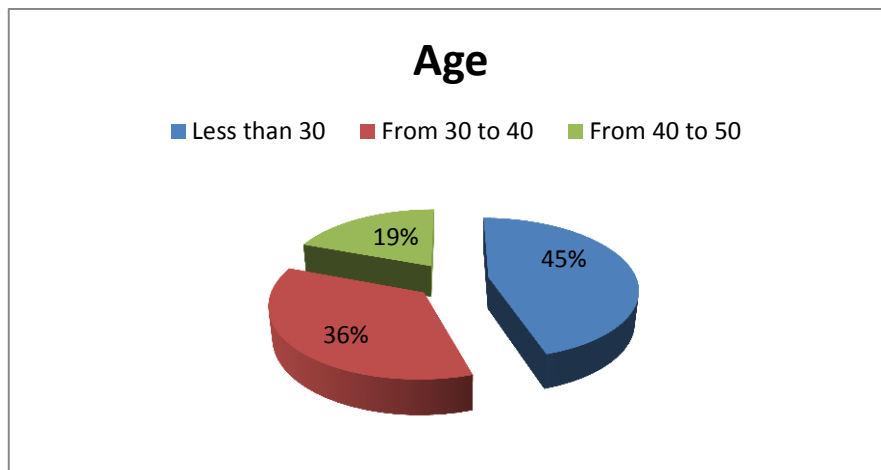


Figure 03: age Frequency

The table above describes the distribution of the sample according to the age: 45% are less than 30 year, then 36% it belongs to the age group from 30 to 40 years, and the rest belong to middle age group from 40 to 50 year. So the agency tends to employ young. which is the period of youth, energy, and activity.

Gender:

Table 09: gender frequency

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	16	51.6	51.6	51.6
Male	15	48.4	48.4	100.0
Total	31	100.0	100.0	

Source: by students based on the output of SPSS program V₂₀

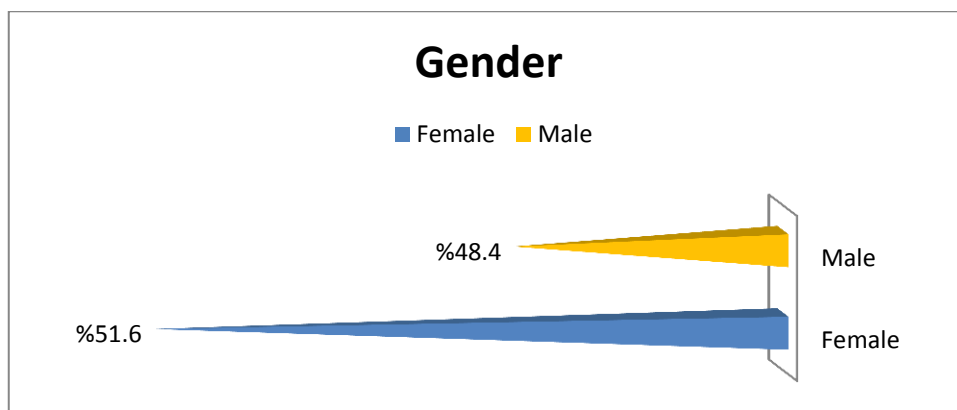


Figure 04: gender frequency

It is clear from the above table 51.6% for female which is the highest percentage while the percentage for male gender is 48.4%. The convergence of the ratio of males and females is due to the nature of banking institutions (office work).

Administrative Levels:

Table 10: Administrative Levels frequency

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low Administrative	3	9.7	9.7	9.7
Middle administrative	18	58.1	58.1	67.7
higher administrative	10	32.3	32.3	100.0
Total	31	100.0	100.0	

