

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

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Abstract

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

Keywords: Organizational structure, Work environment, Creativity and innovation.

1. Introduction

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

Creative employees placed within traditional, productivity-focused organizations characterized by formal structures, time limitations, stringent regulations, repetitive daily tasks, and standardized workspaces may find themselves lacking the motivation to exhibit the desired creative behaviours. The degree to which an individual is able to generate innovative and valuable ideas is significantly influenced by the level of support provided by their work environment.

This research will explore how the daily work environment can be structured to enhance creativity in the workplace. The design of work environments that promote creativity represents a potential new area of focus for ergonomics research and practice. This aligns with the dual objectives of ergonomics, as articulated in a widely accepted definition of the field to optimize human well-being and overall system performance.”

In contemporary business settings, creativity and innovation serve as critical indicators of organizational performance, and a creative work environment can enhance employee well-being by improving job satisfaction and reducing turnover intentions. Initially, I will develop a conceptual framework design that outlines the relationship between work environment and creativity. Subsequently, I will introduce tools designed to assess the degree to which work environments facilitate employee creativity. These tools will be applied to evaluate the hypothesis that a supportive work environment enhances creative performance. However, I will demonstrate how this tool can be utilized in practice to select and implement interventions aimed at making the work environment more conducive to fostering employee creativity.

1.1. Research Objectives

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

1.2. Research Questions

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

1.3. Research Hypotheses

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

1.4. Research Significance

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

1.5. Research Limitations

Time limits: First semester in 2024.

Spatial limits: in GEO GLOBAL and NIBCO company.

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

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

2. Literature review

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

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

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

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

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

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

3. Theoretical Framework

Work environment

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

Work environment definition:

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

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

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

Reasons to develop a good work environment:

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

- **Talent retention:** A good work environment reflects in a considerable reduction in the number of absences and absenteeism. Furthermore, this point also directly affects employee satisfaction. This is because an interesting and pleasant space is considered a determining factor in offering quality of life to employees.

In general, employees who face problems at work are due to inadequate working conditions, such as lack of equipment, excessive noise and unregulated chairs. Therefore, investing in a good workplace helps in the talent retention process, and consequently, avoids labor costs for the organization (Taheri et al., 2020).

- **Employee motivation:** The work environment can change the mood and disposition of employees when performing their tasks. If the workspace is healthy, employees tend to feel

happy and motivated — and this is reflected in productivity and quality of service. However, a place that does not encourage dialogue and interaction between professionals will certainly harm the business results (Yandi, 2022).

- **Increased productivity:** Promoting an appropriate and satisfactory work environment will help to keep the team more motivated. As a result, this will also have a positive impact on the productivity of professionals. Remember that happier employees contribute to the success of the business and support the company (Håkansson et al., 2021).

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

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

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

Characteristics of a positive work environment:

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

- **Job and economic stability:** Avoid unjustified dismissals and offer a decent salary in accordance with the job and people's skills.
- **Balance with personal life:** Respect personal time, entry and exit times, and days off.
- **Professional interpersonal relationships:** Coexistence between all people, regardless of their job position, sex, age, etc., must be governed by respect, empathy and tolerance. This will also benefit the effectiveness of teamwork.

- **Flexible conditions:** Reach agreements on the staff's work modality and work schedules.
- **Professional development:** Promote a culture of individual and collective growth through continuous training.
- **Recognition and feedback:** Create spaces for transparent communication, both to recognize the completion of tasks, as well as to correct errors and seek new solutions.
- **Health care:** Care for the physical and mental state of employees and facilitate timely medical care.
- **Adequate workplace:** If work is in person, provide clean, tidy, comfortable and well-lit spaces. If work is remote, provide the necessary equipment and tools.

Advantages of a good work environment:

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

In this type of positive environment, employees feel more comfortable sharing ideas and working together to achieve common business goals, which directly benefits the company.

Factors for evaluating the work environment:

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

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

promotions or other types of motivation, will generate personal satisfaction. Job satisfaction, then, is a hot topic within organizations, workers do not openly express it, when they are not satisfied or if they are, they begin to reduce their productivity, in view of this, they maintain that managers must promote a healthy relationship between management and their workers, satisfying both parties, being a win-win factor (TaHERI et al., 2020).

- **Physical conditions.** The environment, lighting, noise reduction, tools and equipment for employees were essential elements (physical conditions) that every organization must provide to its workers so that they are more productive.

