THE EFFECT OF STRATEGIC MANAGEMENT PERFORMANCE ON ORGANIZATIONAL CREATIVITY AT WASIT UNIVERSITY

2022
MASTER THESES
BUSINESS ADMINISTRATION

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THE EFFECT OF STRATEGIC MANAGEMENT PERFORMANCE ON ORGANIZATIONAL CREATIVITY AT WASIT UNIVERSITY

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Prepared as

Master Thesis

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KARABUK
2022

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THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by Mohammed Qasim MOHAMMED titled " THE EFFECT OF STRATEGIC MANAGEMENT PERFORMANCE ON ORGANIZATIONAL CREATIVITY AT WASIT UNIVERSITY " is fully adequate in scope and in quality as a thesis for the degree of Master of Science.

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FOREWORD

ABSTRACT

Strategic management has assumed great importance in organizations to ensure positive results and long-term growth. Most of previous researches have focused on strategic management and organizational creativity in private and profit-driven businesses, rather than public and nonprofit organizations.

This research used the survey method to explore the practices of organizational creativity by the strategic management and administrative units at Wasit University. The use of questionnaires was more persuasive and produced more comprehensive results and thus stronger credibility. The study population consisted of staff at the administrative and operational levels/units at Wasit University. Field information was collected by distributing a questionnaire prepared offline and online by Google Form, the expected sample size was (300 out of 500) participants, in addition to collecting data related to the subject of the study from books, articles and solid research to reach a sufficient level regarding the concept of the role of strategic management in achieving organizational creativity, and to achieve the objectives of the study, the statistical analytical method (SPSS) was adopted, which aims to describe and analyze the phenomenon of the study, and to reveal the relationship between its components and the processes it includes.

The results reveal that the effect of the strategy formulation on the organizational creativity was moderate, this is because the participation of the lower-ranking staff in the formulation of the strategic plan was weak. The approach when formulating the strategic plan was top-down rather than bottom-up, and therefore they were not centrally involved in formulating their goals and objectives. While the impact of the strategy implementation had a higher impact on organizational creativity, and this indicates the harmony in work between administrative units, and their good understanding of the requirements of their job.

Results also show a weakness in the response to the changes taking place in the university environment, where the response of staff to changes in the formulation and

implementation of the strategy and its reflection on organizational creativity was weak, so the application of organizational creativity at Wasit University needs more attention, and the development of creative skills of staff in order to raise the administrative level and creativity of the university.

ÖZ (ABSTRACT IN TURKISH)

Örgütlerde olumlu sonuçlar ve uzun vadeli büyüme sağlamak için stratejik yönetim büyük önem kazanmıştır. Önceki araştırmaların çoğu, kamu ve kâr amacı gütmeyen kuruluşlardan ziyade özel ve kâr odaklı işletmelerde stratejik yönetim ve örgütsel yaratıcılığa odaklanmıştır.

Bu araştırma, Wasit Üniversitesi'ndeki stratejik yönetim ve idari birimler tarafından örgütsel yaratıcılık uygulamalarını keşfetmek için anket yöntemini kullanmıştır. Anketlerin kullanımı daha ikna ediciydi ve daha kapsamlı sonuçlar ve dolayısıyla daha güçlü güvenilirlik sağladı. Çalışma evreni, Wasit Üniversitesi'ndeki idari ve operasyonel düzeylerdeki/birimlerdeki personelden oluşmaktadır. Alan bilgileri, Google Form tarafından hazırlanan bir anket dağıtılarak toplandı, beklenen örnekleme büyüklüğü (500 üzerinden 300) katılımcıydı, ayrıca çalışma konusu ile ilgili kitaplardan, makalelerden ve sağlam araştırmalardan yeterli seviyeye ulaşmak için veri toplama. Örgütsel yaratıcılığın elde edilmesinde stratejik yönetimin rolü kavramı ile ilgili olarak ve çalışmanın amaçlarına ulaşmak için, çalışmanın fenomenini tanımlamayı ve analiz etmeyi ve ilişkiyi ortaya çıkarmayı amaçlayan istatistiksel analitik yöntem (SPSS) benimsenmiştir. bileşenleri ve içerdiği süreçler arasında

Sonuçlar, strateji formülasyonunun örgütsel yaratıcılık üzerindeki etkisinin orta düzeyde olduğunu ortaya koymaktadır, bunun nedeni alt kademedeki personelin stratejik planının oluşturulmasına katılımının zayıf olmasıdır. Stratejik planı formüle ederken yaklaşım aşağıdan yukarıya değil yukarıdan aşağıyaydı ve bu nedenle amaç ve hedeflerini formüle etmede merkezi olarak yer almıyorlardı. Strateji uygulamasının etkisinin örgütsel yaratıcılık üzerinde daha yüksek bir etkiye sahip olması, idari birimler arasındaki iş uyumunu ve işin gereklerini iyi anladıklarını göstermektedir.

