



**THE IMPACT OF ORGANIZATIONAL CREATIVITY
ON MANAGEMENT AND EMPLOYEE
PERFORMANCE: AN EMPIRICAL STUDY AT ERBIL
TECHNOLOGY COLLEGE AND CIHAN UNIVERSITY**

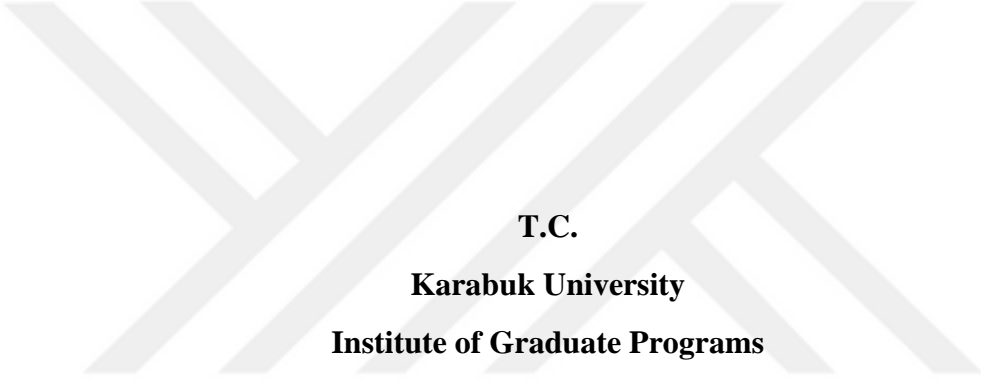
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BUSINESS ADMINISTRATION**

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Prepared as
Master Thesis**

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LIST OF CONTENTS

LIST OF CONTENTS	1
THESIS APPROVAL PAGE	3
DECLARATION	4
FOREWORD	5
ABSTRACT	6
ÖZ (ABSTRACT IN TURKISH)	7
ARCHIVE RECORD INFORMATION	8
ARŞİV KAYIT BİLGİLERİ (in Turkish)	9
ABBREVIATIONS	10
SUBJECT OF THE RESEARCH	11
PURPOSE AND IMPORTANCE OF THE RESEARCH	11
METHOD OF THE RESEARCH	13
HYPOTHESIS OF THE RESEARCH / RESEARCH PROBLEM	13
POPULATION AND SAMPLE (IF AVAILABLE)	14
SCOPE AND LIMITATIONS / DIFFICULTIES	14
1. CHAPTER ONE: GENERAL INTRODUCTION	16
1.1 Introduction	16
1.2 Problem Statement	19
1.3 The study major Aim	22
1.4 Research Questions	22
1.5 Thesis hypothesis	23
1.6 Significance of the Study	23
1.7 Scope of the study	25
2. CHAPTER TWO: LITERATURE REVIEW	27
2.1 Background of the Study	27
2.1.1 Organizational Creativity	28
2.1.2 Employees and Creativity	33

2.1.3	Organizational Creativity Model	35
2.1.4	Organizational Creativity Determinants.....	39
2.2	History of the Case Study Institutions	45
2.2.1	History of Erbil Technology College.....	45
2.2.2	History of Cihan University.....	46
3.	CHAPTER THREE: METHODOLOGY	48
3.1	Introduction.....	48
3.2	Thesis Design	48
3.3	Population of the Study	49
3.4	Sampling / Technique Size.....	49
3.5	Method for Data Collection.....	50
3.6	Data Analysis Method.....	50
3.7	Limitation of the Methodology	51
4.	CHAPTER FOUR: RESULTS AND DISCUSSION.....	52
4.1	Data Sourcing and Response Rate.....	52
4.2	Demographic Data Analysis	52
4.3	Discussion of Findings.....	56
4.4	Measuring creativity between Erbil Technology College and Cihan University	72
4.5	Summary of Results and Inferences.....	73
	DISCUSSION AND CONCLUSION	75
5.1	Summary	75
5.2	Conclusion.....	76
5.3	Recommendations	77
5.4	Contributions to knowledge	78
5.5	Suggestions for Future Study.....	78
	REFERENCES.....	79
	LIST OF TABLES	87
	LIST OF FIGURES.....	87
	APPENDICES.....	88

THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by Zulaikha Ahmad HAMAD titled “THE IMPACT OF ORGANIZATIONAL CREATIVITY ON MANAGEMENT AND EMPLOYEE PERFORMANCE: AN EMPIRICAL STUDY AT ERBIL TECHNOLOGY COLLEGE AND CIHAN UNIVERSITY ” is fully adequate in scope and in quality as a thesis for the degree of Master of Science.

Prof. Dr. Elif ÇEPNI

Thesis Advisor, Department of BUSINESS ADMINISTRATION

This thesis is accepted by the examining committee with a unanimous vote in the Department of BUSINESS ADMINISTRATION as a Master of Science thesis.
2022/April/27

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The degree of Master of Science by the thesis submitted is approved by the Administrative Board of the Institute of Graduate Programs, Karabuk University.

Prof. Dr. Hasan SOLMAZ

.....

Director of the Institute of Graduate Programs

DECLARATION

I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

Name Surname: Zulaikha Ahmad HAMAD

Signature :

FOREWORD

First of all, I want to thank God Almighty for giving me the knowledge and strength to complete my thesis.

I want to dedicate this thesis to my soul mom and dad. And to my brothers and sisters.

In particular, I dedicate this letter to the dear Professor (Prof. Dr. Elif ÇEPNI), who has always been by my side with this letter until I completed it.

I would like to thank everyone who contributed to helping me complete this Thesis, (Dr. Akram ALHAMD), and anyone who helped me with a letter or word to complete my message.

ABSTRACT

The impact of organizational creativity on management and employee performance in two selected academic institutions in Erbil. Primary data was collected through the use of a questionnaire for this study. The questionnaire was designed using the 5-Likert scale, and four hundred thirty-five (435) questionnaires were administered. An online approach-Google form and a field survey were used. As a case study for administering the research tool, selected employees and management from the two academic institutions were used. The independent variable in this study is organizational creativity, while the dependent variables are employee performance and management performance of the institutions under study. Package for Social Sciences (SPSS) was the major research analysis tool used to analyze the collected data for this study in order to be able to report the study findings and draw a valid conclusion based on the analyzed data. Demographic and Frequency, Descriptive, Cronbach's Alpha, Normality, Correlation Regression analysis, Analysis of Variance (ANOVA), F-test, and T-test were some of the analyses used in analyzing the collected data for this study. Similarly, results and findings from this study indicated that there is a significant impact between organizational creativity, management performance, and employees' performance in the institutions. The results and findings of this study align with some other earlier empirical studies on organizational creativity that also reported similar findings.

Keywords: Organizational creativity, Management performance, Employee's performance, Organizational place.

ÖZ (ABSTRACT IN TURKISH)

Organizasyon yaratıcılığının yönetim ve çalışan performansı üzerindeki etkisi Birincil veriler, bu çalışma için bir anket kullanılarak toplanmıştır. Anket 5-Likert ölçeği kullanılarak tasarlanmış ve dört yüz otuz beş (435) anket uygulanmıştır. Çevrimiçi bir yaklaşım-Google formu ve bir saha araştırması kullanılmıştır. Araştırma aracının uygulanması için durum çalışması olarak iki akademik kurumdan seçilen çalışanlar ve yönetim kullanılmıştır. Bu çalışmada bağımsız değişken örgütsel yaratıcılık, bağımlı değişkenler ise incelenen kurumların çalışan performansı ve yönetim performansdır. Sosyal Bilimler Paketi (SPSS), araştırma bulgularını rapor edebilmek ve analiz edilen verilere dayanarak geçerli bir sonuç çıkarabilmek için bu çalışma için toplanan verileri analiz etmek için kullanılan başlıca araştırma analiz aracıydı. Demografik ve Frekans, Tanımlayıcı, Cronbach Alfa, Normallik, Korelasyon Regresyon analizi, Varyans Analizi (ANOVA), F-testi ve T-testi bu çalışma için toplanan verilerin analizinde kullanılan analizlerden bazılarıdır. Benzer şekilde, bu çalışmadan elde edilen sonuç ve bulgular, kurumlarda örgütsel yaratıcılık, yönetim performansı ve çalışanların performansı arasında önemli bir etki olduğunu göstermiştir. Bu çalışmanın sonuçları ve bulguları, benzer bulgular bildiren, örgütsel yaratıcılık üzerine daha önceki bazı ampirik çalışmalarla uyumludur.

Anahtar Kelimeler (Örgütsel yaratıcılık, Yönetim performansı, Çalışan performansı, Örgütsel yer.

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ABBREVIATIONS

1 OC: Organization's Creativity

2 OE: Organization's Employees

3 MP: Management performance



SUBJECT OF THE RESEARCH

The Impact Of Organizational Creativity On Management And Employee Performance:
An Empirical Study At Erbil Technology College And Cihan University.

PURPOSE AND IMPORTANCE OF THE RESEARCH

In the 21st century, the world is changing at a very high speed. The world is becoming more complex and institutions need new ways of managing styles. Higher education institutions should run in front of other institutions. Through this research, I would like to understand how to improve the higher education institutions in my country of origin. Important higher education institutions in my country of origin are adapting themselves to this new trend.

The importance of studying the impact of organizational creativity on management and employee performance is to give a concise narrative to the meaning of organizational creativity and its effect on management performance, especially as it relates to the case study under focus in this thesis work.

The study will help organizations understand that embracing creativity in all aspects of the organization will be a channel through which firms can become competitive and grow strategies that will allow an organization to compete successfully with other organizations. Hence, creativity will then form the basis for distinguishing such an organization from other organizations.

It is also significant to know that this research work will be of great benefit to the educational field, i.e., the school environment. This will help to give insight to students, lecturers, and business practitioners and will also serve as a guideline for future and further research on issues relating to organizational creativity and management performance.

The study will also help organizations understand that organizational creativity saves resources and time that would have been wasted on activities or events that are unproductive or events that may have an adverse or dismissive impact on the organization.

The study will be useful for institutions since embracing organizational creativity will help enhance the ability of the college to withstand uncertainty and also help to ensure effectiveness and efficiency across all units in the college.

Similarly, apart from the fact that this study will be of great importance to the two institutions being used as case studies, it will also help organizations to understand the basic benefits inherent in embracing organizational creativity and also its impact on management's performance and how the implementation of creativity can also drive the performance of employees in the organization.

Finally, considering the uncertainty and the ever changing business environment, the continued survival of business organizations is currently heavily dependent on creativity, and organizations that refuse to embrace creativity will likely be run down, which again reemphasized the need to project research studies on organizational creativity to create an understanding of the phenomena and to provide a platform through which organizations can also assess their current state and how they can then begin to implement policies that promote organizational creativity in the organization.

METHOD OF THE RESEARCH

The method for data and information obtained and used for the thesis work was from the field, which can also be called a primary source of information. Using primary data became important because of the need to gather data from case study institutions under study, as the needed data was not available and needed to be gathered through primary means of data gathering and also the researcher's observation of the college and university used as case study. When the Google link to the research instrument was assigned, the researcher was able to send the Google link directly to participants who were presented with the convenience of just clicking the link and entering the page for the research instrument to fill. This also gave participants the needed convenience required to fill the research instrument in a timely manner without any exposure to physical contact so as to keep safe and to prevent the spread of the current coronavirus ravaging the globe. The research instrument was presented in a simple and formalized way to ensure easy comprehension by participants and also to ensure the language used is simplified for easy understanding. The research instrument had five Likert scales grading responses to each item in the research instrument.

HYPOTHESIS OF THE RESEARCH / RESEARCH PROBLEM

Hypothesis One

H0: Organizational creativity have no impact on management performance in Erbil Technology College and Cihan University.

H1: Organizational creativity have impact on management performance in Erbil Technology College and Cihan University.

Hypothesis Two

H0: Organizational creativity have no impact on employees' performance in Erbil Technology College and Cihan University.

H1: Organizational creativity have an impact on employee's performance in Erbil Technology College and Cihan University.

POPULATION AND SAMPLE (IF AVAILABLE)

The purpose of dividing the respondents into strata is for randomization of participants to be used from both institutions. The total numbers of respondents used for this study is four hundred thirty-five (435). Purpose-driven and stratified random sampling were adopted in this study in order to include all relevant categories of decision-makers in the institutions used as case studies for this study. The research was carried out on managers and employees at both institutes. For this study, the population is made up of people who work for two institutions: Erbil Technology College and Cihan University. Because of COVID 19, the population of the study was limited to two institutions. The population size of the two institutions was 928. The questionnaire form was prepared online and shared with employees on several platforms to obtain an adequate sample size in the COVID-19 days; all participants completed the survey anonymously and voluntarily. A total of 435 managers and employees, out of 928, participated in the research. The researcher distributed 732 online questionnaires and field surveys. Out of 732 questionnaires, 435 participants responded, and we excluded 297 questionnaires that were not usable.

SCOPE AND LIMITATIONS / DIFFICULTIES

One of the major limitations faced by the researcher was the coronavirus pandemic, which necessitated the need for the researcher to put the research instrument in Google form in order to elicit a response from the participants and also prevented personal field interactions. The researcher would have loved to have engaged in that, especially during face-to-face administration of the research instrument to principal officers in the institutions used as a case study.

Another significant limitation was the difficulty in persuading principal officers in the intuitions used to open and fill out the link sent for the research instrument, as some of them indicated they would have responded better if they had been face-to-face and also seen the researcher physically present to explain any questions in the research instrument they may have had difficulties understanding.

Finally, the sampling method used in sampling and selecting respondents may not be totally perfect, and again, survey feedback may be subjective as some respondents may not be totally objective in answering questions in the research instrument.