Types of work environment:

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

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

Work environment measurement:

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

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

- Collection of feedback from customers, suppliers, and other stakeholders.
- Identification of aspects of the work environment that can affect the external image of the company.

Factors influence the work environment:

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

1. **Physical environment or infrastructure:** The physical environment, or physical workspace, refers to the infrastructure, facilities, available equipment, ambiance, decoration, among other components, that a workplace has.

All components related to the physical workspace have an impact on the work environment and, consequently, the commitment and performance of employees. A poor or poorly conditioned infrastructure can harm performance, but a pleasant and well-equipped environment cannot.

2. **Organizational structure:** The structure will depend on the type of organization, its size, sector, etc., but an organization that has a hierarchical type of organization is not the same as a linear one. Neither is better than the other, the important thing is that the organizational structure is the most optimal depending on the type of work that is done, depending on the number of people or teams, and that in one way or another everyone feels comfortable with it (Lindeberg et al., 2022).

3. **Leadership:** For a work team to perform adequately, the presence of a leader is vital, since he or she is the role model for the rest of the team. And it is ideal, depending on the team's level of ability, for the leader to involve collaborators in decision-making and to assign roles or goals based on experience and the type of task in question; exploiting the best skills of each person and making them grow with each task. An effective team leader is not only capable of carrying out work projects at any cost. He is a person who knows how to see the best in each employee and values each one for his role in the company and as a human being (Ratnasari et al., 2020).

4. **Interpersonal relationships:** Good interpersonal relationships allow teamwork to be much more enjoyable, and therefore, more productive. This is something that can be worked on and improved, either with relational activities within or outside of work hours. Even the work space plays an important role in improving relationships between people; working in a space that prevents communication is not the same as working in one where dialogue is encouraged.

5. **Recognition and incentives:** Everyone likes to be recognized and valued. When this happens,

self-esteem and motivation increase, thus improving performance. Therefore, recognition and incentives are an excellent mechanism to improve the work environment, and therefore, the productivity of a company (Emmanuel, 2021).

6. Internal communication: Good communication is essential in all relationships, including labor relations. If clear and effective communication is maintained in an organization, conflict resolution, problems and crises can be handled optimally, promoting a good work environment (Taheri et al., 2020).

7. Training and growth opportunities: Nowadays, people seek to grow and develop in their jobs; they do not only seek to earn a salary at the end of the month. The lack of opportunities and work challenges is one of the main reasons why a person quits their job.

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

Work environment dimensions:

1. Honesty: Just as in human relationships, honesty is a highly valued quality in the business world. Open communication, as well as consistency in actions, is an essential value for any business. On the contrary, it is impossible to generate trust between customers and stakeholders.

2. Transparency: For a company to be honorable, it must also be transparent. Transparency refers to sharing information in an open and accessible way. This includes the disclosure of financial data, internal policies, and decision-making processes. Transparency allows employees to understand how the company operates, strengthening their trust and loyalty (Rasool et al., 2021).

3. Social and environmental responsibility: Social and environmental responsibility has become a fundamental value in the modern era. This can include sustainability initiatives, corporate social responsibility programs, and fair labor policies.

4. Diversity and inclusion: Gone are the days when diversity and inclusion were mere options for companies. Today, these values are vital for organizations seeking to be relevant and competitive in a global market. Accepting and valuing individual differences, whether gender, age, religion, sexual orientation, disability, ethnic origin, among others, offer benefits both in terms of reputation and economics (Ratnasari et al., 2020).

- 5. Loyalty:** Workers, clients, or investors not only like companies to be built on solid principles, but also to be loyal to those principles. Loyalty to the company's values, commitments, and goals is essential to generating trust and credibility in the long term. This implies staying true to the company's mission, even in difficult or challenging situations. This does not mean that companies should remain static and resist change. However, any change must be consistent with the company's pillars. Loyalty also extends to the company's employees, clients, and partners, and is reflected in daily actions and strategic decisions (Emmanuel, 2021).
- 6. Innovation:** Beyond the more classic values, innovation has emerged as one of the most important values of a company. The ability to innovate, adapt and evolve in the market is essential to remain competitive. Innovation can manifest itself in the introduction of new products, the improvement of internal processes or the creation of original marketing and sales strategies. Along with sustainability, innovation is one of the most important growth factors today. Companies that foster an environment of innovation not only adapt more quickly to changes, but are also seen as leaders in their sectors, which improves their brand image and attracts more customers and investors (Taheri et al., 2020).