Source: by students based on the output of SPSS program V₂₀

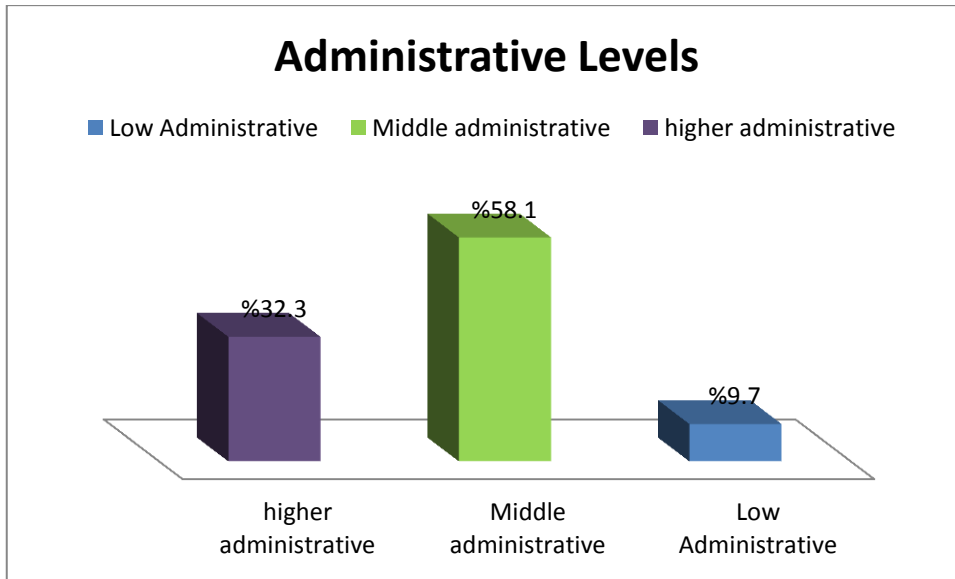


Figure 05: administrative levels frequency

We observe from the above table that the middle administrative ranks first with a rate of 58.1%, followed by high administrative with 32.3% and in the last ranks of lower administrative with a rate of 9.7%. Of course, the nature of work in banking management requires middle and higher administrative in particular.

Scientific degree:

Table 11: scientific degree frequency

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Senior Technician	5	16.1	16.1	16.1
Bachelor	9	29.0	29.0	45.2
Master	14	45.2	45.2	90.3
Higher studies	3	9.7	9.7	100.0
Total	31	100.0	100.0	

Source: by students based on the output of SPSS program V₂₀

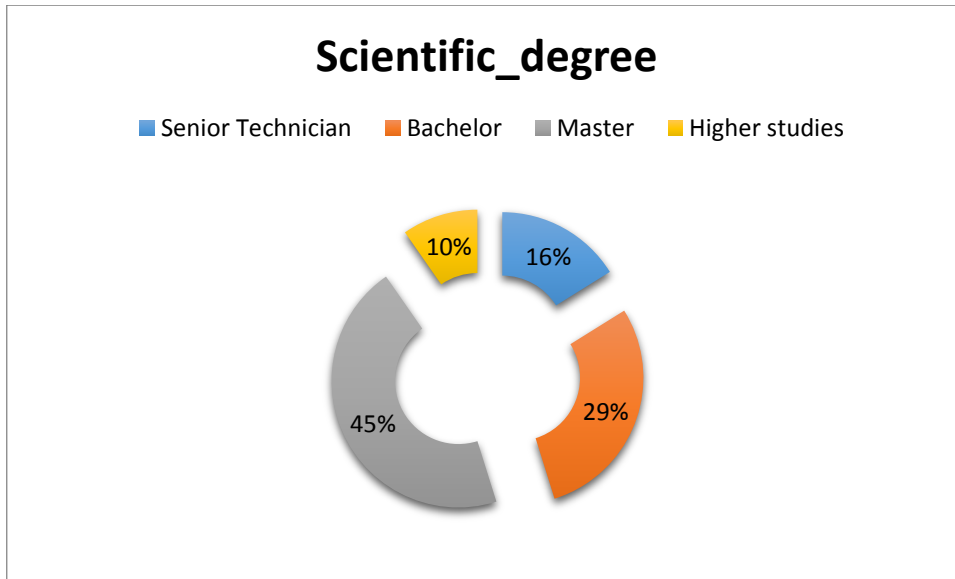


Figure 06: scientific degree

From the figure 06, we observe that the vast majority hold a master's degree with a scientific qualification of 45.2% followed by a bachelor's level with 29% while 16.1% constitute a high technical level .while postgraduate studies are 9.7%.

Second section: Presentation and analysis of the answers of the sample members

The results of the study will be presented using: arithmetic mean, and standard deviation to analyze the opinions of the sample members about the questionnaire items.

First: Results related to the first axis of administrative creativity and its dimensions (originality, fluency, flexibility, sensitivity to problems, risk) by using arithmetic averages and standard deviations to show the importance, percentage, and degree of approval in the following tables:

Table 12: Answers of the sample members about the axis of administrative creativity and its dimensions.