CHAPTER ONE: GENERAL INTRODUCTION

1.1 Introduction

There are several definitions of organizational creativity in related literature. Organizational creativity is defined as the level or degree to which an organization is able to bring and generate new and constructive ideas, either in its product or service offerings or in a complex organizational setting, to gain a competitive advantage. Organizational creativity is also a process whereby an organization continues to put itself in a position to be innovative in order to come up with new ideas that set the organization apart from its competitors. Some researchers have also defined organizational creativity as the ability of the organization to continuously evolve its environmental parameters through its innovative drive, thereby giving the organization an edge over other organizations within and outside its area of operation (Mikalef, & Gupta, 2021). Organizational creativity can also be defined as the valuable creation of new services or products, ideas or processes by groups or individuals working together in an organization setting in order to achieve predetermined goals and objectives (Maimone & Sinclair, 2014). Organizational creativity is also the production of useful, novel, and unique ideas that lead to the birth of an innovation or creative way of achieving a desired outcome result in an organizational setting (Shin, & Hyun, 2019). Some researchers and scholars have also defined organizational creativity as the process of using the firm's capabilities to birth new innovative ideas that are capable of ensuring profitability for the organization and also ensuring the effective and efficient use of available resources to achieve organizational goals and objectives (Song, Gu, & Wang, 2019; Woodman, Sawyer, & Griffin, 1993; Yoon, Kim, & Song, 2016). Organizational creativity is also a process that involves newness and uniqueness when pursuing creativity in order to reposition the organization for better results and adequate use of available resources in the organization (Yu, & Frenkel, 2013). A creative organization is also expected to possess some unique techniques and guiding principles that steer the affairs and directions of such firms (Acar, Tarakci, & Van-Knippenberg, 2019). Organizational creativity also creates room for open communication within the organization, ensures fairness and objective approach to

situations in the organization, gives the organization the opportunity to adopt additional dimensions needed to achieve organizational goals and objectives, and also ensures autonomy at all levels of the organization and among employees in the organization to encourage innovative thinking and ensure unique ideas are generated and implemented in the organization to ensure intended goals and objectives are achieved (Agars, Kaufman, Deane, & Smith, 2012). Organizations operate in an environment that is fast changing with lots of technological improvement to ease the stress or rigor of doing business and also to reduce the stress of doing business across the world. This is coupled with the recent outbreak of the COVID-19 pandemic, necessitating the need for organizations to fully embrace creativity and innovation in their business conduct for the business of such organizations to continue to be profitable and for the organization to continue to survive even in the face of the constant changing environment. This has necessitated organizations to begin to embrace organizational creativity and also to put the necessary instruments in place in the organization to support the drive for creativity (April, Oliver, & Kalish, 2019; Acar, Tarakci, & van-Knippenberg, 2019). The term creativity in the firm is synonymous with uniqueness and doing things in a different way that also brace up and enhances the innovativeness in the employees working in such firm and organization. Employee's abilities, capacities and drive in the firm for creative ideas and thinking does not come in isolation without proper support instruments from the firm that can drive the innovativeness and creative mindset of the employees. When employees are creative due to the kind of environment provided by the firm to make them creative, the firm in turn will benefit more also from the creativity which is capable of enhancing the firm's performance and also driving up the profit level of the firm (Chao, Xinmei, & Muhan, 2013). Adoption of organizational creativity has also help organizations to be better placed to solve problems quickly as they occur and it has made it possible organizations to adopt recent and modern approach in achieving organizational goals and objectives and it also helps the organization to also respond quickly to uncertainty in the environment (Dul, & Ceylan, 2014). When the issue of creativity and been innovative in the firm is discussed, various output and empirical studies on the subject comes to mind especially as it relates to the present state of literature on the subject matter and what experts in the field are

saying about recent developments relating to innovativeness and the common quest for organizations to be better than their former performance across all measuring indicators. The fact that the environment within which firms operates too calls for more attention on the part of the firms as the inability of the firms to predict environment direction could spell doom and disaster for such firm necessitating the need for firms to be well in tuned and conversant with the happenings in the environment so as to avoid disastrous situations. One way for organizations to avoid these disastrous happenings is to ensure the firm remains a creative firm and a firm that also puts all necessary steps in place to ensure continuous organizational creativity (Chao, Xinmei, & Muhan, 2013; Ericsson, & Moxley, 2012).

The development and entanglement regarding organizational creativity was localized in the 1990s in the United Kingdom, where a new party started promoting the importance and the central role of creativity in economic growth, especially as it relates to organizations and how organizations can embrace creativity. This drive and promotion of creativity in the United Kingdom has also extended to different countries and organizations across the globe, which has led to more businesses and organizations embracing creativity to enable organizations and businesses to be better prepared to respond to uncertainty in the environment (Hjorth, Strati, Dodd, & Weik, 2018; Giustiniano, Lombardi, & Cavaliere, 2016). The need for organizations to ensure creativity is adopted in their business practices cannot be exaggerated because organizations can no longer afford to be reactive as adopting a reactive strategy can drive such organizations out of business with just a swift change within the business environment. Therefore, organizations need to be proactive in their thinking and approaches, necessitating the urgent need for organizations to embrace creativity within the organization and also ensure the right framework and apparatus are put in place in the organization to ensure organizational creativity.

The importance of this study is in the 21st century, the world is changing at a very high speed. The world is becoming more complex and institutions need new ways of

managing styles. Through this research, I would like to understand how to improve the higher education institutions in my country of origin.

In the first chapter, the problem statement will be presented. In the second chapter, the literature review and organizational creativity determinants will be shared. In the third chapter, "Methodology," This section of the thesis discusses the procedures and methods adopted by the researcher in gathering data, thus providing the background upon which the findings and conclusions will be drawn. In the fourth chapter, the survey and findings will be discussed.

1.2 Problem Statement

The concept of creativity and organizational creativity became popular in the field of management and organizational behavior studies in the 1990s with the sole aim of focusing and studying creativity within the context of being creative as it relates to organizational place especially as it relates to the need for organizations to be innovative and well prepared for any uncertainty that may take place within the environment such organization operates its business entity. Research studies have also majorly focused on organizational and social context and how these also influence creativity within an organizational setting (Hirudayaraj, & Matić, 2021). Studies on organizational creativity has witnessed improved inquiry into the phenomena as researchers and scholars in the field of organizational creativity and management creativity have continued to explore the phenomena from various perspectives to establish a strong link for organizations to embrace creativity. Research studies exploring organizational creativity started as far back as the 1980s upward, more academic interest was built on the phenomena and studies relating to organizational creativity witnessed exponential growth from then till date and more research studies continue to focus on exploring organizational behaviors from various perspectives (Mikalef, & Gupta, 2021). At present, literature on organizational creativity indicates that recent research studies in this area of study majorly focus on synthesizing the body of knowledge as it relates to study on organizational creativity while some other studies have also focused on mapping the field of organizational

creativity more holistically and systematically. Research studies on organizational creativity have also made attempt to synthesize models created as a result of various research studies into the field of organizational creativity which has also given birth to some known model when organizational creativity is discussed. The multifaceted, comprehensive and complexity of been creative especially in the organizational settings is more than what can be singularly juxtaposed from few empirical findings and studies because most examined literature on the subject have only examined it from a standpoint and a particular frame of reference making some other area of a firm been creative to be neglected when studies x-raying creativity and innovativeness in the firm is been considered or studied (Olszak, & Kisielnicki, 2018). The comprehensiveness and complexity associated with the phenomena of organizational creativity thus makes it very reflexive and critical about what side of organizational creativity to be explored in any study relating to organizational creativity and also on how these studies relates to other conceptualizations and contributions on organizational creativity (Huang, & Yao, 2017). The major aim of this thesis work is to explore the impact of organizational creativity on Management and employee performance using the college of technology in Erbil and Cihan University as case study. This study intends to explore the connection between organizational creativity management performances and also seeks to identify the essence of a firm's creative drive as it relates to operations and employees' performance of Erbil college technology and Cihan University as case study for this thesis. While identifying study direction and some studies on organizational creativity and performance, some studies were also examined. Suh, Jung, and Smith, (2012), study on learning creativity in the client-agency relationship only focused on how organizational creativity can create congruent working relationship between the organization and the client agency as organizational creativity gives room for improved efficiency. The study did not focus or establish any connection between organizational creativity and management performance. The work of Sung, and Choi, (2012), looked closely on what impacts knowledge within a team could have on the creativeness and monetary performance of teams within the firm in an organizational setting. The mentioned work was focused on how effective team knowledge management can lead to creativity and better financial performance for the

organization. Song, GU, and Wang, (2019), considered human resource management that is centered and oriented on been creative in the firm; while the inquiry also inspect a particular unit in a firm which is centered on the manpower of the firm while trying to look critically at what influence does the unit add to the firm in the process and drive for the firm's creativeness and how such has help to boost the productivity in such firm scrutinized by the authors. The study done by Mathisen, Einarsen, and Mykletun, (2012), focused on how creative leaders promote creative organizations as the study also opined that when leaders and those who constitute top management in the organization are creative, it will become much easier for such leaders in the organization to drive organizational creativity and to put in place all necessary mechanism to ensure the creativity within the organization and its operations. Jeong, and Shin, (2019), focuses on high-yielding work custom and creativeness within the firm's work place as the organization also looked towards embracing change; the authors opined that organizational creativity during organizational change led to high performances and that for organizational change to take place, firms must embrace organizational innovativeness. The empirical investigation by Koch, Wenzel, Senf, and Maibier, (2018), study focuses on creativeness within the firm as designation system, inquiries indicated that achieving success by firms is an attribution process when adopting organizational creativity especially when the firm is focused on achieving specific successes in the organization. Acar, Tarakci, and van-Knippenberg, (2019), focuses on creativity and innovation under curtailment especially in an uncertain environment; their study opined that adopting creativity and innovation in the organization prepares the organization for uncertainty and also gives the organization the capacity to respond effectively to uncertainty in the environment. Mikalef, and Gupta, (2021), explored artificial intelligence capability and its impact on organizational creativity and performance, indicating that organizations that are focused on creativity are able to explore the use of artificial intelligence, which is also born as a result of organizational creativity and innovations. Some of the studies examined above, as well as several other studies have focused on different dimensions in examining creativity, but none has focused on exploring the explore the impact of organizational creativity on Management and employee

performance, particularly from the perspective of operations and workers. These gaps identified from empirical studies, coupled with the fact that this kind of study has not been done in Iraq, form the novelty of this thesis study and also a vacuum the study intends to fill. Thus, this thesis will explore the impact of organizational creativity on Management and employee performance and also identify the connection between organizational creativity and management performance and also seek to identify the essence of a firm's creative drive as it relates to the employees' performance of Erbil College Technology and Cihan University as a case study for this thesis.

1.3 The study major Aim

The major aim of the thesis work is to explore the impact of organizational creativity on management performance and employee performance and also identify the connection between organizational creativity, management performance and employee performance. It also seeks to identify the essence of a firm's creative drive as it relates to the employees' performance at Erbil College of Technology and Cihan University. While the specific objectives are;

- i. To examine the impact between organizational creativity and management performance.
- ii. To identify the main factors that played important roles in employees' performance as it relates to creativeness in the organizational place.

1.4 Research Questions

In an attempt to explore the impact that exists between organizational creativity management performance and employee performance the generated questions are listed.

- i. What role does organizational creativity play in management performance?
- ii. What role do employees play as it relates to creativeness in the organizational place?

1.5 Thesis hypothesis

Generated hypotheses for this study:

Hypothesis One

H0: Organizational creativity have no impact on management performance in Erbil College Technology and Cihan University.

H1: Organizational creativity have impact on management performance in Erbil College Technology and Cihan University.

Hypothesis Two

H0: Organizational creativity have no impact on employees' performance in Erbil college technology and Cihan University

H1: Organizational creativity have an impact on employee's performance in Erbil College Technology and Cihan University.

1.6 Significance of the Study

Organizations, firms, universities, schools, colleges, and almost all business entities operate in an environment that can be considered dynamic and uncertain as events in the environment will likely push most of these business entities out of business if adequate care is not taken, especially as the world is also facing a global pandemic that has seriously disrupted lives and the conduct of business activities. The need for organizations to continue to rise to these challenges and to adequately prepare for these uncertainties has necessitated the need for organizational creativity, and it has also increased the call for organizations to set mechanisms in place within the organization to promote organizational creativity and to make the organization less reactive and more proactive. Organizational creativity has also been seen as a framework that is capable of driving further developments in the organization and also as a mechanism that can help organizations be more effective and efficient in their business engagements with

customers and stakeholders. However, the need for organizations and business entities to embrace organizational creativity has become increasingly challenging in a growing economy, which, therefore, necessitated the need for empirical investigation into this area of study as organizational creativity still remains a phenomenon yet to be fully supported and embraced by most firms, especially in the Iraq context. One basic fact is that the benefits that usually occur to organizations and business entities that embrace organizational creativity far outweigh those of organizations that refuse to embrace it. This could be as a result of the management of such firms' inability to fully understand the concept of organizational creativity and the benefits that can be derived from it, or it could be as a result of management's unwillingness to embrace change. This study intends to provide more basic knowledge and understanding about organizational creativity and how such firms can begin to gradually embrace organizational creativity and the implementation of necessary frameworks within the organization that can support and promote organizational creativity.

The importance of studying the explore the impact of organizational creativity on Management and employee performance is to give a concise narrative to the meaning of organizational creativity and its effect on management performance, especially as it relates to the case study under focus in this thesis work.

The study will help organizations understand that embracing creativity in all aspects of the organization will be a channel through which firms can become competitive and grow strategies that will allow an organization to compete successfully with other organizations. Hence, creativity will then form the basis for distinguishing such an organization from other organizations.

It is also significant to know that this research work will be of great benefit to the educational field, i.e., the school environment. This will help to give insight to students, lecturers, and business practitioners and will also serve as a guideline for future and further research on issues relating to organizational creativity and management performance.

The study will also help organizations understand that organizational creativity saves resources and time that would have been wasted on activities or events that are unproductive or events that may have an adverse or dismissive impact on the organization.