The role of the work environment in increasing productivity:

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

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

- 2. Encourage interpersonal relationships:** Maintaining a good relationship with coworkers is essential for employees to have greater satisfaction and well-being at work. In a place where everyone cooperates for the success of the activities carried out, productivity and performance will be much higher than in companies with relationship problems among their employees. Encouraging interpersonal relationships within your company will make the work environment more relaxed, pleasant, dynamic and also productive. This will encourage collaboration and solidarity among professionals, improving teamwork and contributing to the quality of the organization's work environment (Oubrich et al., 2021).

- 3. Adopt a participative leadership style:** Another factor that contributes positively to improving the company's work environment is adopting a participative leadership style. One of the biggest causes of stress and dissatisfaction in the workplace is when the leader does not have the respect and admiration of his subordinates. A good manager is one who can motivate his subordinates to give their best, every day, for the success of the entire team. And the best way to do this is by example. Direct participation in the execution of the activities that he coordinates is the best way to instruct and motivate workers to dedicate themselves more and more to their roles. A participative leadership model improves not only the organizational climate, but also the organization's numbers, in terms of productivity (Ratnasari et al., 2020).
- 4. Invest in flexibility:** Corporate attitudes that are too rigid tend to make the organizational climate more difficult and contribute to employee demotivation. Many companies have already noticed this and have started to invest in flexibility policies that are suited to the needs of their employees. It is possible to propose more flexible working hours or home office, for example (Lindeberg et al., 2022).
- 5. Provide constant feedback:** A lack of feedback from leaders can cause a team's work effort to be misdirected, leading to wasted potential among employees. A feedback culture has great benefits for a team's motivation and productivity. As a result, team members begin to keep in mind their main strengths and areas for improvement and, consequently, can develop action plans for better professional qualifications. It is worth highlighting the importance of direct, impersonal feedback that is open to dialogue. This makes the feedback moment more productive and focused on actions (Oubrich et al., 2021).
- 6. Value employees:** Valuing employees is another essential pillar on which a good work environment is structured. Working for a company that values its employees, respects labor rights, values the health and safety of its facilities, and seeks to promote continuous improvements to provide greater comfort and well-being to its team will make its employees much more engaged and committed to the company's success. Appreciation creates a virtuous circle of gratitude and loyalty between professionals and the organization, so that they will not only want to perform the tasks assigned to them, but will also be proactive. Therefore, in addition to improving the lives of employees, investing in the internal environment will also bear fruit for the company, which, in addition to increasing its prestige and reputation in the market, will reap the rewards of implementing a successful management model (Taheri et al., 2020).

7. Conduct Performance Assessments: Productivity may seem abstract and difficult to measure. However, it only seems that way. It can be measured through processes such as Performance Assessments, in which peers and leaders can evaluate each other and provide feedback with a focus on improving the performance of everyone in the company. This contributes to a more productive work environment in which everyone is given the opportunity to understand what their best deliveries were in a cycle, what their strengths are, and where they can improve to achieve increasingly expressive results (Lindeberg et al., 2022).

Administrative creativity:

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

Definition of administrative creativity:

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

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

Reasons for focusing on administrative creativity:

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

1. Information and Communication Technologies require high levels of creativity. The emergence and democratization of ICTs have expanded access to information, where anyone can access information and get in touch with other people, a situation that has changed the way agents interact, who currently communicate in a network and in a more flexible way. However, information, no matter how abundant it may be, is not very valuable if it is not treated creatively, a factor that is responsible for giving it more added value (Shafique et al., 2020).

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

company. Creativity is complex and ambiguous, and for this reason, creativity must be managed using techniques that offer the necessary freedom for its development, but that do not deviate from the objectives of the organization. From this point of view, the new formulas seek to offer more freedom and responsibility to talents, fostering a more flexible environment for the development of creativity.

Elements of administrative Creativity:

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

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

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

Creative Processes:

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

- **Idea Generation:** This is the first phase of the creative process, where the search for new ideas

and possibilities occurs. It can involve techniques such as brainstorming, mind mapping, or simply letting the mind wander. During this phase, quantity is more important than quality, encouraging the production of a large number of ideas without judgment.

- **Incubation:** After the initial generation of ideas, the incubation phase allows these ideas to mature subconsciously. Often, the best way to solve a creative problem is to step away from it for a while, allowing the unconscious mind to process the information and make unexpected connections.
- **Illumination:** The illumination phase is when the creative solution or innovative idea suddenly appears. This insight can occur at unexpected times, often after a period of incubation. It is the result of the connections made between previously generated and incubated ideas.
- **Verification:** The final phase of the creative process is verification, where the idea is critically analyzed, refined, and developed. At this stage, the viability of the idea is tested and adjusted as necessary. The verification process ensures that the idea is not only original, but also practical and applicable.