Dimensions	Degree	Standard deviation	Mean	Rank
Originality	High	0.38047	2.7177	1
Fluency	Medium	0.33158	2.3306	2
Flexibility	High	0.45981	2.4677	3
Risk	High	0.37008	2.6290	4
Sensitivity to problems	High	0.33461	2.6210	5
Total axis as a whole	High	0.248	2.553	/

Source: by students based on the output of SPSS program V₂₀

Administrative Creativity: The sample members expressed their opinions about the axis of administrative creativity by its dimensions, which are allocated to measure 20 phrases, as shown in the above table, distributed over five dimensions as follows: (originality - fluency - flexibility, risk-taking, sensitivity towards problems) embodied by the arithmetic mean values of 2.553 With a standard deviation of 0.248, which indicates that the presence of administrative creativity in the organization is at a high level, originality came first, followed by sensitivity towards the problem, then risk, flexibility, and in the end, fluency, each with a high approval level, except for fluency with an average approval level. Administrative in the institution according to the opinions of the sample members.

Secondly, the study axes: Dimensions of administrative creativity and organizational performance

Descriptive statistics for the first dimension:

Table 13: Dimension the originality

Expression	MAIN	standard deviation
.I Master the art of discussion and dialogue	2.6452	.66073
I have an original way considering solving problems	2.7419	.63075
I achieve my assigned duties	2.8710	.42755
I don't rush to accept or reject any idea	2.6129	.71542
average dimension as a whole	2.717	0.38047

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the arithmetic means of the dimension as a whole reached a value of: 2.717, while the standard deviation decided at a value of 0.380, and this indicates that there is agreement on the presence of originality at a high level, and the arithmetic mean value of the dimensions of the axis ranged (2.612-2.741), which is at a high level and the value of the deviation Normative are all less than (1), and this is evidence that there is an agreement in opinion.

Descriptive statistics for the second dimension:

Table 14: Dimension fluency:

	Mean	Standard Deviation
I am capable to discussion and dialogue	2.2258	0.76200
I have an original way considering solving problems	2.0000	0.81650
I achieve my opinions even when they are different from my superior's	2.5806	0.62044
I steer clear of what other solve problems	2.5161	0.72438
average dimension as a whole	2.3306	0.33158

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the arithmetic mean of the dimension as a whole was: 2.330, while the standard deviation decided at 0.331, and this indicates that there is agreement on the presence of fluency at an average level, as the arithmetic mean value of the dimensions of the axis ranged (2,000-2.516), which is at an average level and the value of the standard deviation All of them are less than (1), and this is evidence that there is an agreement in opinion. Descriptive statistics for the third dimension, elasticity

Table 15: Dimension flexibility

	MEAN	standard deviation
I am able to suggest quick solutions	2.6452	0.70938
I do not hesitate to change my position when I am convinced that it is not true	2.4194	0,76482
Make sure to make changes in working methods from time to time	2.4839	0,67680
I have the ability to see things from a different perspective	2.3226	0,74776
average dimension as a whole	2.4677	0,45981

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the arithmetic mean of the dimension as a whole reached a value of: 2.467, while the standard deviation decided by its value of 0.459, and this indicates that there is agreement on the presence of flexibility at a high level, and the value of the arithmetic mean of the dimensions of the axis ranged (2.322-2.645), which is at a high level and the value of the standard deviation All of them are less than (1), and this is evidence that there is an agreement in opinion.

Descriptive statistics for the fourth dimension of risk-taking

Table 16: dimension the risk-taking

	Mean	standard deviation
Take initiative to adopt new ideas and methods and search for solutions to work problems	2.5161	76902.
I accept failure at work as an experience before success	2.6452	66073.
Pay attention to introducing new ideas to the organization, even if they are not implemented	2.4839	72438.
I take responsibility for what I do	2.8710	42755.
average dimension as a whole	2.6290	0.37008

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the arithmetic mean of the dimension as a whole reached a value of: 2.629, while the standard deviation was decided at its value of 0.370, and this indicates that there is agreement on the existence of risk at a high level, and the arithmetic mean value of the dimensions of the axis ranged (2.483-2.871), which is at a high level and the value of the deviation Normative are all less than (1) and this is evidence that there is an agreement in opinion.

Descriptive statistics for the fifth dimension

Table 17: dimension sensitivity to problems

standard deviation	SMA	
I clearly see the problems other people have at work	2.5161	0.56985
I don't make random decisions, but they are made based on extensive study	2.6774	0.54081
Get detailed information before doing a new job	2.7419	0.63075
I make sure I know the weakness in what I do	2.5484	0.76762
average dimension as a whole	2.6210	0.33461

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the arithmetic mean of the dimension as a whole reached a value of: 2.621, while the standard deviation decided at its value of 0.334, and this indicates that there is agreement on the existence of sensitivity to the direction of problems at a high level, and the value of the arithmetic mean of the dimensions of the axis ranged (2.516-2.741), which is at a high level And the value of the standard deviation is all less than (1), and this indicates that there is an agreement in opinion.