Ancak sonuçlar aynı zamanda, personelin stratejinin formülasyonu ve uygulanmasındaki değişikliklere tepkisinin ve bunun örgütsel yaratıcılığa yansımasının zayıf olduğu üniversite ortamında meydana gelen değişikliklere tepkide bir zayıflık olduğunu göstermektedir. Bu nedenle örgütsel yaratıcılığın uygulanması Wasit

Üniversitesi'nde, üniversitenin idari düzeyini ve yaratıcılığını yükseltmek için daha fazla dikkat ve personelin yaratıcı becerilerinin geliştirilmesine ihtiyaç vardır.

Anahtar Kelimeler: Stratejik Yönetim, Örgütsel Yaratıcılık, Strateji, Yaratıcılık, Organizasyon, Strateji Oluşturma, Strateji Uygulama, İstatistiksel Analiz.

ARCHIVE RECORD INFORMATION

Title of the Thesis	THE EFFECT OF STRATEGIC MANAGEMENT PERFORMANCE ON ORGANIZATIONAL CREATIVITY AT WASIT UNIVERSITY
Author of the Thesis	Mohammed Qasim MOHAMMED
Supervisor of the Thesis	Prof. Dr. Elif ÇEPNİ
Status of the Thesis	Master Degree
Date of the Thesis	27 \ 4 \ 2022
Field of the Thesis	Business Administration
Place of the Thesis	KBU/LEE
Total Page Number	79
Keywords	Strategic Management, Organizational Creativity, Strategy, Creativity, Organization, Strategy Formulation, Strategy Implementation, Statistical Analyze.

ARŞİV KAYIT BİLGİLERİ (in Turkish)

Tezin Adı	WASİT ÜNİVERSİTESİ'NDE STRATEJİK YÖNETİM PERFORMANSININ ORGANİZASYONEL YARATICILIK ÜZERİNE ETKİSİ
Tezin Yazarı	Mohammed Qasim MOHAMMED
Tezin Danışmanı	Prof. Dr. Elif ÇEPNİ
Tezin Derecesi	Yüksek Lisans
Tezin Tarihi	**27 \ 4 \ 2022**
Tezin Alanı	İşletme
Tezin Yeri	KBU/LEE
Tezin Sayfa Sayısı	**79**
Anahtar Kelimeler	Stratejik Yönetim, Örgütsel Yaratıcılık, Strateji, Yaratıcılık, Organizasyon, Strateji Oluşturma, Strateji Uygulama, İstatistiksel Analiz.

ABBREVIATIONS

SPSS   :   Statistical Package for the Social Sciences

SF   :   Strategy Formulation

SI   :   Strategy Implementation

OC   :   Organizational Creativity

R   :   Regression

R^2 :   R Square (Multiple R)

ANOVA   :   Analysis of Variance

SUBJECT OF THE RESEARCH

The Effect of Strategic Management Performance on Organizational Creativity at Wasit University

PURPOSE AND IMPORTANCE OF THE RESEARCH

Numerous researches on strategic management and organizational creativity have been managed, particularly in economic institutions, with a focus on marketing, competitiveness, and profit variables.... etc.

Therefore, this research will focus on another aspect in the educational institution, which is to reveal the extent of the practice of strategic management and organizational creativity in the administrating units by the higher administrators and staff at Wasit university.

METHOD OF THE RESEARCH

This research used the survey method to explore the practices of organizational creativity by the strategic management and administrative units at Wasit University. The use of questionnaires was more persuasive and produced more comprehensive results and thus stronger credibility. In order to meet the study's objectives, the statistical analytical method (SPSS) was adopted, which aims to describe the phenomenon of the study and analyze it, as well as the connections between its components and the processes it involves.

HYPOTHESIS OF THE RESEARCH / RESEARCH PROBLEM

H1: There is a main significant relationship between strategic management and organizational creativity in the organization.

H1a: There is a significant relationship between strategy formulation and organizational creativity.

H1b: There is a significant relationship between strategy implementation and organizational creativity.

Strategic management has many advantages that enable it to provide a future vision for the organization, to notice the changes and developments that surround its internal and external environment, and to determine the possibility of appropriateness between the capabilities of the organization and these changes.