The study will be useful for institutions since embracing organizational creativity will help enhance the ability of the college to withstand uncertainty and also help to ensure effectiveness and efficiency across all units in the college.

Similarly, apart from the fact that this study will be of great importance to the two institutions being used as case studies, it will also help organizations to understand the basic benefits inherent in embracing organizational creativity, and also its impact on management's performance and how the implementation of creativity can also drive the performance of employees in the organization.

Finally, considering the uncertainty and the ever changing business environment, the continued survival of business organizations is currently heavily dependent on creativity, and organizations that refuse to embrace creativity will likely be run down, which again reemphasized the need to project research studies on organizational creativity to create an understanding of the phenomena and to provide a platform through which organizations can also assess their current state and how they can then begin to implement policies that promote organizational creativity in the organization.

1.7 Scope of the study

The major aim of this thesis work is to explore the impact of organizational creativity on Management and employee performance using the Technology College in Erbil and Cihan University as case study. And also seeks to identify the essence of a firm's creative drive as it relates to employees' performance of Erbil Technology College and Cihan University as case study for this thesis.

However, data gathering for this study and its scope is limited to college of technology in Erbil and Cihan University used for this thesis work. The study also intends

to focus on the part played by organizational creativeness as it relates to employee's performance in Erbil Technology College and Cihan University. The study has also restricted its scope to senior staffs and employees in Erbil Technology College and Cihan University.

The study will equally attempt to conduct an empirical study into the level of understanding of organizational creativity at the management level and also at the employee's level in the study organization. Also, the study will be interested in knowing if the college has ever put in place any measures to encourage creativity and innovation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Background of the Study

Research studies over the year have focused on organizational creativity from the organizational context perspective and the field has continued to witness more inquiries from scholars and researchers. Though organizational creativity owes its foundation and construct to the extensive research on psychological organizational creativity, but research is still very limited in terms of understanding organizational creativity especially in an organizational context. Organizational creativity is also considered by experts to be more than just a collection of creative individuals in an organization, but considered more of a psychosocial process that usually takes place in an organizational setting. Organizational creativity is seen as a process of value creation, creation of new useful products, generation of creative ideas or processes through individuals working together in an organizational setting in order to achieve organizational goals and objective (Auernhammer, & Hall, 2014; April, Oliver, & Kalish, 2019). The kind of structure, management and practices put in place in an organization can also affect Organizational creativity as research has proven that when there's a high level of organizational creativity in place in an organization, such organization usually produce better results compared to organizations whose management and organizational structures does not support or imbibe the culture of organizational creativity in the organization. Expert opinion and research studies on organizational creativity has also shown that if the organization adopt processes, structures, budget and programs which the employees see themselves as part of and also which the employees see to be beneficial, such usually motivate the employees in the organization psychologically as they are very likely go give all their best to ensure the entire process goes smoothly and succeed. Ensuring organizational creativity and putting all necessary machinery and mechanisms in place in the organization to ensure the implementation of organizational creativity rather than hiring creative individuals indicating that organizational creativity is a psychosocial complex process that its success is propel by the kind of structures, processes and management practices in place in such organization and therefore, organizational creativity must be propelled and promoted from

the top as the success of organizational creativity fully depends on the kind of management practices, process and structures in place in any organization (Blomberg, Kallio, & Pohjanpää, 2017).

2.1.1 Organizational Creativity

Empirically, research studies on organizational creativity has been dominated by data gathered from studies on organizational creativity from the highly industrialized nations while studies on organizational creativity in emerging economies and developing economies remains limited while literature from these emerging and developing countries shows that organizational creativity is mostly implemented in the organizations in these emerging and developing economies under shortage of funds that could have helped to really drive the implementation of organizational creativity. One of the gaps noticed in literature on organizational creativity is the knowledge gap lacking on organizational creativity and how it works in emerging economies and the less developed economies. Organizational creativity has received great attention especially from the developed countries and from the experts in the field of organizational psychology and organizational behavior experts. The major target or goal is to ascertain why some groups, individuals or organizations are more likely to focus on creativity as a means to provide solution in solving organizational, personal or social problems; however, despite these growing interest in the field of organizational creativity, there is still lack of consensus regarding the definition of organizational creativity as experts in the field still approach the study and definition of organizational creativity from different perspectives (Hjorth, Strati, Dodd, & Weik, 2018; Mikalef, & Gupta, 2021). While it's been difficult to really have a consensus on the definition of organizational creativity, however, the most widely acceptable definitions of organizational creativity entail production of novel, innovative and unique ideas generations that are capable of improving and adding greater value to the entire line of chain in an organization (Song, GU, & Wang, 2019). There are models developed for organizational creativity also indicating that the boundaries in organizational creativity enables firms and organizations to improve their businesses and

services offering to its customers in order to boost the performance of such organization that is why the need for usefulness and novelty has been argued in the field of marketing and in marketing literature as a unique feature and element when defining the term organizational creativity (Suh, Jung, & Smith, 2012). Adopting organizational creativity by organization has also been proven to be a tool for better problem solving in the organization, it's known to create room for employees to be innovative and to engage in birthing transformational ideas, it's know to help organizations to effectively manage and utilize available resources effectively and efficiently in the organization and it also creates room for organizations to be more profitable as the right ideas and methods will be adopted by organizations that embraces creativity in their organizational setup (Chao, Xinmei, & Muhan, 2013). While several studies and works on organizational creativity that has extensively examined the connection between performance and organizational creativity, empirical evidence from literature on organizational creativity still remains conflicting and inconclusive as the contention in empirical studies on organizational creativity is that individual behavioral trait and the individual creativity may likely boost overall performance while creativity from the strategic management perspective is still argued to be the major determinant in terms of promoting organizational performance especially in the developed and advanced economies where these studies have been extensively researched about (Woodman, Sawyer, & Griffin, 1993). When looking at organizational creativity from the management perspective, organizational creativity can be view or analyzed to be organizational culture-based resources that helps to promote and legalize the behaviors of members in an organization and which also in turn helps to improve performances in the organization (Yoon, Kim, & Song, 2016). Some studies have also proposed the need to fully examine the processes and mechanism through which performance in the organization is influenced by organizational creativity and to be able to make valid interpretations of the contributions of these mentioned process and mechanisms. It has been established in studies relating to organizational creativity too that the stability of the firm and willingness to enact creativity in the organization and also the willingness and drive to enact creativity in the organization usually propel performance across various levels in the organization (Kyvik, Zhang, & Romero-Martinez, 2012;

Giustiniano, Lombardi, & Cavaliere, 2016; Hjorth, Strati, Dodd, & Weik, 2018). Organizational creativity is also a process that incorporates resource value framework which gives room to actualize a conceptual organizational creativity as a resource in the organization which drives the internal organizational mechanisms and processes in order to create economic values for the organization and to improve performance in such organization. Organizational creativity has also been seen as a vital resource of the organization and also as a culture based resource which the organization can always draw from to drive market performance of the organization and to put the organization at a better competitive advantage that can give the organization edge over its competitors thereby necessitating the ability of the organization to also withstand uncertainty and be better prepared to harness opportunities in the environment (Çokpekin, & Knudsen, 2012). Studies on organizational creativity has also shown that enacting organizational creativity and putting all necessary processes and mechanisms in place usually gives the organization a differentiation advantage in order to earn superior market performance and to gain better market share value compared to other competitors in the same industry with the organization (Acar, Tarakci, & van Knippenberg, 2019). Enacting Organizational creativity also gives the organization the opportunity to gather and sell ideas, to gather necessary resources and to create innovative ideas that can be introduced to the workplace in order for the organization to gain better market advantage, become more competitive and to gain more returns in terms of profit (April, Oliver, & Kalish, 2019). The propensity for organizations to come up with the developments of new processes and innovative ideas that are capable of placing the organization at a competitive advantage and to make the organization more responsive with the ability to stand uncertainty and to easily navigate any situation to gain competitive advantage are usually greatly influenced when organizations embrace organizational creativity and put mechanisms and processes in place within the organization that can continue to fuel and propel creativity in the organization (Hon, Bloom, & Crant, 2014). Enacting organizational creativity in the organization also has the tendencies to give the organization superior capabilities over its competitors to introduce processes that are new and products that are more likely to distinguish it from other products offered by competitors in order for the firm to gain a

lucrative market share and position that is too costly for other competitors of the firm to copy and replicate. While other firms not embracing organizational creativity can also attain occasional success in its processes and when offering new product or service offerings to the market while enacting organizational creativity will more likely propel the organization to sustain edge and competitive advantage over other firms in the industry and also gives the organization the opportunity to gain better market share and to also be able to put necessary machineries in place to withstand uncertainties in the environment (Jeong, & Shin, 2019). Research studies have also shown that if an organization is creative and enact creativity, the organization is very likely to be more effective and efficient in commercializing and developing new processes, mechanisms and products that are rare, imperfectly imitable and valuable and it increases the organizations chances to successfully introduce offering like products and services that are capable of raising the chances of the firm to record better and improved market performances indicating that firms that embrace and enact organizational creativity are better positioned to get better market share, to gain competitive advantage over competitors, to take better advantage of opportunities and to be able to withstand uncertainties that usually comes up in the environment the organization operates (Mikalef, & Gupta, 2021; Lace, Buldakova, & Rumbinaitė, 2015). Organizations that are considered creative are usually seen to be complex, technical, political and social system integrated and interwoven together and making efficient use of available resources in order to achieve stated goals and objectives in the organization. In order to know and identify creative outlets and the implementation of a set of processes and mechanisms, the top hierarchy in the organization must fully support, promote and put in place processes to support organizational creativity as creative organizations creates room for balancing and room to encourage creativity across all units in the organization. A creative organization must also provide room and opportunities that promotes learning for members of the organization as such learning will likely improve the capacities of the employees to be more creative and to be able to develop more creative and innovative ideas that will help to better position the organization for better performance. Organizational creativity also calls for the need for organizations to be flexible in its management practices as good practices in the organization will promote

creativity in the organization and lack of good practices in the organization may discourage or prevent creativity among employees in the organization and among the organization management team. Promoting organizational creativity within and outside the organization also requires experimentation, learning and effective communication across all units and sections in the organization and major buck of ensuring these factors lays majorly with the top hierarchy in the organization and that is why studies continues to affirm that the success and the process of enacting organizational creativity really rest of the management team of the organization (Agars, Kaufman, Deane, & Smith, 2012). Studies have also shown that organizations with effective proper channel of communication are more prone to be able to effective communicate the idea of creativity and innovation across all sections of the organization and it can be well communicate for the understanding of all employees in the organization as they will all be carried along and made to under the entire process and what is required of each employees in the organization and the needed contributions expected from each employees to ensure success of the entire creative process while in organizations with communication deficit, enacting organizational creativity and making employees in the organization to be committed to it becomes a difficult task as the entire process is not likely to be well communicated for the understanding of the employees which may also makes some of the employees to form resistant to any creative and innovative ideas since the employees may not really under the entire process due to lack of proper communication and if the employees are not well informed, they may feel their job and position will be threatened and will do everything position to resist organizational creativity (Dul, & Ceylan, 2014). The kind of organization culture in the organization also plays a key role in determining how quick and prompt organizations can adopt and implement necessary mechanisms and processes to ensure organizational creativity. The right culture that promotes creativity and allows room for employee's creativity to manifest must be encouraged and adopted in the organization which will give room for employees to be more creative and to come up with innovative ideas capable of placing the organization at a better competitive advantage and for the organization to become more profitable and to record improved performance.

2.1.2 Employees and Creativity

Creativity can be defined from various perspectives; creativity is a complex construct which is embedded with some specific characteristics like people, products, processes and also the situations surrounding events and happenings within the organization, and within the industry and environment within which the organization operates. Organizational creativity is also linked to novelty of ideas or process leading to opportunity of such organization to gain competitive advantage (Hirudayaraj, & Matić, 2021). Employees form the major hub and major driving force in the implementation of organizational creativity. Employees act as the major characteristics in the enactment and implementation of creativity in the organization. Employees also determine the major success or failure associated with the implementation of creativity in the organization. While the top hierarchy in the organization must provide the necessary mechanisms for creativity in the organization and formulate necessary policies to support creativity in the organization, implementing policies and actions related to ensuring the organization becomes a creative organization and promotes everything related to creativity in the organization, the employees are the major tool to be used in implementing creative policies in the organization and the employees are also expected to form the major hub where creativity and innovative ideas emanates from making employees very crucial in the process and enactment of organizational creativity (Koch, Wenzel, Senf, & Maibier, 2018). Some studies also found that there are demographic and psychographic factors like gender, personality, age, background, education, skills, abilities, knowledge, experience from previous task-related experience, values and norms have been found to propel and facilitate employees and individual creativity in the organization as these factors acts as vehicle through which the employees and individuals inner mind and creative abilities and capabilities is strengthened thereby creating room for such employees and individual to be able to come up with innovative and creative ideas capable of propelling the growth and development of the organization and making the organization to be better position in terms of market share and gain competitive advantage over other firms in the industry the organization operates (Jeong, & Shin, 2019; Hon, 2012). Among employees in an organization, intrinsic motivation has also be mentioned as a major feature in the creative

behavior of employees and individuals in an organization; this is majorly caused by the employees excitement about work, being self-driven, attracted by the challenges the work brings, enthusiastic, recognition, money, promotion and also from external directives that are capable of stimulating the minds of the employees and individuals to be more creative in their output and in their idea generation. Again, studies on organizational creativity have indicated that employees and individual competence in the area of knowledge specialization and creative thinking are usually controlled and moderated by the environment and working conditions in the organization; all these put together necessitate the response of employees and individuals in the organization to creativity and the kind of working conditions and environment created for idea generation and utilization usually determines how employees are equally motivate to come up with new ideas and follow them through to ensure success (Kyvik, Zhang, & Romero-Martinez, 2012; Godart, Shipilov, & Claes, 2014). The context or situation of work or events within which an employee in an organization works also affects such employee's internal motivation and drive which can also influence the motivation and creativity of such employees in the organization. Creativity in an organizational setting also allows individual employees to be able to transform possibilities and creative thinking into reality for the betterment of the organization. The drive and ability of the employee to develop and come up with new innovative ideas regarding the organization's services and products also shows the level of creativity embedded in such employees and will also reflect on such employee's contribution to the creativity in the organization (April, Oliver, & Kalish, 2019). Ideas generated when discussing creativity are still seen as abstract in organizational creativity until such ideas generated gets implemented; at that point, it can then be said that creativity are successfully implemented, also, the creativity of each individual employees is also a major antecedent indicating innovation and individual employee's creativity mindset. When an individual employee in the organization has potential or higher capabilities for generating ideas that are useful, novel and new, such employees are likely to generate their own innovation which can be very beneficial to their organization in terms commercialization of such creative ideas that leads to profitability for the organization and better market share (Hirudayaraj, & Matic, 2021). Studies have also

suggested that individual employee's efficacy level usually significantly influences the relationship between individual employees and the cognitive diversity in a work team in the organization; further indicating that employees in an organization must have and develop creative mindset in order to generate innovative and creative ideas for the organization (Huang, & Yao, 2017; Koch, Wenzel, Senf, & Maibier, 2018). The ability and drive to generate various ideas and cogent innovative mindsets require employees in the organization to be novel in their idea generation in order to increase the chances of creating innovation leading to creativity in the organization. Employees are the main driving force in the success and failure of any organization and therefore, employees must develop and sharpen their mindset and thoughts to enable the employees to contribute effectively to organizational creativity.