Descriptive statistics for organizational performance:

Knowing the level of organizational performance by finding arithmetic averages and standard deviations and they will be addressed in the following:

Table 18: Descriptive statistics for organizational performance

N°	Organizational performance	no	Neutral	yes
1	Our organization works on developing its organizational structure according to the nature of its work	2	4	25
2	Encouraging the workers to do scientific research in order to reach new concepts to develop administrative work	2	7	22
3	We work on finding good human relationships inside the work environment, which helps to achieve a better performance	0	4	27
4	Our organization works on reducing the risks it faces, such as liquidity continuous problems	1	4	26
5	Our organization agents attempt to keep away from imitating others while solving problems interfering with the workflow	3	7	21
6	Our organization became capable of reducing the clients' complaints in the last years	2	8	21
7	Our organization became capable of improving the satisfaction level in the last years	2	5	24
8	Our organization became capable of reducing the operating cycle time in the last years	8	10	13
9	Our organization became capable of rising the company's share of the total market in the last years	0	7	24
10	Our organization works on creating new methods at work continuously in order to improve the administrative operations in the organization	2	4	25
11	Our organization resorts to entering new markets in order to distribute its market share	0	10	21
12	The organization's administration connects the individuals' performance and the incentives they get	5	11	15

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the arithmetic means of the dimension as a whole reached a value of: 2.595, while the standard deviation decided at 0.202, and this indicates that there is an organizational performance in the institution at a high level, and the arithmetic mean value of the axis paragraphs ranged (2.161-2.871), which is at a high level except for the phrase The eighth and twelfth came with a mean level and the standard deviation value are all less than (1), and this is evidence that there is an agreement in opinion. This indicates that there an organizational performance within the organization at a high level.

Analyze and discuss of results

Table 19: means and standard deviations of the study variables

Study variables	Mean	standard deviation	Rank
Administrative creativity	0.33461	2.6210	01
Organizational performance	0.20285	2.5952	02

Source: by students based on the output of SPSS program V₂₀

Through the above table, the degree of response of the sample members about the variables of the study was high, as the arithmetic mean value of the administrative creativity axis was 2.621 and the standard deviation was estimated by: 0.334, while the organizational performance axis reached the arithmetic mean value of 2.595 and the standard deviation 0.202, and this indicates The elements of administrative creativity have a role in improving organizational performance within the institution.

Section Three: Hypothesis Testing:

To test the validity of the hypotheses that measure the correlation between the study variables, we use the Pearson correlation coefficient to find out the relationship between the independent and dependent variables. And the use of t-tests for independent samples to find out the availability of the elements of administrative creativity in the organization, as well as the test of analysis of variance to find out differences in the averages.

main premise

Which states that there is a significant relationship between administrative creativity and its positions and organizational performance.

Statistical Hypotheses:

There is a significant relationship between administrative creativity and its positions and organizational performance. H₀

There is a significant relationship between administrative creativity and its positions and organizational performance. H₁

Table 20: Correlation coefficient between administrative creativity and organizational performance

variable	correlation coefficient	Indication level
The relationship between administrative creativity and organizational performance	0.497	0.004

Significant correlation at the level (0.01).

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the value of the correlation coefficient estimated at: 0.497 at the level of 0.004, which is a statistically significant value at the level of 0.01 since GIS is less than 0.01, accordingly we say there is a significant correlation, and this confirms the existence of a serious relationship between administrative creativity and its positions and organizational performance. Thus, we reject the null hypothesis and accept the alternative thesis.

Sub Hypotheses:**The first sub-hypothesis:**

Which states that there is availability of elements of administrative creativity in the organization the sample of the research.

Statistical Hypotheses:

Elements of administrative creativity are not available in the research sample organization.H0

The elements of administrative creativity in the organization provide the research sample. H1

Table 21: Results of t-test for one sample

Administrative creativity and its dimensions	T-test value	Indication level
Average originality after	-4.131-	0.000
average after fluency	-11.240-	0.000
Medium Dimension Flexibility	-6.445-	0.000
Average after risk	-5.581-	0.000
Average sensitivity to problems	-6.307-	0.000
average administrative creativity	-10.004	0.000

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the values of the t-test for administrative creativity and its dimensions have a significant level at the 0.01 level, where the value of the t-test for the dimension of originality was (4.131), after fluency (-11.240), after flexibility (6.44), after risk (5.581). -) As for the sensitivity towards problems, it reached (-6.307) all at the level of 0.000, which is less than 0.01, and accordingly we reject the null hypothesis and accept the alternative hypothesis states that the elements of administrative creativity in the organization provide the research sample.