Iraqi organizations are still suffering today from a siege that they had poor organizational creativity and imposed on themselves since the beginning of the nineties of the last century, as they did not see change and reform as a necessity for their sustainability and fulfillment of their mission. As for its department members, the majority of them do not have the knowledge, ability, or desire to bring the change, and their desire to possess knowledge to bring the change collides with many obstacles, the most important of which is the lack of sufficient funds, an appropriate program for their training, or clear visions of the training and capacity building process.

POPULATION AND SAMPLE

The community of the study will consist of employees at the managerial and operational levels/units at Wasit University. Field information will be collected by distributing a questionnaire that will prepared by Google Form, the expected sample size will be (300 out of 500) participants, in addition to collecting data related to the subject of the study from books, articles and solid researches to reach a sufficient level

regarding the concept of the role of strategic management in achieving organizational creativity.

LIMITATIONS / DIFFICULTIES

Time limits: This study will be conducted through the academic year 2021 / 2022.

Spatial limits: This study will be conducted on Wasit University in Iraq / Wasit Governorate.

Human limits: This study will be conducted with the participation of respondents working at the administrative levels at Wasit University.

CHAPTER ONE: GENERAL INTRODUCTION

1.1 Introduction

Modern organizations operate in unpredictable and complex environments, requiring them to undertake significant and diverse efforts that have never been seen before, these organizations must work hard in the face of adversity, bringing up high-level efforts in a short time, which require the adoption of new creative abilities for the organization to survive and grow.

According to many scientists and researchers, one of the primary manager's duties is creativity, thus a manager must be able to lead his activities with creativity and improvements for his organization.

Organizations today give value and appreciate to creativity in a variety of different ways. Creativity contributes to increase the success of workers' roles and the development of services that allow these organizations to maintain in the competition environment.

In recent years, management practices have advanced significantly, leading in the accumulation of knowledge and substantial practical experience for organizations whose primary goal is to serve the client, meet his needs, and fulfill his desires.

Because of these challenges, the traditional management, with its operations, procedures and techniques, has become unable to meet the requirements of environmental change. Therefore, strategic management has become an imperative and urgent matter for organizations due to its characteristics represented by modernity, leadership and the ability to face the challenges that they live in their environment.

This emphasizes the role of strategic management in increasing the organization's ability to adapt to environmental variables, so that strategic management allows partial control of the future, and that strategic management allows the organization's management to expand its vision, starting from the daily routine of

administrative operations to a different vision of internal and external factors capable of achieving changes in the organization's environment (Amina, 2015).

Organizational creativity is one of the most important entrances for management to be characterized by a high degree of efficiency, flexibility, and ability to solve problems, as well as creativity in providing solutions without waiting for instructions from higher administrative levels, because it allows managers and all employees within the organization to activate their creative energies when applying management ideas and methods that contribute to the organization's success.

The importance of the relationship between strategic management and organizational creativity stands out as the greatest hope for solving many of the organization's problems, so the organization's future development is dependent on providing a distinguished type of workers, as well as creative individuals in various fields, which has prompted these organizations to diversify their management methods at work, and abandon their traditional management methods and develop them, modernize the old administrative policies, and employing new creative techniques to improve the competitiveness of these organizations and prepare them to face future risks and challenges (Abaynah & Al Shaqran, 2013).

The creative leader is someone who is interested in the development of the organization and invents new goals or techniques for it, and his thinking is characterized by creativity, fluency, and adaptability, thus he does not use old ways but invents new ones.

Organizations in Iraq are experiencing rapid transformations in order to adapt to the numerous changes they face, as well as to compete with other organizations, which requires greater knowledge, innovation, creativity, and strategic management skill.

The application of strategic management in any environment will face numerous obstacles and challenges, including technical and administrative factors, among others. However, administrative factors have not received the same attention as other factors, which affects organizational creativity in many organizations.

This research will investigate the influence of strategic management in improving organizational creativity in Wasit University operating in Wasit Governorate, by surveying the opinions of the study population and to ascertain the extent to which the objectives of the study have been achieved.

1.2 Problem of The Study

As a result, to the rapid evolution and continual change in all industries, organizations need to reconsider their operations and requirements to supply their products and services in order to keep up with the requirements and needs of this evolution. Organizations in general, with different missions, types, and sizes, face a lot of problems that necessarily require their leaders and employees reconsidering their reliance on the traditional approach based on trial and error in problem solving, and attempting to hire a more creative approach in this regard.