2.1.3 Organizational Creativity Model

The work of (Zhou and Shalley) on organizational creativity gave the foundation for what is regarded today as organizational creativity theory and which also laid down two main theoretical frameworks. Other models in organizational creativity also included the work of Woodman, Sawyer and Griffin called the interactionist model and also Amabile's componential model forms the major model and theoretical frameworks for studies relating to organizational creativity especially from the organizational perspective. While in the view of Potočnik and Zhou, it was suggested that the foundation of organizational creativity is premised on four major frameworks of theory which includes: Amabile componential theory, Woodman, Sawyer and Griffin interactionist theory, the Ford model of organizational creativity which is influenced by multiple social domain and the Anderson model on organizational creativity which focuses on theorizing cultural differences in organizational creativity, though not really considered as a specific model but more of the description of cultural differences in the organization and its influences on creativity in the organizational place. Studies on organizational creativity and researchers in the field of organizational studies appear to have better agreement, indicating that Woodman et. al. and Amabile models on organizational creativity are seen to be more

acceptable and more central models of organizational creativity compared to others (Woodman, Sawyer, & Griffin, 1993; Amabile, 1988; Caniëls, De Stobbeleir, & De Clippeleer, 2014). The popular study done by Woodman et. al. titled 'towards a theory of organizational creativity' highlighted the kinds of social and organizational factors that could influence organizational creativity especially from the organizational context. The study by Woodman et. al. grouped the influences in organizational creativity into three main levels which includes the organization itself, groups within the organization and the individuals within the organization. Woodman et. al. went further to classify these three groups in organizational creativity by highlighting some determinants under each level. For the organization, the determinants include the kind of creativity within the groups, creativity of the organization itself at the organizational level, it also consist organizational structure, design, information flows and communication channels within the organization, for the group level in the organization creativity, it consist the composition of the group, the group processes and the characteristics within the groups as the effective coordination of these groups will also lead to improved performance for the organization. For the individual level, the determinants of organizational creativity among individual employees in the organization usually includes cognitive abilities and style of the individual employees, antecedents of such employees, knowledge of the employees, creative behaviors of the employees and the intrinsic level and motivation of the individual employees (Woodman, Sawyer, & Griffin, 1993). The study done by Woodman et. al. which came up with organizational creativity model still remains one of the first studies in organizational creativity which majorly acknowledged that organizational creativity is a multilevel study in nature especially when considering the different influences occurring from different perspective and levels within the organization necessitating the need for organizations to embrace organizational creativity in order to be able to improve their level of performance. The model of organizational creativity propended by Amabile titled 'componential model of organizational creativity'. The model proposed that creativity in the organizational place connects the creativity of individuals to the environment within which they work and also to organizational creativity as it occurs in the intersection of motivation, expertise level in the organization, creativity skills and motivation level within

the organization and how these factors are influenced by the environment within which the organization majorly operates and also indicates how these factors influences or affects organizational resources and practice of management in the organization (Amabile, 1988). Management practices within the organization setting usually involves all management level and how the management practices supports and influence management of the organization to support creativity while resources in the organization are usually allocated to task that needs to be done by employees so as to give room for innovation and creativity in the organization especially as it regards to using available resources judiciously to achieve efficiency in the entire value chain of the organization. Organizational creativity model put forward by Amabile stated that individual employee's creativity in the organization is the major primary source of organizational creativity and the elements of the creativity is also influenced by the environment within which the firm operates. The model also states that expertise coupled with creative thinking are immediate impact on motivation and creative thinking is also influenced by environment within which the organization operates (Amabile, 1988). Some other studies have also expanded this models in organizational creativity by proposing a system approach that gives room for creativity to take place in the organization through a dynamic operation composed of some elements like the field of experts who understand and recognized the need for creativity in the organization and also validate the said innovation, the second elements talks about the individual who brings innovation and novelty into the organizational place and the third element, talked about symbolic rules and culture in the organization and how these symbolic rules and culture can also positively or negatively affect the drive and success of organizational creativity. When individual employees apply or make use of their creativity capabilities, such individuals are able to use their creative skills and capabilities to transform the organization but only if allowed and given the necessary room to do so by the organization they work for and also if supported by the structure and culture in the organization. Organizational creativity and the models in organizational creativity have also proposed that the act of an individual employee in the organization is considered creative if such creativity eventually succeeds in influencing change or critical changes in the organization (Basadur, Gelade, & Basadur, 2014; Boso,

Donbesuur, Bendega, Annan, & Adeola, 2017). Csikszentmihalyi's system model on organizational creativity was also heavily criticized by researchers and scholars in the field of the study because the model focuses on broader processes and the wider process of recognizing something as creative in the organization while the model by Csikszentmihalyi actually ignores smaller creative achievements and Csikszentmihalyi model on organizational creativity also failed to provide additional information indicating the methods the creative processes takes and how the processes might also be influenced; this further can be a pointer to why the model on organizational creativity propended by Csikszentmihalyi is not widely accepted by scholars in the field compare to the model of organizational creativity propended by Woodman et. al. organizational creativity model put forward by Ford also indicated that the creativity of individuals especially in the organizational place usually happen as a result of knowledge, ability, capabilities, sense making, motivation, emotions, beliefs and goals which refers to an individual employees in their own capabilities to think creatively and to deliver assigned task in a creative and result oriented way capable of delivering better result and improved performance for the organization too (Hon, 2012, Koch, Wenzel, Senf, & Maibier, 2018). Considering the various models in organizational creativity, the model of Ford has been acknowledged to be one of the relevant model of organizational creativity because the model was able to prove that subunits in the organization, the social multiple domain within the organization, the role played by institutional environment and the market situation are said to simultaneously influence an employee's creativity in the organizational setting; though Ford's model has not also been widely used by academicians and scholars in the field of organizational creativity compared to the organizational creativity model put forth by Woodman et. al. and the model put forth by Amabile because these two models mentioned were considered more elaborate in focus and more detailed in addressing issues relating to organizational creativity (Lace, Buldakova, & Rumbinaitė, 2015; Woodman, Sawyer, & Griffin, 1993). The model on organizational creativity put forth by Ford and Csikszentmihalyi focuses on the dimension that cognitive emotional process gives room and opportunity for creating a new social process capable of enabling organization creativeness.

2.1.4 Organizational Creativity Determinants

Organizational creativity can be said to have some determinants and these determinants are usually the main indicators enabling an organization to be considered a creative organization especially when the organization do all within its capabilities to ensure creativity in the organization. Determinants of organizational creativity includes: The kind of structure and systems in the organization, leadership style, skills and resources, organizational culture and organizational climate. Researchers and scholars have argued that these factors create room and conditions that enhance the organization's creativity and also the individual employees' creativity in the organization.

2.1.4.1 Structure and System

The kind of structure and system in the organization are critical factors in determining whether an organization is creative or not. Organizational creativity is supported and enhanced by the structure and system in the organization, especially if the structure and system are well designed to enhance organizational creativity (Song, GU, & Wang, 2019). Based on the fact that structure and systems in the organization play a critical role in determining whether an organization will be creative, it's very essential that organizations pay adequate attention to issues relating to structure and systems, and top management in the organization must put in place the necessary procedures and systems that emphasize the need to give creativity priority in the organization. Organization systems and structures can also be classified as informal and formal processes within the organization, and the system should spell out issues relating to recognition, promotion, rewards, and the career progression process within the organization to create clarity capable of motivating the employees and giving room for creativity to develop among them. Studies have also argued that organizations have the tendency to be very creative when they embrace a flexible structure, and studies have also argued that organizations that adopt flat structures tend to also be very creative as flat structures give room for important decisions to be made at different levels in the organization and also give the organization an opportunity for timely decisions to be taken in real-time to avoid delays in

important decision-making that requires prompt attention. For an organization to embrace creativity and to remain a creative organization it must pay keen attention to the kinds of structures and systems within the organization, and such structures and systems must be well designed to support and enhance organizational creativity.

2.1.4.2 Leadership Style

Scholars and researchers in the field of leadership have described leadership styles as the leader's way of implanting plans, motivating people, and also directing people. Studies have also argued that participative and democratic leadership styles are more conducive to enhancing organizational creativity, and studies have also argued that having an autocratic leadership style in place in the organization can diminish the creativity of the organization, as an autocratic leadership style may not give room for creativity and creative thinking within the organization. The vision of the people at the top of the hierarchy of the organization is very important, as leaders with vision and drive are more likely to put in place in the organization a leadership style that will enhance and promote organizational creativity. Leaders also have the responsibility to effectively communicate their vision and vision for the organization in an effective manner to the employees in the organization in order to create a proper understanding of the vision by the employees and to ensure the employees in the organization work towards ensuring the implantation of such a vision and to ensure organizational creativity is allowed to thrive in the organization (Yoon, Kim, & Song, 2016). Leaders in the organization must also be the driving force, and the leaders must also possess elements such as the ability of the leader to constitute efficient and effective work groups within the organization. The leader should also ensure diversity of skills among employees. And the leaders must also possess good leadership qualities that are necessary to develop creativity in the organization. Having established the crucial role played by leaders in the organization, the leaders in the organization must also creatively recognize the good works of the employees, facilitate the further development of the employees' skills, show feelings for the concerns of the employees, and also balance freedom and responsibilities of the employees in the

organization in order to allow and encourage the development of creativity in the organization (Shrivastava, 2014; Mathisen, Einarsen, & Mykletun, 2012).

2.1.4.3 Resources and Skills

Organizational resources and skills can be defined as a collection of experience, qualifications, and skills held by a specific organization. Creativity in the organizational place also requires organizations to make choices that can be termed strategic, and such strategic choices must be relevant in promoting organizational creativity. Organizations that are serious about organizational creativity must also put in place all the necessary mechanisms in order to attract and retain creative talents if they want to remain competitive among other competitors and within the industry. Though organizations need to put in place machinery for developing and attracting their own intellectual capital capable of ensuring the organization becomes creative, it should also recruit employees who are creative, knowledgeable, intelligent, and employees who are very prepared to give their best to ensure the organization becomes creative and also to ensure the organization's vision is achieved. The organization must also focus on recruiting employees who are eager to learn, employees who are ready to bring their experience into the organization to help in achieving timely results, and also employees who are willing to take calculated risks that will result in improved performance for the organization (Maimone, & Sinclair, 2014). Research studies have also suggested that for organizations to retain their employees, the management of such organizations must provide enough training and resources in order for new ideas to develop and in order to bring continuous changes into the organization. Studies have also indicated money and the essence of time affect the amount due in terms of pay given to employees, which can either motivate or encourage creativity among the employees in the organization, or it can also cause a decline if the employees feel the time and money they get is not enough to satisfy them. A lack of resources to execute projects can also prevent the employees from having a creative mindset and from being creative in the organization (Li, & Zheng, 2014).