Second sub-hypothesis:

There is a significant relationship between the element of originality and organizational performance.

Statistical Hypotheses:

There is significant relationship between the element of originality and organizational performance.H0

There is a significant relationship between the element of originality and organizational performance. H1

Table 22: Correlation coefficient between originality and organizational performance

Variable	correlation coefficient	Indication level
The relationship between originality and organizational performance	0.121	0.517

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the value of the correlation coefficient estimated at: 0.121 at the level of 0.517, which is a non-statistically significant value at the 0.05 level, since GIS is greater than 0.05, and accordingly we say that there is an insignificant correlation, and this confirms that there is no significant relationship between originality and organizational performance. Thus, we reject the alternative hypothesis and accept the null hypothesis. The third sub-hypothesis:

There is a significant relationship between fluency and organizational performance.

Statistical Hypotheses:

There is no significant relationship between the element of launch and organizational performance.H0

There is a significant relationship between fluency and organizational performance. H1

There is a significant relationship between fluency and organizational performance. H1

Table 23: Correlation coefficient between fluency and organizational performance

Variable	correlation coefficient	Indication level
The relationship between fluency and organizational performance	0.338	0.63

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the value of the correlation coefficient estimated at: 0.338 at the 0.63 level, which is a non-statistically significant value at the 0.05 level, since GIS is greater than 0.05, and accordingly we say there is a non-significant correlation, and this confirms that there is no significant relationship between fluency and organizational performance. Thus, we reject the alternative hypothesis and accept the null hypothesis. The third sub-hypothesis:

There is a significant relationship between flexibility component and organizational performance.

Statistical Hypotheses:

There is no significant relationship between resilience and organizational performance. H0

There is a significant relationship between flexibility component and organizational performance. H1

Table 24: Correlation coefficient between flexibility and organizational performance

Variable	The variable correlation coefficient	Indication level
The link between flexibility and organizational performance	0.375	0.038

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the value of the correlation coefficient was estimated at: 0.375 at the 0.038 level, which is a statistically significant value at the 0.05 level, due to the fact that GIS is less than 0.05. Therefore, we say there is a significant correlation, and this confirms that there is a significant relationship between flexibility and organizational performance. Thus, we reject the null hypothesis and accept the alternative hypothesis. Fourth sub-hypothesis:

There is a significant relationship between the element of risk and organizational performance.

Statistical Hypotheses:

H₀ : There is no significant relationship between the element of risk and organizational performance

There is a significant relationship between the risk factor and organizational performance. H₁

Table 25: Correlation coefficient between risk and organizational performance

variable	correlation coefficient	Indication level
The relationship between risk and organizational performance	0.338	0.063

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the value of the correlation coefficient estimated at: 0.338 at the 0.063 level, which is a non-statistically significant value at the 0.05 level, since GIS is greater than 0.05, and accordingly we say there is an insignificant correlation, and this confirms that there is no significant relationship between risk and organizational performance. Therefore, we reject the alternative hypothesis and accept the null hypothesis. Fifth sub-hypothesis:

There is a significant relationship between the problem sensitivity component and organizational performance.

Statistical Hypotheses:

There is no significant relationship between sensitivity to problems and organizational performance

There is a significant relationship between sensitivity to problems and organizational performance. H1

Table 26: Correlation coefficient between sensitivity towards problems and organizational performance

variable	correlation coefficient	Indication level
The relationship between sensitivity to problem orientation and organizational performance	0.484	0.006

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the value of the correlation coefficient was estimated at: 0.484 at the 0.006 level, which is a statistically significant value at the 0.05 level, due to the fact that GIS is less than 0.05. Therefore, we say that there is a significant correlation, and this confirms that there is a significant relationship between sensitivity to problems and organizational performance. Thus, we reject the null hypothesis and accept the alternative hypothesis.

The second main premise:

There are statistically significant differences in the elements of administrative creativity due to the study variables (gender, experience, age, administrative level, educational qualification).