Theories of Creativity:

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

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

That is, they seek out ideas that are unusual or out of the ordinary (buy low) and develop them until they become valued (sell high). This theory highlights the importance of risk and perseverance in creativity, suggesting that a willingness to invest time and effort in unconventional ideas is crucial to creative success.

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

Importance of administrative Creativity (Mikalef and Gupta, 2021):

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

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

Administrative creativity goals:

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

Advantages administrative creativity:

- **Problem solving:** new opportunities for problem solving and growth that more traditional and conventional methods have not allowed. Creative approaches lead to new solutions that are often unprecedented.

- **Goals and growth:** goals, from a creative point of view, are achieved more easily. A creative leader sees unique ways to achieve goals. Whether it is to increase profits, create new products, or “map” the path to new levels of success.
- **Positive mindset:** creative leadership presents new opportunities and implements non-traditional techniques and ideas to include people and departments in the company’s success. A collaborative spirit where everyone counts. A creative leader suggests an “open mind” spirit, where employees brainstorm, bringing their ideas instead of accepting ideas from the top.
- **Unlikely perspectives:** to prosper, a company must grow, adapt and create its own path to new success. Creativity is the Ace of Trumps in today’s game, where “creativity is more important than knowledge” (Mikalef and Gupta, 2021).

Characteristics of administrative creativity (Al-Saidi and Al-Ghanmi, 2020):

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

Role of human resources in developing administrative creativity:

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

Create an enabling environment: It plays a fundamental role in building a work environment that stimulates creativity and innovation. By designing policies, programs and organizational cultures, HR can directly influence the ability of employees to generate new and original ideas.

Through actions such as (West and Sacramento, 2023):

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

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

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

Encourage collaboration and diversity:

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

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

Measuring and Evaluating Creativity:

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

- Key Performance Indicators: Establish key performance indicators (KPIs) to measure the level of creativity in the organization through performance appraisal.

- Workplace Climate Surveys: Conduct a survey periodically to find out how employees perceive the work environment and their ability to be creative.

Importance of Leadership in Fostering administrative Creativity

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

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

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

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

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

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

Obstacles to creativity in the company:

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

- 1. Problems with organizational culture:** Culture can be an obstacle to leveraging creativity in large companies. For example, organizations that focus their energy on bureaucracy usually do not allow much room for innovation. Employees may even come up with innovative ideas,

but they do not find an environment to execute them.

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

Stimulate Creativity in the Corporate Environment:

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

- 1. Encourage Collaboration:** Collaboration between different departments and teams is one of the most effective ways to foster creativity. When employees share their perspectives and knowledge, new ideas and solutions emerge that might not otherwise be discovered in isolation. Therefore, creating opportunities for collaborative work is essential.
- 2. Promote Diversity of Thought:** Diversity, whether of experiences, skills or perspectives, enriches the creative process. When companies promote the inclusion of different points of view, they increase the chances of generating innovative ideas. In other words, diversity of thought is a catalyst for creativity.
- 3. Offer Creative Spaces:** Creating physical environments that stimulate creativity is a powerful strategy. Flexible spaces, with areas dedicated to brainstorming and project development, help to unleash the creativity of employees. Furthermore, these environments reinforce the culture of innovation within the company (Shafi et al., 2020).

4. **Invest in Training and Development:** Empowering employees with new skills and knowledge is essential to stimulate creativity. By offering training, workshops and continuous learning opportunities, the company not only increases the technical competence of the team, but also encourages the application of new concepts and ideas in everyday life (Shafi et al., 2020).
5. **Allow Experimentation:** Experimentation is a crucial component of the creative process. Allowing employees to test new ideas without the fear of failure creates an environment where innovation can flourish. In this way, the company benefits from continuous discoveries and improvements.

The impact of the work environment on administrative creativity:

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

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

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

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

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

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

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

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

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

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

4. Methodology

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

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

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

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

The questionnaire consisted of two main sections as the following:

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

The validity of Instrument:

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

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

1- The work environment

Table (4-1) internal correlation between phrases and the first axis

N	correlation coefficient	N	correlation coefficient	N	correlation coefficient
1	.690**	6	.764**	11	.739**
2	.596**	7	.623**	12	.741**
3	.515**	6	.845**	13	.644**
4	.602**	9	.769**	14	.678**
5	.714**	10	.590**	15	.752**

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

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

2- Administrative creativity

Table (4-2) internal correlation between phrases and the second axis

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

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

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

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

Table (4-3) Cronbach's Alpha coefficients

Axis	N of Items	Cronbach's Alpha
The work environment	15	.882
Administrative creativity	10	.814
Total degree	25	.897

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

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

The Frequency will be counted for categorical variables, and regression test.