Management is one of the most prominent behavioral phenomena in various social situations, and it is required by every group, whether small or large, because the management is the one that regulates the activity of the group and works to maintain its presence and achieve its goals by influencing its behavior, so whoever has the ability to influence the activity of individuals and groups directing and coordinating that activity to reach a specific goal, as it can be a leader within that group, as the leader bears the responsibility of organizing and planning the life of the concerned group and its relationship with the other group, as well as what he deems appropriate for the permanence of the life of the group itself.

Strategic management has many advantages that enable it to provide a future vision for the organization, to notice the changes and developments that surround its internal and external environment, and to determine the possibility of appropriateness between the capabilities of the organization and these changes (Wahish, 2017).

Iraqi organizations are still suffering today from a siege that they had imposed on themselves since the beginning of the nineties of the last century, as they did not see change and reform as a necessity for their sustainability and fulfillment of their mission.

As for its department members, the majority of them do not have the knowledge, ability, or desire to bring the change, and their desire to possess knowledge to bring the change collides with many obstacles, the most important of which is the lack of sufficient funds, an appropriate program for their training, or clear visions of the training and capacity building process.

The most important reason for the decadence of the performance level of organizations in Iraq is due to the concern for quantity at the expense of efficiency and quality, in addition to the low level of discipline and qualification, and the fact that the current educational product suffers from a lack of vision, and a foggy resulting from the intellectual and professional interactions of society, emphasizing that there is a great lack of institutional work.

Despite the distinguish role that the university plays as an educational institution through its application of academic courses and curricula, it is based on a tight administrative system and an integrated organizational structure to run its various operations, represented by education and refining capabilities of the individuals so that they can influence the development of societies and achieve human development in all areas of life, by embodying an effective and adjustable management system according to the conditions of the surrounding environment (Warda, 2016).

Among the problems that Iraqi institutions suffer from is the centralization of the administrative decision, which disperses energies and funds, in addition to the lack of collective work and institutional work, where the manager is unique in work, and the impact of individual work is negatively reflected on the production of the organization, and deport it from catching up with competing organizations.

Another problem is the siege crisis that Iraqi institutions are going through which represents in the stagnation and weakness in securing the needs of the economy, society and development.

The dominance of the siege mentality imposes self-reliance and local capabilities and prevents benefiting from abroad experiences, and prevents even benefiting from what is provided by the Internet and means of communication abroad,

so that this mentality still stands as an obstacle in front of self-learning and access to creativity and innovation.

1.3 Importance and Aims of The Study

The importance of this study stems from the relevance of its subject, the findings it will present, and the facts it will uncover, all of which will be of scientific and practical value to organizations in general, and those operating in Iraq in particular.

It is hoped that the results and recommendations of this study will contribute to achieving the desired qualitative shift for the Iraqi organizations working in the field of applying strategic management, and what it needs to achieve organizational creativity at work, especially in light of the institutions' exposure to many crises that may cause an imbalance in the administrative system.

This study aims to reveal the impact of strategic management in achieving organizational creativity in Wasit university through achieving the following goals:

1. Identify the reality of the application of strategic management in Wasit university.
2. Statement of the level of organizational creativity in Wasit university.
3. Revealing the nature of the relationship between strategic management (Strategy Formulation and Strategy implementation) and organizational creativity in Wasit university.
4. Determining the effect of applying strategic management in achieving organizational creativity in Wasit university.

1.4 The Reasons Behind Choosing The Topic

Numerous studies have been conducted on the subject of strategic management and organizational creativity, especially in economic institutions that focused on marketing, competitiveness and profit variables...etc.

Therefore, this research will focus on another aspect of the educational institution, which is to reveal the extent of the practice of strategic management and organizational creativity in the administrating of the university by the higher administrators and staff at Wasit university.

1.5 Questions of The Study

1. What is the reality of applying strategic management in Wasit university?

2. What is the level of organizational creativity in Wasit university?

3. Is there a correlation between the strategic management and the achievement of organizational creativity in Wasit university?

4. What is the impact of using strategic management on achieving organizational creativity in Wasit university?

1.6 Variables of The Study

1. Independent Variable (IV): **Strategic Management**:
2. Dependent Variable (DV): **Organizational Creativity**:

1.7 Hypotheses of The Study

The study assumes the possibility of the impact of strategic management through its dimensions (strategy formulation and strategy application) on the organizational creativity for Wasit University.

H1: There is a main significant relationship between strategic management and organizational creativity in the organization.

There are two sub hypotheses derive from the main hypothesis:

H1a: There is a significant relationship between strategy formulation and organizational creativity.

H1b: There is a significant relationship between strategy implementation and organizational creativity.