The analysis of variance was used to test differences in the averages of the elements of managerial creativity with personality variables, as well as a t-test for the two independent samples.

sub-hypotheses

The first hypothesis: There are statistically significant differences in the elements of administrative creativity due to gender

There are no statistically significant differences in the elements of administrative creativity due to gender H0

There are statistically significant differences in the elements of administrative creativity due to gender H1

Table 27: Group Statistics

gender	standard deviation	Mean	Tests value	Degree F	Sig
male	0.23164	2.5781	0.569	29	0.574
Female	0.27115	2.5267			

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the value of the test was 0.569 at the significance level of 0.574, which is greater than the 0.05 level, and therefore the value of the t-test is not statistically significant, and from it, we say that there are no statistically significant differences at the 0.05 level, we reject the alternative hypothesis and accept the null hypothesis which states that there are no statistically significant differences in the elements of administrative creativity due to gender.

The second hypothesis: There are statistically significant differences in the elements of administrative creativity due to experience

There are no statistically significant differences in the elements of administrative creativity due to experience H0

There are statistically significant differences in the elements of administrative creativity due to experience H1

ANOVA

Total

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.167	2	.084	2.191	.131
Within Groups	1.067	28	.038		
Total	1.234	30			

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the value of the p-test amounted to 2.191 at the level of 0.131, which is greater than the level of 0.05. Therefore, the value of the test p-test is not statistically significant, and from it we say that there are no statistically significant differences at the level of 0.05, i.e. we reject the alternative hypothesis and accept the null hypothesis which states that there are no differences Statistically significant in the elements of administrative creativity due to experience

For the third hypothesis: There are statistically significant differences in the elements of administrative creativity due to age

There are no statistically significant differences in the elements of administrative creativity due to age H0

There are statistically significant differences in the elements of administrative creativity due to age H1

ANOVA

Total

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.222	2	.111	3.073	.062
Within Groups	1.012	28	.036		
Total	1.234	30			

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the value of the p-test amounted to 3.073 at the level of 0.062, which is greater than the level of 0.05. Therefore, the value of the test p-test is not statistically significant, and

from it we say that there are no statistically significant differences at the level of 0.05, i.e. we reject the alternative hypothesis and accept the null hypothesis which states that there are no differences Statistically significant in the elements of administrative creativity due to age.

The fourth hypothesis: There are statistically significant differences in the elements of administrative creativity due to the administrative level

There are no statistically significant differences in the elements of administrative creativity due to the administrative level H0

There are statistically significant differences in the elements of administrative creativity due to the administrative level H1

ANOVA

Total

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.010	2	.005	.111	.895
Within Groups	1.225	28	.044		
Total	1.234	30			

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the value of the p-test amounted to 0.111 at the level of 0.895, which is greater than the level of 0.05. Therefore, the value of the test p-test is not statistically significant, and from it we say that there are no statistically significant differences at the level of 0.05, i.e. we reject the alternative hypothesis and accept the null hypothesis which states that there are no differences Statistically significant in the elements of administrative creativity attributed to the administrative level.

The fourth hypothesis:

There are statistically significant differences in the elements of administrative creativity that are attributed to the scientific qualification

There are no statistically significant differences in the elements of administrative creativity due to academic qualification H0

There are statistically significant differences in the elements of administrative creativity due to the academic qualification H1

ANOVA

Total

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.067	3	.022	.514	.676
Within Groups	1.168	27	.043		
Total	1.234	30			

Source: by students based on the output of SPSS program V₂₀

Through the above table, we note that the value of the p-test amounted to 0.514 at the level of 0.676, which is greater than the level of 0.05. Therefore, the value of the test p-test is not statistically significant, and from it we say that there are no statistically significant differences at the level of 0.05, i.e. we reject the alternative hypothesis and accept the null hypothesis which states that there are no differences Statistically significant in the elements of administrative creativity attributed to scientific qualification.

CONCLUSION

The importance of our topic has become an important requirement, and this is the topic of our research. Our research focuses on the elements of administrative creativity and its role in improving organizational performance. In this research, we dealt with two chapters:

In the first chapter, We discussed the concept of creativity and administrative creativity, its importance, types, levels, and fields, and then we studied its obstacles.

Then we moved to the concept of performance and organizational performance through its definitions, characteristics, dimensions, and measures, and then moved to the relationship between administrative creativity and organizational performance.

From a practical point of view, we have conducted a case study of the Agricultural and Rural Development Bank to understand the role of administrative innovation elements in improving organizational performance.