2.1.4.4 Organizational Culture

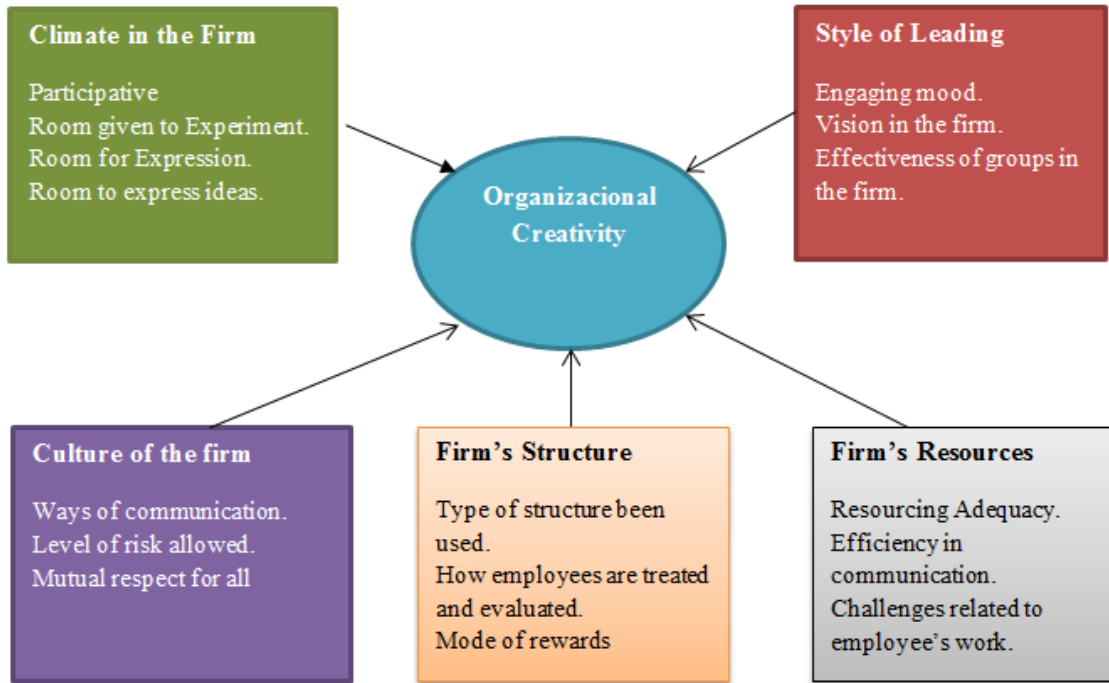
Studies have also indicated that, for organizations to effectively manage creativity, the major hurdle for the organization is to create an organizational culture, which is a major tool necessary to promote organizational creativity. Organizational culture is defined as the assumptions; disposition, and values particularly shared by common members of the firm, as organizational culture also guides and regulates the behavior of employees. Defining culture in the workplace can be said to involve the collection of goal congruence, practices in the firm, and expectations that usually direct and inform all forms of reactions and behaviors of employees within such an organization (Hirudayaraj, & Matic, 2021). Organizational culture can also be seen as the perceived set of collective values and norms put in place in the organization in order to guide the conduct of its members. In order to ensure creativity, organizations need to ensure the right working environment in the organization and the organization needs to have in place in the organization what constitutes an innovative and supportive culture, especially as it relates to organizational culture. When it comes to issues relating to organizational culture, the organization must also set a set of principles that are based on or premises on a common set of norms and values that can enable the organization to become creative. Therefore, organizational culture is an important aspect that organizations must ensure is in tune with the needs of the organization in its drive to become a creative organization.

2.1.4.5 Organizational Climate

An organizational climate is defined as the feelings, attitudes, and behavior that usually characterize the settings in an organization. An organizational climate can also be defined as the organization's practices, policies, and measures put in place in the organization that are associated with the experiences of employees in the organization. Organization climate can also be defined as the type of mood or atmosphere present in the organization that employees perceive as positive or negative depending on the situation (Lin, & Liu, 2012). Studies in the field of organizational climate and organizational culture have also suggested that the working atmosphere present in the organization, especially

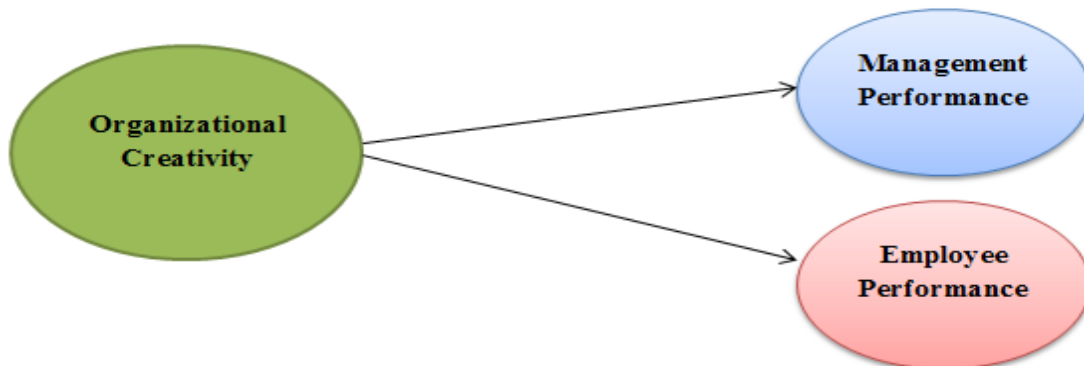
when it's considered to be favorable and also an environment that's creative and innovative, giving room for employees' freedom of expression of thoughts and ideas, will usually lead to the development of creative ideas on the part of the organization's employees, leading to organizational creativity. The need to create an organizational climate that promotes employees' wellbeing and also enhances performance in such an organization cannot be overemphasized as the right organizational climate will more likely give room for organizational creativity to take place. Studies also suggest and state that organizational creativity can be achieved when there's an open climate in the organization that promotes the exchange of creative ideas and the implementation of such ideas by the employees. Organizational climate should also allow for the freedom of idea generation among employees, as well as the necessary freedom to experiment with such ideas, as well as the possibility for employees in the organization to build on previously generated ideas (Giustiniano, Lombardi, & Cavaliere, 2016). It is important to also state that organizational creativity cannot happen in isolation without having the right working organizational climate in place in the organization.

Figure 1: Organizational Creativeness Model



Source: Constantine, Andriopoulos (2001).

Figure 2: Research Model / Conceptual Model



2.2 History of the Case Study Institutions

2.2.1 History of Erbil Technology College

Erbil Technology College first opened its doors in 2010. Erbil Technology College is a government-run college that teaches in both English and Arabic and is linked with Erbil Polytechnic University.

The Kurdish Ministry of Higher Education and Scientific Research authorized it in 2009, and it was first used in 2010. The college campus is 122,500 square meters and is made up of a mix of contemporary and non-modern buildings that are well-equipped and roomy. Academic departments, administrative offices, and student service facilities are all housed there.

Erbil Technology College offers Bachelor's degrees in Construction Materials and Technology, Automated Industrial Technology, Mechanics and Metallurgy, Automotive Technology, Surveying and Road Construction, Information and Communication Technology, petroleum Technology.

Erbil Technology College includes in its entity the Quality Assurance Department, which aims to follow up the implementation of the university's activities to ensure the quality of education in the college, thus reaching the ultimate goal of preparing highly qualified graduates, and being able to keep pace with developments that make the graduate desirable by employers in the labor market. The Quality Assurance Department at the college is keen on following up the teaching process in the university departments in all its details and preparing mechanisms and educational guidance programs for teachers and staff through lectures and workshops on teaching methods. The Quality Assurance Department at the university is also keen to direct faculty members to work according to specific work mechanisms and clear academic programs that include academic advising and the creation of a course book, in addition to questionnaires that students answer and that comply with administrative regulations, especially the academy, the list of staff and student discipline.

2.2.2 History of Cihan University

Cihan University was modified into installed in 2007. Cihan University is an English-speaking institution, one of the first and satisfactory universities installed in Erbil, Kurdistan, Iraq. It was modified into legal with the resource of the usage of the Kurdish Ministry of Higher Education and Scientific Research in 2006. But in 2007, it was operated for the first time. On a total land area of 127.000 m², the university campus consists of a modern, fully-equipped, newly-built, and spacious complex of houses that host its educational departments, control offices, and pupil issuer facilities. Cihan University offers undergraduate degrees in Law, Business Administration, Accounting & IT, Communication & Engineering, Computer Science, International Relations, Architecture Engineering, Biology, Graphic Design, and English. The college consists of the following inside its frame: the Division of First-Class Warranty, which aims to keep track of how the college's sports are being implemented to ensure that the college's training is of the highest quality, and for this reason, gets entry to the remaining aim of making ready graduates who are tremendously certified and capable of maintaining tempo with developments, which makes the graduate suitable with the aid of using employers inside the hard work market. The Quality Assurance Division at the college is eager on pursuing about pursue the coaching procedure within the college departments in all of its information and preparing mechanisms and academic orientation programs for instructors and staff about coaching practices and approaches via lectures and seminars to increase college coaching faculties. The first-class warranty department of the college is likewise keen on giving steering to the college individuals to work in line with unique mechanisms of motion and clean instructional applications that encompass educational counseling and developing the course book, similarly to questionnaires replied to with the aid of using college students and conforming with administrative regulations, especially the educational ones and the listing of employees and pupil discipline.

Through these activities, the division also hopes to bring the university to a high level of academic and technical quality, as well as to create an educational environment that will allow the university to compete with international universities. There is a

committee at the university whose major mandate is to ensure the quality of education at the university, and the committee is headed by the university president, the head of the department of quality assurance, and representatives from the departments who do not have administrative positions and are entitled to follow and implement a quality education program in their respective departments.



CHAPTER THREE: METHODOLOGY

3.1 Introduction

This section of the thesis discusses the procedures and methods adopted by the researcher in gathering data, hence providing the background upon which the findings and conclusions will be drawn.

The following will be considered:

The appropriate design that will be suitable for the thesis work in terms of population, the thesis work will also consider an appropriate population that is representative of the whole elements. The technique to be used for the thesis work will also be considered and stated here. The data process method of collection will also be considered here. The likely limitations encountered while working on this thesis work will also be addressed and stated in this section of the thesis.

3.2 Thesis Design

Research design provides the basic guideline for the research study. There are different types of research design that can be used for research work. These may include: Survey design, Experimental design, and Casual comparative design. Etc.

The questionnaire used was adopted from previous empirical studies on organizational creativity and management performance. While attempting to develop items to be used in the questionnaire for this thesis work, the researcher made attempts to peruse empirical articles that have published some works in this regard and found research items that were valid enough to be adopted and used for the thesis work.

The items were carefully considered to ensure that they measured what they were supposed to measure. The measurement items were extracted from Scheibe, and Gupta, (2017), Mowday, Steers, and Porter, (1979), Lee, and Choi, (2003). Due to the coronavirus pandemic, the questionnaire was done in Google form online and in a field survey. The link to the Google form was sent to respondents so as to fill it out and return it, which made the distribution of the questionnaire easy, convenient, time-saving, and

also made it possible to easily reach the target participants. The response from the participants was also received in real-time as they filled out the questionnaire and made submission online.

3.3 Population of the Study

The study population is major-based within the college and university used as a case study. The study sample will comprise a total of two hundred eighteen (218) respondents from Erbil Technology College and another two hundred seventeen (217) respondents from Cihan University, in Erbil. Making a total of four hundred thirty five (435) questionnaires administered. The researcher believes using four hundred thirty-five respondents from both institutions will provide adequate representation. The need to make use of two different institutions became necessary so as to give room for contrast and to be able to make an assessment of organizational creativity within two organizations and also in order to be able to make a comparative analysis between both institutions under study.

3.4 Sampling / Technique Size

The purpose of dividing the respondents into strata is to allow for randomization of the four hundred thirty-five participants to be used from both institutions. The total number of respondents used for this study is four hundred thirty-five (435). Purpose-driven and stratified random sampling were adopted in this study in order to include all relevant categories of decision makers in the institutions used as case studies for this study. The research was carried out on managers and employees at both institutes. For this study, the population is made up of people who work for two institutions: Erbil Technology College and Cihan University. Because of COVID 19, the population of the study was limited to two institutions. The population size of the two institutions was 928. The questionnaire form was prepared online and shared with employees on several platforms to obtain an adequate sample size in the COVID-19 days; all participants completed the survey anonymously and voluntarily. A total of 435 managers and employees, out of 928, participated in the research. The researcher distributed 732 online questionnaires and

field surveys. Out of 732 questionnaires, four hundred thirty-five (435) participants responded, and we excluded 297 questionnaires that were not usable.

3.5 Method for Data Collection

The method for data and information obtained and used for the thesis work were from the field, which can also be called a primary source of information. Using primary data became important because of the need to gather data from case study institutions under study, as the needed data were not available and needed to be gathered through primary means of data gathering and also the researcher's observation of the college and university used as case study. When the Google link to the research instrument was assigned, the researcher was able to send the Google link directly to participants who were presented with the convenience of just clicking the link and entering the page for the research instrument to fill it. This also gave participants the needed convenience required to fill the research instrument in a timely manner without any exposure to physical contact so as to keep them safe and to prevent the spread of the current coronavirus ravaging the globe. The research instrument was presented in a simple and formalized way to ensure easy comprehension by participants and also to ensure the language used is simplified for easy understanding. The research instrument had five likert scales grading responses to each item in the research instrument.

3.6 Data Analysis Method

For a better explanation and sorting of the data gotten from the field survey responses, the collected data was scrutinized and checked by tabularizing the data and putting figures into percentages so as to create the best outcome.

In order to make a clear presentation and analysis of the data obtained from the questionnaire; Descriptive and regression analysis were used to test the hypotheses in order to get answers to the research questions. The Statistical Package for Social Science (SPSS) was the analysis tool to be used by the researcher to analyze the data collected for the study. Using descriptive and regression analysis also made the outcome of the analysis

well presented to create room for easy understanding and interpretation of the thesis findings.

3.7 Limitation of the Methodology

One of the major limitations faced by the researcher was the coronavirus pandemic, which necessitated the need for the researcher to put the research instrument in Google form in order to elicit a response from the participants and also prevented the personal field interactions the researcher would have loved to engage in, especially during face-to-face administration of the research instrument to principal officers in the institutions used as case study.

Another significant limitation was the difficulty in persuading principal officers in the intuitions used to open and fill the link sent for the research instrument, as some of them indicated they would have responded better if it had been face-to-face and also seeing the researcher physically present to explain any questions in the research instrument they may have difficulties understanding.

Another limitation was the time limit for distributing the questionnaire and obtaining results in the shortest possible time.

Understanding the questionnaire was one of the other obstacles that the researcher faced because it was written in English

Finally, the sampling method used in sampling and selecting respondents may not be totally perfect, and again, survey feedback may be subjective as some respondents may not be totally objective in answering questions in the research instrument.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Data Sourcing and Response Rate

As stated in the thesis methodology, the researchers drew a sample population of four hundred thirty -five (435) respondents from the two selected academic institutions. The researcher adopted self-administration of the structured questionnaire using the online method and field survey of questionnaire administration and was able to retrieve all the administered questionnaires because the researcher established a conversation with the respondents from the two selected academic institutions.