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

5. Results:

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

4.1. Study demographic data

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

1- Gender

Table (5-1) the gender of the sample

Gender	Frequency	Percent
Male	67	67.0
Female	33	33.0
Total	100	100%

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

2- Qualification

Table (5-2) Qualification of the sample

Qualification	Frequency	Percent
Bachelor	61	61.0
diploma	16	16.0
Masters	23	23.0
Total	100	100%

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

3- Experience

Table (5-3) Experience of the sample

Experience	Frequency	Percent
Less than 5 years	61	61.0
From 5 to 10 years	20	20.0
More than 10 years	19	19.0
Total	100	100%

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

4.2. Second answering the questions of the study

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

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

1- Organizational structure

Table (5-4) Organizational structure

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

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

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

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

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

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

2- Training

Table (5-5) Training

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

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

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

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

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

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

3- Regulations and instructions

Table (5-6) Regulations and instructions

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

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

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

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

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

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

4- Incentives and rewards

Table (5-7) Incentives and rewards

No	Item	Mean	Standard Deviation	Rank	Degree
1	The incentives and rewards in the organization are characterized by objective effectiveness	3.70	1.068	1	Agree

2	The incentive and reward system leads to improving the performance of the organization	3.67	1.092	2	Agree
3	The income received by employees is high compared to the salaries of employees with the same qualification in other organizations	3.55	1.366	3	Agree
General mean		3.64	1.18	Agree	

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

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

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

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

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

5- Working conditions

Table (5-8) Working conditions

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

From the above table we conclude that the level of Working conditions in GEO GLOBAL and NIBCO company with degree (Agree), mean (3.89) and standard deviation (1.17) low value,

indicating the homogeneity opinions of the study sample on the items of this dimension

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

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

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

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

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

Table (5-9) the level of work environment

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

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

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

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

Table (5-10) the level of administrative creativity

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

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

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

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

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

In the fourth order (Employees are keen to know the shortcomings or weaknesses in their work), with mean (3.97), a standard deviation of (1.049) and a degree of (Agree).

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

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

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

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

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

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

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

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

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

Table (5-11) the impact of the work environment on administrative creativity

Independent variables	B	T	Sig
(Constant)	3.009	10.483	.000
Organizational structure	.033	4.82	.001
Training	-.385	-4.407	.000
Regulations and instructions	-.166	-2.737	.007

Incentives and rewards	.208	4.600	.000
Working conditions	.578	8.405	.000
R=0.802		Adjusted R Square=0.625	
F =134.005		Sig =0.00	

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

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

5.3. Study Hypotheses

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

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

Table (5-12) the impact of the Organizational structure on administrative creativity

Independent variables	B	T	Sig
(Constant)	2.883	7.834	.000
Organizational structure	.244	3.28	.000
R=0.811		Adjusted R Square=0.573	
F =117.834		Sig =0.00	

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

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

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

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

Table (5-13) the impact of the Training on administrative creativity

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

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

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

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

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

Table (5-14) the impact of the Regulations and instructions on administrative creativity

Independent variables	B	T	Sig
(Constant)	2.551	11.009	.000
Regulations and instructions	1.311	-1.986	.000
R=0.798		Adjusted R Square=0.588	
F =106.721		Sig =0.00	

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

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

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

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

Table (5-15) the impact of the Incentives and rewards on administrative creativity

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

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

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

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

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

Table (5-16) the impact of the Working conditions on administrative creativity

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

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

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

6. Conclusions

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

7. Recommendation

- Working to improve the work environment for employees, especially regarding the organizational structure, training, incentives, and not neglecting this, as it is positively linked to the level of administrative creativity.
- Giving importance to improving the work environment through specialized programs and courses by experts and specialists in the field.

- Giving employees the opportunity to share their opinions and setting flexible rules that allow them to be creative in their work.
- Holding a meeting between different categories of workers to discuss the reasons for their differences regarding the level of the work environment or administrative creativity according to their different experiences and academic qualifications.
- Maintaining the current level of administrative creativity, continuing training, and providing incentives to encourage employees to be administratively creative.

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