Suggestions

- 1) Create management that promotes creativity and ensures a stimulating work environment for working individuals that allows freedom of expression, self-development, and advice employs the principle that individuals participate in decision-making processes in which they influence or are affected by the results of it.
- 2) It is necessary for the organizations surveyed to focus on all aspects related to achieving high levels of organizational performance more creatively by activating a binding culture of creativity and developing new methods and ways of working to work creatively on an ongoing basis.

Study prospects

today we consider our topic to be the beginning of the study of new problems related to the field of administration, so we ask those interested in this specialty the following problems to address them in the future

How does administrative creativity affect the decision-making process?

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Ghardaia B.A.D.E.R agency

ANNEXES

ANNEXES 01: Questionnaire

جامعة غرداية

كلية العلوم الاقتصادية والتجارية وعلوم التسيير

قسم علوم التسيير

ثانية ماستر ادارة أعمال

استبيان لمذكرة بعنوان عناصر الابداع الادري و دورها على الاداء التنظيمي للمؤسسة

من فضلك ضع علامة X في الخانة. ملاحظة: تم اعداد هذا الاستبيان للأغراض الأكاديمية, معلوماتكم في سرية تامة.

اولا المعلومات الشخصية

الخبرة: من 5 سنوات من 5 سنوات من 10 سنوات
 العمر: من 30 سن من 30 سنة من 40 سنة من 40 سنة
 اكثر من 50 سنة

الجنس : انثى ذكر المستوى الاداري: الإدارة الدنى الإدارة الوسطى الإدارة العليا المؤهل العلمي: تقني سامي شهادة ليسانس شهادة ماستر دراسات عليا

الجزء الاول: عناصر الابداع الإداري

الرقم	عناصر الابداع الاداري	لا	محايد	نعم
الاصالة				
1	أتقن فن المناقشة و الحوار			
2	طريقتي تختلف عن ما يفعله الاخرون في حل المشكلات			
3	انجز ما يسند الى من اعمال			
4	لا أتسرع في قبول أو رفض أي فكرة			
الطلاقة				
1	أنا قادر على اقتراح حلول سريعة			
2	لدي القدرة على تقديم أكثر من فكرة في فترة زمنية قصيرة			
3	أعبر عن آرائي حتى لو كانت تختلف عن آراء مديري			
4	ابتعد عما يفعله الآخر لحل المشاكل			
المرونة				
1	أبحث عن أفكار تساهم في المشروع			
2	لا أتردد في تغيير موقفي عندما أكون مقتنعا بأنه غير صحيح			
3	أتأكد من إجراء تغييرات في أساليب العمل من وقت لآخر			
4	لدي القدرة على رؤية الأشياء من منظور مختلف			
المخاطرة				
1	أبادر لتبني أفكار وأساليب جديدة والبحث عن حلول لمشاكل العمل			
2	أتقبل الفشل في العمل كتجربة تسبق النجاح			
3	انتبه إلى تقديم أفكار جديدة للمنظمة ، حتى لو لم يتم تنفيذها			
4	أتحمل مسؤولية ما أفعله			

الحساسية اتجاه المشاكل			
1			أرى بوضوح المشكلات التي يعاني منها الآخرون في العمل
2			لا أتخذ قرارات عشوائية ، لكنها تُتخذ بناءً على دراسة مكثفة
3			أحصل على معلومات مفصلة قبل القيام بعمل جديد
4			أتأكد من معرفة الضعف في ما أقوم به

الجزء 2: الأداء التنظيمي

الرقم	الاداء التنظيمي	لا	محايد	نعم
1	تعمل منظمتنا على تطوير هيكلها التنظيمي وفقا لطبيعة عملها			
2	تشجيع العاملين على البحث العلمي للوصول الى مفاهيم جديدة لتطوير العمل الإداري			
3	نعمل على ايجاد علاقات انسانية جيدة داخل بيئة العمل مما يساعد على تحقيق أداء أفضل			
4	تعمل منظمتنا على تقليص المخاطر التي تواجهها كمخاطر السيولة بصورة مستمرة			
5	يحاول عملاء منظمتنا الابتعاد عن تقليد الآخرين في حل المشكلات التي تعترض سير العمل			
6	استطاعت شركتنا في السنوات الاخيرة تخفيض شكاوى العملاء			
7	استطاعت شركتنا في السنوات الاخيرة تحسين مستوى الرضا			
8	استطاعت شركتنا في السنوات الاخيرة تخفيض زمن دورة التشغيل			
9	استطاعت شركتنا في السنوات الاخيرة زيادة نصيب الشركة من السوق الكلي			
10	تقوم منظمتنا بشكل مستمر على ابتكار اساليب جديدة في العمل وذلك لتحسين العمليات الادارية في المنظمة			
11	تلجأ منظمتنا الى الدخول الى الاسواق الجديدة وذلك من اجل توزيع حصتها السوقية			
12	تقوم ادارة المنظمة بالربط بين اداء الافراد من وبين ما يحصل عليه من حوافز			