4.2 Demographic Data Analysis

Table 4. 1: Respondents Demographic Data Erbil Technology College and Cihan University

Demographic Data	Erbil Technology College		Cihan University	
Gender	Frequency	Percentage	Frequency	Percentage
Male	135	61.9%	134	61.8%
Female	83	38.1%	83	38.2%
Total	218	100.0%	217	100.0%
Age	Frequency	Percentage	Frequency	Percentage
Less than 25 years	41	18.8%	29	13.4%
25-30 years	84	38.5%	67	30.9%
31–40 years	70	32.1%	62	28.6%
41years and above	23	10.6%	59	27.2%
Total	218	100.0%	217	100.0%
Educational Qualification	Frequency	Percentage	Frequency	Percentage

PH.D.	42	19.3%	37	17.1%
Master's Degree	96	44.0%	96	44.2%
Bachelor Degree	64	29.4%	84	38.7%
None	16	7.3%		
Total	218	100.0%	217	100.0%
Level of Management	Frequency	Percentage	Frequency	Percentage
Top Level Management	48	22.0%	36	16.6%
Middle level	121	55.5%	129	59.4%
Lower Level	49	22.5%	52	24.0%
Total	218	100.0%	217	100.0%
Years of Employment	Frequency	Percentage	Frequency	Percentage
Below 2 years	82	37.6%	54	24.9%
2-5 years	57	26.1%	59	27.2%
6 years above	79	36.2%	104	47.9%
Total	218	100.0%	217	100.0%
Section/Unit	Frequency	Percentage	Frequency	Percentage
Operations	29	13.3%	29	13.4%
Management	88	40.4%	68	31.3%
Employee	101	46.3%	120	55.3%
Total	218	100.0%	217	100.0%

Source: Data Analysis Output, (2022)

In **Table 4.1**, the total number of respondents was 218 in Erbil Technology College. Among these 218 respondents, male participants numbered 135 with a percentage of 61.9%. While the number of female participants was 83, with a percentage of 38.1%. And at Cihan University, the total number of respondents was 217 participants, and the number of male participants was 134, with a percentage of 61.0%. Whilst the number of females was 62, with a percentage of 38.2%. This implies that we have more male than female respondents in the two institutions.

Considering the **age** range **Table 4.1** of respondents from the Erbil Technology College, 41 (18.8%) of the surveyed respondents are less than 25 years old, 84 (38.5%) are within the range of 25 years to 30 years, and 70 (32.1%) of the surveyed respondents are adjudged to be between 31 and 40 years of age, while only 23 (10.6%) of the respondents claimed to be 41 years and above. But at Cihan University, the ages were like this: 29 (13.4%) of the surveyed respondents were less than 25 years old, 67 (30.9%) were within the range of 25 years to 30 years old, and 62 (26.6%) of the surveyed respondents were adjudged to be between 31 and 40 years of age, while 59 (27.2%) of the respondents claimed to be 41 years and above. The summary of responses gathered here implied that the larger population of respondents in Erbil Technology College was 84 (38.5%), within the range of 25 to 30 years. At Cihan University, the largest age group of respondents was in the range of 25–30 years old 67 (30.9%), the same age group at Erbil Technology College, was the largest.

Table 4.1 Educational qualification at Erbil Technology College, 42 (19.3%) were holding Ph.D. certificates, while 96 (44.0%) respondents held Master's Degree certificates, and 64 (29.4%) of the surveyed respondents claimed to have a Bachelor's degree, or its equivalent certificate holder, none holding Certificate was 16 (7.3%).At Cihan University, 37 (17.1%) were holding Ph.D. certificates, while 96 (44.2%) respondents held Master's Degree certificates, and 84 (38.7%) of the surveyed respondents claimed to be Bachelor's degree holders or its equivalent certificate holders. This showed that the majority of the respondents had moderate academic qualifications. As mentioned above 19.3% and 17.1 of the surveyed respondents from the two selected institutions had a minimum of Ph.D. degrees.

It could be noted from **Table 4.1**, Erbil Technology College Level, in the Management Column that only 48 (22.0%) of the total respondents belong to Top Management, 121 (55.5%) of the surveyed respondents claimed to be in the Middle Category, and only 49 (22.5%) of the surveyed respondents are in the Lower Level of Management. At Cihan University Level, in the Management level column, reported that only 36 (16.6%) of the total respondents belong to top management, 129 (59.4%) of the

surveyed respondents claimed to be in the middle category, and only 52 (24.0%) of the surveyed respondents are in the lower level of management. The summary of responses gathered here implies that a larger proportion of respondents are in the middle category of the institutions sampled by the researcher.

From **table 4.1**, it was also revealed that 82 (37.6%) and 54 (24.9%) of the surveyed respondents have been working in the selected tertiary institutions for less than two years, 57 (26.1%) and 59 (27.2%) respondents have had between 2–5 years of work experience in the selected tertiary institutions, 79 (36.2%) and 104 (47.9%) of those polled had worked at the chosen institution for at least six years. This means that the majority of respondents in the framework of the survey have been working with the institutions surveyed for more than two years at Erbil College of Technology. At Cihan University, 6 years above, was the more respondents.

Table 4.1 column for the **Section/Unit** where the surveyed respondents that belong to, Erbil Technology college revealed that only 29 (13.3%) were Operation unite, at the same time in Chain university were 29 (13.4%) of the total respondents claimed to be part of an operations unit. Whilst 88 (40.4%) participations were In Erbil Technology College, and 68 (31.3%) argued that they are in Management Section in the Cihan University institutions. Also, 101 (46.3%) respondents were in Erbil Technology College and 120 (55.3%) respondents of Cihan University claimed to be part of the employee Unit of the selected tertiary institutions. This implied that more respondents attested to be in Employee Sections than both of the Operations and Management sections respectively.

4.3 Discussion of Findings

4.3.1 Discussion of Findings Based on Erbil Technology College and Cihan University

4.3.1.1 Reliability Test

4.3.1.1.1 Cronbach's Alpha Test

Alpha was developed by Lee Cronbrash in 1951. Cronbach's alpha is used to calculate reliability coefficients for survey tools that use 5-Likert scale response sets, whether triangular, pentagonal, or hexagonal, as Cronbach's alpha estimates the reliability of tool (questionnaire) responses assessed by subjects indicating tool stability.

Acceptable alpha values range from 0.70 to 0.95, according to different studies Nunnally, J., and L. Bernstein, 1994. J. Bland and D. Altman, 1997. DeVellis, R., 2003. A low alpha value might be caused by a small number of questions, inadequate item inter-relatedness, or heterogeneous constructs. For example, if a low alpha is caused by a weak correlation between two things, certain items should be updated or deleted. The simplest way to locate them is to calculate the correlation between each test item and the overall score test; those with low correlations (around zero) are removed. If alpha is excessively high, it might indicate that some items are redundant since they are evaluating the same question in a different form. It is suggested that the maximum alpha value be 0.90 (Streiner D, 2003).

Table 4.2 shows that the scales' reliability values (α) are above the threshold value of 0, 70 means the scales used to collect data are reliable for obtaining accurate data. And the Cronbach's Alpha for all items in Erbil Technology College is **0.934**, but in Cihan University it was **0.893**.

Table 4. 2: Cronbach’s Alpha Reliability for internal consistency related to Erbil Technology College and Cihan University

Erbil Technology College			Cihan University		
Cronbach’s Alpha(a)	N.Of Items	N.Of case	Cronbach’s Alpha(a)	N.Of Items	N.Of case
0.934	30	218	0.893	30	217

The same test was conducted for each variable separately to guarantee data reliability and consistency. The Cronbach’s alpha coefficient for each variable is shown in Table 4.3. If the reliability score is greater than or equal to 0.70, it is acceptable. The data is reliable and recognized, or to put it another way, this data set obtains a data range that is acceptable (Nunnally and Bernstein, 1967).

Table 4. 3: Cronbach’s Alpha

Erbil Technology College			Cihan University		
Variables	Cronbach’s Alpha (a)	N. Of Items	Variables	Cronbach's Alpha(a)	N. Of Items
(OC)	0.948	9	(OC)	0.906	9
(EP)	0.949	10	(OE)	0.933	10
(MP)	0.958	11	(MP)	0.925	11
Total		30	Total		30

Source: Data Analysis Output, (2022)

4.3.1.2 Normality Test:

The normality tests were used to establish whether or not the data was normally distributed. However, there are a variety of normality tests that use different methodologies to assess the data's normality. The following two normality tests will be computed in the study:

4.3.1.2.1 Skewness and Kurtosis

Skewness is a measure of asymmetry, while kurtosis is a measure of a distribution's 'peakedness.' The values of skewness and kurtosis, as well as their standard errors, are provided by most statistical analysis software. Skewness measurements tell us how much the frequency distribution deviates from symmetry and in which direction (positive or negative). Although positive or negative skewness may be visually recognized based on whether the right or left tail is longer, we have no sense of size. Furthermore, visually, borderline situations between symmetry and asymmetry may be difficult to spot. To determine the degree of the absence of symmetry, various statistical measurements are necessary. In order to verify a normal univariate distribution, values for asymmetry and kurtosis between -2 and +2 are regarded acceptable (George & Mallery, 2010). If the Kurtosis is between -7 and $+7$ and the Skewness is between -2 and $+2$, The Data is normal distribution (Byrne, 2010).

Descriptive Statistics, Mean, Standard Deviation, Skewness, and Kurtosis for all variables are shown in table 4.4 and 4.5 that the majority of items under variables are normally distributed.

Table 4. 4: Skewness, and Kurtosis (Erbil Technology College)

Organizational Creativity	N	Mean	SD	Skewness	Kurtosis
Q1	218	2.93	1.316	-0.362-	-1.405-
Q2	218	3.21	1.187	-0.390-	-0.969-
Q3	218	3.22	1.347	-0.325-	-1.135-
Q4	218	3.18	1.378	-0.209-	-1.303-
Q5	218	3.20	1.336	-0.211-	-1.178-
Q6	218	3.22	1.412	-0.279-	-1.271-
Q7	218	3.24	1.280	-0.243-	-1.111-
Q8	218	3.09	1.294	-0.228-	-1.032-
Q9	218	3.21	1.280	-0.167-	-1.117-
Employee performance	N	Mean	SD	Skewness	Kurtosis

Q1	218	2.94	1.353	-.237-	-1.376-
Q2	218	3.22	1.359	-.342-	-1.224-
Q3	218	3.05	1.310	-.106-	-1.219-
Q4	218	2.96	1.330	-.063-	-1.217-
Q5	218	3.14	1.389	-.247-	-1.258-
Q6	218	3.20	1.359	-.318-	-1.147-
Q7	218	3.06	1.367	-.253-	-1.286-
Q8	218	3.09	1.353	-.182-	-1.201-
Q9	218	3.17	1.392	-.214-	-1.295-
Q10	218	3.19	1.410	-.308-	-1.235-
Management Performance	N	Mean	SD	Skewness	Kurtosis
Q1	218	3.01	1.284	-.241-	-1.221-
Q2	218	3.27	1.335	-.226-	-1.260-
Q3	218	3.13	1.389	-.263-	-1.188-
Q4	218	3.24	1.294	-.311-	-1.068-
Q5	218	3.13	1.445	-.272-	-1.322-
Q6	218	3.31	1.324	-.365-	-1.082-
Q7	218	3.02	1.422	-.118-	-1.415-
Q8	218	3.22	1.381	-.315-	-1.179-
Q9	218	3.12	1.286	-.212-	-1.079-
Q10	218	3.16	1.394	-.311-	-1.205-
Q11	218	3.13	1.408	-.120-	-1.326-

Table 4. 5: Skewness, and Kurtosis (Cihan University)

Organizational Creativity	N	Mean	SD	Skewness	Kurtosis
Q1	217	3.52	1.102	-.859-	.050
Q2	217	3.49	1.114	-.609-	-.412-
Q3	217	3.69	1.139	-.585-	-.582-
Q4	217	3.36	1.262	-.453-	-.838-
Q5	217	3.58	1.184	-.630-	-.487-
Q6	217	3.51	1.171	-.508-	-.667-
Q7	217	3.53	1.163	-.760-	-.132-
Q8	217	3.56	1.125	-.668-	-.167-
Q9	217	3.56	1.166	-.707-	-.344-
Employee performance	N	Mean	SD	Skewness	Kurtosis
Q1	217	3.49	1.175	-.784-	-.258-
Q2	217	3.75	1.173	-.903-	.007
Q3	217	3.60	1.206	-.659-	-.548-
Q4	217	3.52	1.093	-.633-	-.291-
Q5	217	3.65	1.169	-.761-	-.169-
Q6	217	3.66	1.144	-.762-	-.135-
Q7	217	3.57	1.091	-.724-	-.069-
Q8	217	3.59	1.102	-.638-	-.207-
Q9	217	3.60	1.054	-.827-	.207
Q10	217	3.55	1.186	-.579-	-.610-
Managements Performance	N	Mean	SD	Skewness	Kurtosis
Q1	217	3.39	1.092	-.699-	-.414-
Q2	217	3.59	1.210	-.671-	-.529-
Q3	217	3.53	1.167	-.556-	-.681-
Q4	217	3.59	1.167	-.557-	-.575-
Q5	217	3.59	1.176	-.715-	-.283-

Q6	217	3.47	1.210	-.555-	-.655-
Q7	217	3.54	1.134	-.559-	-.563-
Q8	217	3.58	1.112	-.632-	-.438-
Q9	217	3.53	1.114	-.463-	-.625-
Q10	217	3.53	1.147	-.820-	-.203-
Q11	217	3.48	1.110	-.635-	-.400-

4.3.1.3 Correlation output:

Correlation is a statistical approach for determining if two continuous variables may have a two-way linear connection. Correlation is quantified using the correlation coefficient, which reflects the strength of the assumed linear relationship between the variables at issue.

The correlation coefficient (sometimes abbreviated as r_{XY}) between two variables X and Y is a measure that ranges from +1 to -1. When $r = +1$, it means we have a perfect positive relationship. On the other hand, when $r = -1$, it means that we have a perfect negative relationship, but when $r = 0$, it means there is no relationship between variables (Swinscow, 1997).

Table 4. 6: Summary of Correlation Analysis (Erbil Technology College)

Variable	OC	OE	MP
Organizational creativity	1.000	0.815**	0.804**
Employee performance	0.815**	1.000	0.863**
Management performance	0.804**	0.863**	1.000
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Data Analysis Output, (2022)

Table 4.6 illustrates the relationship between organizational creativity and management performance in Erbil Technology College. Furthermore, the correlation table

is the connections between the dependent and joint effect of independent variables on dependent variables in statistics. A measure of how effectively a particular variable can be predicted using a linear function of a group of other variables is the coefficient of multiple correlations.

The relationship between organizational creativity and Employee performance in Erbil Technology College has a strong positive and significant relationship. The Pearson correlation coefficient is 0.815% with a value of 0.000. The relationship between organizational creativity and management performance was also positive. The p.value was 0.000. The Pearson correlation was 0.804%. Finally, the relationship between Employee performance and management performance is highly significant, with a value of 0.000 and a personal correlation of 0.863%, respectively.

Table 4. 7: Summary of Correlation Analysis (Cihan University)

Variable	OC	OE	MP
Organizational Creativity	1.000	0.772**	0.699**
Employee performance	0.772**	1.000	0.775**
Management Performance	0.699**	0.775**	1.000
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 4.7 demonstrates the relationship between organizational creativity and management performance at Cihan University. Furthermore, the correlation table depicts the relationships between the dependent and joint effects of independent variables on dependent variables in statistics. The coefficient of multiple correlations is a measure of the strength of the connections between the dependent and joint effects of independent variables on dependent variables.

At Cihan University, the relationship between organizational creativity and Employee performance is strongly positive and significant. The p.value was 0.0001 of 0.772%. The relationship between organizational creativity and management performance was also positive. The p.value was 0.000 Pearson correlations 0.699%. Finally, the

relationship between Employee performance and management performance is highly significant, with a value of 0.000 and a personal correlation of 0.775%, respectively.

4.3.1.4 Regression Results of Organizational Creativity on Management Performance related to Erbil Technology College:

Table 4. 8: Modal summary and Coefficients ^a

Modal summary					
Model	R	R Square ²	Adj R ²	Std. Error	
1	0.804 ^a	0.646	0.644	6.754	
Predictors: (Constant), Organizational Creativity					
Coefficients a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std.Error	Beta		
(Constant)	5.596	1.388		4.031	0.000
Organizational Creativity	0.913	0.046	0.804	19.847	0.000
a. Dependent Variable: Management Performance					

Source: Data Analysis Output, (2022)

The regression table is important in explaining the relationship between Erbil Technology College's creativity and her management performance. The R (correlation coefficient) in table **4.8** was a positive value of 0.804a, showing a highly moderate relationship between Erbil Technology's College organizational creativity and management performance.

The R² is a portion of the total variation in the management performance (dependent variable) that was explained by the variation in the attendant effects of organizational creativity (independent variables).

R² is equal to 0.646. This implied that there was a linear relationship between Erbil Technology's College organizational creativity and management performance, that is, organizational creativity can only account for 64.6% of the performance management

at Erbil Technology College. This was further proven by the adjusted R² that shows the goodness of fit of the model, which gave a value of 0.644, implying that when all errors were corrected and adjustments were made, the model of organizational creativity could only account for 64.4% of the management of Erbil Technology College.

Primarily, this result showed that null hypothesis was rejected and the alternative hypothesis was accepted, meaning there is significant impact between organizational creativity and management performance in Erbil College of Technology.

The unstandardized and standardized β co-efficient of the Organization's Creativity and management performance both give positive values at 0.913 and 0.804, with a T-test at 19.847 and a significant value of 0.000, which is less than 0.05 (0.000 < 0.05). These results showed that T value 19.847 had a significant effect and influence on management performance.

The regression equation of the model could be stated as:

$$\text{Management Performance} = 5.596 + 0.913 \text{ OC}$$

Where; OC = Organizational Creativity.

4.3.1.5 Regression Results of Organizational Creativity and Employee' Performance

Table 4. 9: Modal summary and Coefficients ^a

Modal summary					
Model	R	R Square ²	Adj R ²	Std. Error	
1	0.815 ^a	0.665	0.663	6.545	
a. Predictors: (Constant), Organizational Creativity					
Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4.742	1.345		3.525	0.001

Organizational Creativity	0.922	0.045	0.815	20.686	0.000
a.dependent Variable: Employee Performance					

The correlation coefficient R of employees' performance occasioned by organizational creativity gave a positive value of 0.815^a and explain the relationship and the role played by organizational creativity in Erbil College of Technology employees' performance; which indicated that there was a positive and highly significant correlation between organizational creativity and employees' performance among the surveyed respondents of Erbil College of Technology.

The R² is the percentage of total variance in the dependent variable (Employee Performance) that can be explained by the independent variables (Organizational Creativity). According to the findings, R² is 0.665, indicating that there is a positive and moderately strong linear relationship between organizational creativity and Erbil College of Technology employees' performance, accounting for just 65.5 percent of the overall. This was further shown by the adjusted R², which had a value of 0.663, indicating that the model of organizational creativity could only explain 66.3 percent of Erbil College of Technology employees' performance after all errors were corrected and adjustments were made.

Primarily, this result showed that null hypothesis was rejected and the alternative hypothesis was accepted, meaning there is significant impact between organizational creativity and Organizational Employees in Erbil College of Technology.

The unstandardized and standardized β co-efficient of Organization's Creativity and Organizational Employees both gives positive values at 0.922 and 0.815 with a T-test result of 20.686 and a significance value of 0.000, which is less than 0.05 (0.000 < 0.05), respectively. These results showed that 20.686 had a significant effect and influence on Organizational Employee.

The regression equation of the model could be stated as:

$$\text{Organizational Employee} = 4.742 + 0.922\text{OC}$$

Where; OC = Organizational Creativity.

From the regression equation of the model and based on the result obtained, Organizational Creativity gave the positive unstandardized β coefficients value. This meant that if other variables held constant, organizational creativity of the surveyed Erbil College of Technology would increase the employees' performance by 0.922 (92%).

4.3.1.6 Regression Results of Organizational Creativity on Management Performance related to Cihan University

Table 4. 10: Modal summary and Coefficients ^a

Modal summary					
Model	R	R Square	Adj R ²	Std. Error	
1	0.699	0.489	0.487	6.85572	
Predictors: (Constant), Organizational Creativity Depending variable: Management Performance					
Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std.Error	Beta		
(Constant)	11.856	1.936		6.123	.000
Organizational Creativity	0.848	0.059	0.699	14.350	.000
a. Dependent Variable: Management Performance					

Table 4.10 showed that the R (correlation Coefficient) gave a positive value of 0.699_a; this implied that organizational creativity has a highly moderate correlation with Cihan University management performance.

The R² is a portion of the total variation in the management performance (dependent variable) that was explained by the variation in the attendant effects of organizational creativity (independent variables).

R^2 is equal to 0.489. This implied that there was a linear relationship between Cihan University's organizational creativity and management performance, that is, organizational creativity can only account for 48.9% of the management performance at Cihan University. This was further shown by the modified R^2 , which indicates the model's goodness of fit, which was 0.487, implying that after all errors were corrected and adjustments were made, the model of organizational creativity could only explain for 48.7% of Cihan University's management performance.

In a similar vein, the unstandardized and standardized β co-efficient of Cihan University Creativity and management performance gave a positive value of 0.848 and 0.699, with a T-test value of 14.350 respectively, and a significance value of 0.000 which is less than 0.05 ($0.000 < 0.05$). These results showed that 14.350 had a significant effect and influence on Cihan University Management Performance. This showed that null hypothesis was rejected and alternative hypothesis was accepted; showing there is significant impact between organizational creativity and Cihan University's Management Performance.

4.3.1.7 Regression Results of Organizational Creativity on Employee performance

Table 4. 11: Modal summary and Coefficients ^a

Modal summary					
Model	R	R Square ²	Adj R ²	Std. Error	
1	0.772	0.596	0.594	5.73467	
Predictors: (Constant), Organizational Creativity Depending variable: Employee performance					
Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std.Error	Beta		
(Constant)	7.963	1.620		4.917	.000
Organizational Creativity	0.881	0.049	0.772	17.819	.000

a. Dependent Variable: Employee performance

Source: Data Analysis Output, (2022)

The correlation coefficient R of Cihan University Employees' Performance occasioned by Organizational Creativity gave a positive value of 0.772 and explained the relationship and the role played by organizational creativity in Cihan University Employees' Performance; which indicated that there was a positive and highly significant correlation between organizational creativity and employees' performance among the surveyed respondents of Cihan University.

The R² is the percentage of the total variance in the dependent variable (Employee Performance) that can be explained by the independent variable (Organizational Creativity).

According to the findings, R² equals 0.596, implying that there is also a positive and moderately strong linear relationship between organizational creativity and Cihan University employees' performance, accounting for just 59.6 percent of the total. This was further shown by the adjusted R², which had a value of 0.594, implying that after all errors and corrections, the model of Organizational Creativity could only account for 59.4% of Cihan University Employees' Performance.

In a similar vein, the unstandardized and standardized β co-efficient of Organization's Creativity gave a positive value of 0.881 and 0.772 respectively and it proved there was a significant relationship between organizational creativity and performance in Cihan University, this was further proven by the p. value 0.001 which is lesser than 0.05 ($0.007 < 0.05$). From the regression equation of the model and based on the result obtained, Organizational Creativity gave positive unstandardized β coefficients value. This meant that if other variables held constant, organizational creativity of Cihan University increases her Employees' Performance by 0.881 (88.1%).

An analysis of variance (ANOVA) is used to test whether there is a significant linear relationship between Organization's Creativity Management Performance, and employee Performance in Cihan University and Erbil Technology College. And it could

be seen that the ANOVA table shows positive and moderate levels of significance 0.000, which is less than 0.05 (5%).

Table 4. 12: ANOVA

		ANOVA					
		Variables	Sum of Squares	df	Mean Square	F	Sig.
Erbil Technology College	Management Performance	Between Groups	21315.706	31	687.603	19.651	.000
		Within Groups	6508.151	186	34.990		
		Total	27823.858	217			
	Employee performance	Between Groups	20793.898	31	670.771	18.388	.000
		Within Groups	6785.060	186	36.479		
		Total	27578.959	217			
		ANOVA					
		Variables	Sum of Squares	df	Mean Square	F	Sig.
Cihan University	Management Performance	Between Groups	13978.101	31	450.906	14.369	.000
		Within Groups	5805.244	185	31.380		
		Total	19783.346	216			
	Employee performance	Between Groups	13180.375	31	425.173	18.155	.000
		Within Groups	4332.509	185	23.419		
		Total	17512.885	216			

F - Test is used to test the overall significance of a model by comparing the F calculated with the F tabulated, the comparison is done on the table **4.13** and **4.14**.

Table 4. 13: F-Test Analysis (Erbil Technology College)

Variables	F-Calculated	F-Tabulated	H0	H1	Remark
Management Performances	19.651	2.751	Reject	Accept	Significance
Employees' Performances.	18.388	2.751	Reject	Accept	Significance

The calculated F distribution value was greater than the F tabulated, as shown in table 4.13 As a consequence; we accept H1 and reject H0. i.e., organizational creativity has a significant impact on Erbil College of Technology Management Performances and Employees' Performances.

Table 4. 14: F-Test (Cihan University)

variable	F- calculated	F-tabulated	H0	H1	Remark
Management Performance	14.369	2.751	Reject	Accept	Significance
Employees Performances	18.155	2.751	Reject	Accept	Significance

The calculated F distribution value was bigger than the F tabulated, as shown in Table 4.14 .Hence, we reject H0 and accept H1. i.e., organizational creativity has a significant impact on Cihan University Management Performance and Organizational Employee. On the other hand, organizational creativity has a significant impact on Cihan University Employees' Performances.

Tests for the Significance of Parameters (T-TEST)

The T- test is a two tailed test used to test the significance of parameters and summarized in the table 4.15 and 4.16.

Table 4. 15: (T-TEST) (Erbil Technology College)

Variables	Variables	T-calculated	T-tabulated	Remark
Management Performance	(Constant)	4.031	1.761	Significance
	Organizational Creativity	19.847	1.761	Significance
Employees Performance	(Constant)	3.525	1.761	Significance
	Organizational Creativity	20.686	1.761	Significance

Table 4.15 showed that both the constant as well as Organizational Creativity variable were significance because its T-Calculated is greater than T-Tabulated. Thus, the H₀ (null hypothesis) was rejected and the H₁ (alternative hypothesis) was accepted showing that organizational creativity significantly affects management performance in Erbil College of Technology.

On the other hand, **Table 4.15** also revealed that both the constant (Employees' Performance) as well as Organizational Creativity were significant because its respective T-Calculated is greater than T-Tabulated. Hence, the H₀ (null hypothesis) was rejected and the H₁ (alternative hypothesis) was accepted; organizational creativity significantly affects performance of Erbil College of Technology Employees.

Table 4. 16: (T-TEST) (Cihan University)

Variables	Variables	T-calculated	T-tabulated	Remark
Management Performance	(Constant)	6.123	1.761	Significance
	Organizational Creativity	14.350	1.761	Significance
Employee performance	(Constant)	4.917	1.761	Significance
	Organizational Creativity	17.819	1.761	Significance

Table 4.16 shows that the calculated value of the T-calculated distribution was greater than the T-tabulated distribution. As a result, Hence, we reject H0 and accept H1, i.e., organizational creativity significantly affects Cihan University Management Performance. In the same way, organizational creativity significantly affects Cihan University Employee Performance.