من اعداد الطالبتين

بن اودينة انيسة

بن حمادي اسماء

Ghardaia University

Economy, Commerce and Management Sciences Faculty

Management Sciences Department

2nd year Master Business Management

Survey for a graduation note entitled:

**Elements of administrative creativity and its role in improving
organizational performance**

Please put an "X" in the appropriate box.

Remark: This survey was elaborated for academic purposes. Your information are in strict secrecy.

First: Personal information

Experience: Less than 5 years From 5 to 10 years More than 10 years

Age: Less than 30 From 30 to 40 From 40 to 50 More than 50

Gender: Female Male

Administrative Levels: Low Administrative Middle administrative higher

Scientific degree: Senior Technician Bachelor Master Higher studies

Part 1: Administrative creativity elements

N°	Administrative creativity elements	No	Neutral	Yes
Originality				
1	I master the art of discussion and dialogue			
2	I have an original way considering solving problems			
3	I achieve my assigned duties			
4	I don't rush in accepting or refusing any idea			
Fluency				
1	I am capable of suggesting quick solutions			
2	I have the ability to offer more than one idea in a			

	short period of time			
3	I express my opinions even when they are different from my superiors'			
4	I steer clear of what others do to solve problems			
Flexibility				
1	I search ideas that contribute to the project			
2	I don't hesitate to change my position when I am convinced that it is not right			
3	I make sure of making changes in working methods from time to time			
4	I have the ability to see things from a different perspective			
Risk				
1	I take the initiative to adopt new ideas and methods and I also search solutions for working problems			
2	I accept failure in work as an experience that precedes success			
3	I pay attention to presenting new ideas to the organization, even if they were not executed			
4	I bear responsibility for what I do			
Sensitivity to problems				
1	I see clearly others' problems at work			
2	I don't make random decisions, but they are made based on an intensive study			
3	I get detailed information before achieving a new work			
4	I make sure of knowing the weakness of my performances			

Part 2: Organizational performance

N°	Organizational performance	Yes	Neutral	No
1	Our organization works on developing its organizational structure according to the nature of its work			
2	Encouraging the workers to do scientific research in order to reach new concepts to develop administrative work			
3	We work on finding good human relationships inside the work environment, which helps to achieve a better performance			
4	Our organization works on reducing the risks it faces, such as liquidity continuous problems			
5	Our organization agents attempt to keep away from imitating others while solving problems interfering			

	with the workflow			
6	Our organization became capable of reducing the clients' complaints in the last years			
7	Our organization became capable of improving the satisfaction level in the last years			
8	Our organization became capable of reducing the operating cycle time in the last years			
9	Our organization became capable of rising the company's share of the total market in the last years			
10	Our organization works on creating new methods at work continuously in order to improve the administrative operations in the organization			
11	Our organization resorts to entering new markets in order to distribute its market share			
12	The organization's administration connects the individuals' performance and the incentives they get			

Elaborated by the students:

- Ben OUDINA Anissa
- BEN HAMMADI Asmaa

ANNEXES 02: Reliability Statistics

Cronbach's Alpha	N of Items
.725	32

ANNEXES 03: One-Sample Kolmogorov-Smirnov Test

		Total
N		31
Normal Parameters ^{a,b}	Mean	2.5952
	Std. Deviation	.20285
	Absolute	.171
Most Extreme Differences	Positive	.112
	Negative	-.171-
Kolmogorov-Smirnov Z		.950
Asymp. Sig. (2-tailed)		.328

a. Test distribution is Normal.


b. Calculated from data.


ANNEXES 04: Correlation

	Pearson Correlation	Sig. (2-tailed)
Originality	0.388	0.031
Fluency	0.584	0.001
Flexibility	0.691	0.000
Risk-taking	0.616	0.000
Sensitivity to problems	0.628	0.000
Administrative creativity	0.882	0.000
Organizational performance	0.847	0.000


ANNEXES 05: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Administrative creativity elements	Equal variances assumed	.316	.578	.569	29	.574	.05146	.09039	-.13340	.23632
	Equal variances not assumed			.566	27.636	.576	.05146	.09086	-.13477	.23768

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