4.4 Measuring creativity between Erbil Technology College and Cihan University

The One sample T-test was conducted to measuring creativity between Erbil College Technology and Cihan University.

Table 4. 17: One sample T-test

One sample T-test					
Erbil Technology Collage					
Variables	T	df	Mean	Std. Deviation	Sig
Organizational Creativity	42.208	217	28.49	9.966	0.000

One sample T-test					
Cihan University					
Variables	T	df	Mean	Std. Deviation	Sig
Organizational Creativity	59.351	216	31.792	7.890	0.000

Table 4.17 shows the difference in creativity rates between Erbil Technology College and Cihan University. The T-test of organizational creativity in Erbil Technology College was 42.208, while organizational creativity in Cihan University's value T-test was 59.351. On the other hand, the mean of organizational creativity in Erbil Technology College is 28.49, and at Cihan University the mean was 31.792. The p.value was the same

for both institutes (0.000). We rejected the null hypothesis and accepted the alternative hypothesis. The results indicate a significant difference between Erbil Technology College and Cihan University because the T-value and the mean show different values for each institutes.

Finally, the rate of creativity at Cihan University is significantly higher than the Erbil Technology College, respectively.

4.5 Summary of Results and Inferences

The result of the above analysis revealed that, despite separate analysis done for the data gotten from both Erbil College of Technology and Cihan University, the two objectives of the study's null hypotheses were rejected and the alternative hypotheses were accepted. This is shown and further proven by the regression coefficient (R , R^2 , and $Adj. R^2$) at 5% level of significance coupled with T-test and F-distribution value. The following can be deduced from the tested hypotheses.

- i. There is significant impact between organizational creativity and management performance of both Erbil College of Technology and Cihan University;
- ii. There is significant impact between organizational creativity and employee's performance at Erbil College of Technology as well as Cihan University.

From the results of data analysis, it was evident that both Erbil College of Technology and Cihan University Organizational Creativity variable were found significant as they affect Management Performance. However, based on the regression coefficient (R , R^2 , and $Adj. R^2$) at 5% level of significance coupled with T-test and F-distribution value, Erbil College of Technology's Creativity were adjudged to be significant to her Management Performance.

It should also be noted from the findings that regression coefficient (R , R^2 , and $Adj. R^2$) at 5% level of significance proved that Erbil College of Technology's Creativity

had a slightly more impact on Employee's Performance when compared with Cihan University's regression coefficients (R , R^2 , and Adj. R^2) at 5% level of significance.

On the other hand, the results of data analysis for one sample T-test from Erbil Technology College and Cihan University showed there was a significant difference between the two institutions. When we compared the independent variable Organization's creativity, the creativity rate was higher at Cihan University compared to Erbil College of Technology



DISCUSSION AND CONCLUSION

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This research thesis centered on the assessment of linkages between organizational creativity management performance and employee performance, with consideration of two selected academic institutions; a college and a university.

Two objectives were proposed during the research. These objectives were to: examine the impact of organizational creativity on management and employee performance; identify the role played by organizational creativity in employees' performance of the institutions used as a case study. From the population of the two selected Academic Institutions, the study focused on a sample of four hundred thirty-five (435) respondents. The data was collected, processed, and analyzed using descriptive and inferential statistics. In order to assess the two research goals, descriptive statistics used frequency tables and basic percentages, whereas inferential statistics used regression analysis. The data gotten from the two institutions used for the study was also analyzed separately in order to be able to determine which among the two institutions was more creative.

From the data provided by respondents on demography, the data showed that more males were sampled than females in the academic institution surveyed from data collated. A majority of the respondents' highest educational qualifications fall between Bachelors and Master's degrees. In the same vein, over 65% of the surveyed respondents' ages fall between 25 and 40 years old. It was also shown that a larger percentage of the respondents were in the middle as well as lower cadres of the institutions sampled. It was revealed that virtually all surveyed respondents have not spent more than eight (8) years in the selected academic institutions, and conclusively, a majority of the surveyed respondents have claimed to be among the employees of the surveyed institutions.

Based on the study's empirical analyses, and in view of the study's specific objectives, results showed that:

- i. Organizational creativity has a significant impact as well as a relationship with management performance in the two surveyed academic institutions. This submission could be corroborated with adjusted R^2 in the analysis showing a moderately strong linear relationship when all errors were corrected;
- ii. Results also showed that there was a positively strong relationship between organizational creativity and employee's performance. It implied that organizational creativity played an importance role in harnessing desirable employees' performance; this was further proven with the adjusted R^2 found in the data analysis, showing the strength of the relationship when all errors were corrected, which is considered to be strong when coupled with strong p-value and T-test point.

5.2 Conclusion

From this research work, it could be concluded that management performance and employees' performance; in the two surveyed institutions are a function of the attendant effects of organizational creativity. Organizational creativity tends to be a vocal point for an organization's success, as these results findings rejuvenate the essence of instilling the idea of generating plausible innovativeness and strategies that could bring about better employee performance. The study affirmed that the demographical data and age-long assumptions about male to female ratio in most establishments, most especially tertiary institutions community could not be affirmed, as the researcher recorded more male respondents than their female counterpart. However, the researcher concluded that for organizations to stay in the business, be highly active in a competitive market and harness employees' performance, caution must be applied while implementing organizational planning, in a bid to give room for creativity among the workforce.

The researcher also concluded that the higher the level of organizational creativity, the higher the level of management performance. Thus, academic institutions must be sensitive to their employees' creative index and the originality of the respective employees' work outputs.

5.3 Recommendations

Consequently, upon the findings of this research work, based on the analyzed data and the tested hypotheses of this research work, the following recommendations are hereby considered highly essential and useful to the two surveyed academic institutions, related establishments or industries saddled with the need for creative thinking, as well as organizations that have the desire to become creative organizations, and also for policy makers who daily formulate policies related to organizational creativity. Institutions surveyed showed that organizational creativity results in better employee performance. It is best suggested to look inward and encourage creativity among the workforce. And this would allow organizations to create experts from within the organization, which can also help drive future developments for the organization. It is unavoidably essential for smooth operations and desirable overall performance; hence considerations should be given to the frequent assessment of creative work done by the employees, which should also come with better compensations and recognition. However, consideration should be given to proactively addressing any problem within the organization in a creative way. This would help to guide against activities that hinder the smooth flow of operations in the institutions. The surveyed institutions' management and policymakers should generate a feedback control mechanism in order to consider the view of their employees. Doing this will make the institution's employees feel a sense of belonging in the academic institution and also make the employees understand that their opinions and feedback matter in the institution.

5.4 Contributions to knowledge

This research made a significant contribution to the literature's and knowledge's limits by:

- i. Providing empirical platform for general understanding of the implications of organizational creativity; management performance; and employees' performance.
- ii. This research work has also provided empirical information to academic institutions handlers on possible factors that may be occasioned by organizational creativity, which can in turn impact best practices as well as organizational desirable performance.

5.5 Suggestions for Future Study

This study examined the Impact of organizational creativity on management performance and employee performance also identified the role played by organizational creativity in the employees' performance with respect to academic institutions. Future studies can make use of other sectors of the economy such as production outlets, financial institutions, and/or the public sector as the basis for their studies, and the results of their findings can be compared with this study. This study evaluated the impact of organizational creativity on Management and employee performance and also identified the role played by organizational creativity in the employees' performance. With responses generated from a sample of four hundred thirty-five (435) respondents from two selected academic institutions in Erbil. The same sample size can be performed in other geographical locations in other countries. The number of sampled respondents can also be increased from 435 to 800 by using more institutions or organizations for better representation, coverage, and in order to be able to generalize the findings from such a study.

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LIST OF TABLES

Table 4. 1: Respondents Demographic Data Erbil Technology College and Cihan University.....	52
Table 4. 2: Cronbach’s Alpha Reliability for internal consistency related to Erbil Technology College and Cihan University	57
Table 4. 3: Cronbach’s Alpha.....	57
Table 4. 4: Skewness, and Kurtosis (Erbil Technology College).....	58
Table 4. 5: Skewness, and Kurtosis (Cihan University)	60
Table 4. 6: Summary of Correlation Analysis (Erbil Technology College).....	61
Table 4. 7: Summary of Correlation Analysis (Cihan University).....	62
Table 4. 8: Modal summary and Coefficients ^a	63
Table 4. 9: Modal summary and Coefficients ^a	64
Table 4. 10: Modal summary and Coefficients ^a	66
Table 4. 11: Modal summary and Coefficients ^a	67
Table 4. 12: ANOVA.....	69
Table 4. 13: F-Test Analysis (Erbil Technology College).....	70
Table 4. 14: F-Test (Cihan University)	70
Table 4. 15: (T-TEST) (Erbil Technology College)	71
Table 4. 16: (T-TEST) (Cihan University).....	71
Table 4. 17: One sample T-test	72

LIST OF FIGURES

Figure 1: Organizational Creativeness Model	44
Figure 2: Research Model / Conceptual Model.....	44

APPENDICES



Karabük University

Faculty of Administration and Economics

Business Administration Department

Postgraduate Studies

Date / 2022 / /

Number of the Form ()

Dear Sir/ Madam

Greetings

This questionnaire aims to study (**The Impact of Organizational Creativity on Management and Employee Performance: An Empirical Study at Erbil Technology College and Cihan University**). Please kindly read the items and paragraphs of the questionnaire carefully and choose the appropriate answer from your point of view, and that this study does not need to mention the name and it is for the purposes of scientific research. Please kindly read and answer all the questions of the questionnaire. With all gratitude and appreciation.

Definition of Organizational Creativity

Organizational creativity is defined as the level or degree to which an organization is able to bring and generate new and constructive ideas either in its product or service offerings in a complex organizational setting to gain competitive advantage. Organizational creativity is also a process whereby organization continues to put itself in a position to be innovative in order to come up with new ideas that stands the organization out among its competitors. Some researchers have also define organizational creativity as the ability of the organization to continuously evolve its self as the environment changes through its innovative approach thereby giving the organization edge over other organizations within and outside it's sector of operation (Mikalef, & Gupta, 2021).

Questionnaire Measurement Scale

The measurement scales in this questionnaire were adopted from the following empirical studies.

SECTION A

Instruction

For each of the following questions, kindly tick (✓) the option that best fits your response.

Respondents Demographic Data:

Sequence	Factors	Classification	✓
1	Gender	Male	
		Female	
2	Age	Less than 25 years	
		25 - 30 years	
		31- 40 years	
		41-50 years	
3	Educational Qualification	PHD	
		Master's Degree	
		Bachelor Degree	
		None	
4	Level	Top Level Management	
		Middle level	
		Lower Level	
5	Years of Employment	Below 2 years	
		2-5 years	
		6 years above	
6	Section/Unit	Operations	
		Management	
		Employee	

SECTION B

Instruction

This section of the questionnaire seeks to know your perception of organizational creativity within the institution you work. For each statement, kindly tick [√] the column that best describes your thought based on the following ratings:

(1)	(2)	(3)	(4)	(5)
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

	Organizational Creativity	1	2	3	4	5
1	The Organization develops experts from within the Organization due to creativity.					
2	The Organization store detailed information for guiding its operations due to creativity.					
3	Creativity gives room for formal data management function in the Organization.					
4	The organization is slow in responding to technological change due to lack of creativity.					
5	The organization maintains a certain mix of skills among its pool of employees.					
6	Creativity allows the organization to hire highly specialized or knowledgeable employees.					
7	Creativity allows the Organization to make extensive use of electronic storage to enhance creative storage of needed information.					

8	Creativity in the Organization gives room for collection of data on all facets of performance within the organization.					
9	When internal capabilities are deficient, the organization acquires them from outside to boost creativity in the organization. (Scheibe, & Gupta, 2017).					
	Employee performance	1	2	3	4	5
1	Due to creativity, Employees use electronic means to Communicate within the organization.					
2	Employees have a large variety of communication tools like (telephone, email, internet etc) to choose from.					
3	Employees resist changing to new ways of doing things in the organization due to lack of creativity.					
4	Employees learn about the organization recent development through informal means (such as news stories and gossip) due to lack of creativity.					
5	Creativity in the organization allows employees to easily retrieve archived information when making decisions.					
6	Due to creativity, Employees make extensive use of information systems to support their work.					
7	Employees are keenly aware of where their creativity and knowledge can serve the organization.					
8	Employees keep information such as (numbers, plans, idea etc) away from other employees due to lack of creativity in the organization.					
9	Due to creativity, employees know where to get specific information in the organization and they know who will have such information.					
10	Employees are encouraged to communicate clearly in a creative way in the organization.(Mowday, Steers, & Porter, 1979).					

	Management Performance	1	2	3	4	5
1	Management proactively addresses problems within the organization in a creative way.					
2	The management creativity helps monitor important organizational performance variables.					
3	The Creativity of Management removes obsolete information from employee access in the organization.					
4	Creativity of Management in the organization helps them assign employees to other parts of the organization for cross training and knowledge acquisition.					
5	Creativity helps top management in the organization to integrate information from different creative areas.					
6	Creativity helps Management to learn from the organization's Partners.					
7	Lack of creativity makes Management ignores the strategies of other competitors.					
8	Creativity of Management makes them learn new things about the organization by direct observation.					
9	The creativity of Management encourages the use of framework and models to assist in decision making in the organization.					
10	Creativity of Management makes them use feedback from experiments (such as Surveys and employees opinion) in the organization.					
11	Lack of creativity makes Management in the organization to discourage Employees from recommending new creative work ideas. (Lee, & Choi, 2003).					

Thank You...

CURRICULUM VITAE

Zulaikha Ahmad Hamad Iraq, and graduated from elementary and basic education in this city. She completed her secondary education at Qushtapa Mixed High School. She graduated from the Institute of Tourism in 2005.

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