1.8 Model of The Study

Figure 1 Model of the study
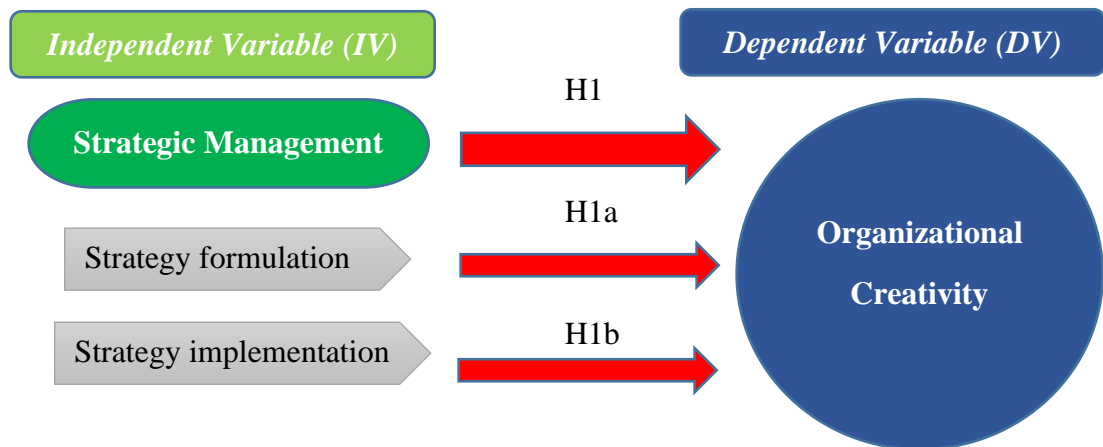
1.9 Methodology of The Study

In order to achieve the objectives of the study, the statistical analytical approach (SPSS) will be adopted, which aims to describe the phenomenon of the study and analyze it, and reveal the relationship between its components and the processes it includes.

The community of the study will consist of employees at the administrative levels at Wasit University, and field information will be collected by distributing a questionnaire, in addition to collecting data related to the subject of the study from books, articles and solid research to reach a sufficient level regarding the concept of the role of strategic management in achieving organizational creativity.

1.10 Structure of The Study

This research includes five chapters, chapter one explains general introduction, in addition to defining the research problem, its importance and objectives, the questions, the hypothesis and variables, model and methodology, plan and limitations of the study. Chapter two presents literature reviews and the theoretical framework of the study, which will include giving an idea about the variables of the study. Chapter three shows the research methodology, which will include the use of the questionnaire and the population of the study, and Chapter four: Data Analysis of the questionnaire's inputs. The research ends with summary and conclusion.

1.11 Limitations of The Study

Time limits: This study will be conducted through the academic year 2021 / 2022.

Spatial limits: This study will be conducted on Wasit University in Iraq / Wasit Governorate.

Human limits: This study will be conducted with the participation of respondents working at the administrative levels at Wasit University.

CHAPTER TWO: LITERATURE REVIEWS AND THEORETICAL FRAMEWORK

2.1 Literature Reviews

2.1.1 Literature reviews for the independent variable (Iv): Strategic Management

Strategy is important since it is responsible for conceptualizing the organization's general direction. The design of a strategy is dependent on rational planning, resource allocation, and profitability. When the strategic plan is made, the appropriate structure for its implementation is easily established (Chandler, 1962). According to (Wirtz, 2015), strategic management planning places great confidence in the hierarchy or scorecard and trusts leaders' ability to adopt long-term strategies, stability and business progress depend to a large extent on the creation and development of strategies.

(Hannan M. T., 1984) and (Hannan M. T., 1989) refer that it is suggested that organizations are affected by changes in the external environment, and it is these changes that the market determines the strategy, as being responsible for the minimum or maximum benefits.

(Cyert, 1956) conceive of organizations as systems of rational action that confront and respond to a variety of external and internal constraints when arriving at decisions, the company's strategy is complementary to the general strategy, and it is implemented by the manager or senior management.

organizational. Strategic management is used as a means to perform various tasks and functions, which serve as support and assistance in decision-making, implementation of coordination and communication of strategic goals or purpose (Hyväri, 2016).

Strategic management entails the design and implementation of the organization's senior management-approved objectives, based on resource availability and an assessment of the organization's internal and external environments. (Nag, 2007).

Therefore, certain characteristics must be present in order for the organization's strategy to be successful (Hajli, 2017): (1) it is measurable, (2) the appointment of a responsible leader or manager, (3) the availability of resources, (4) the clarity of objectives.

(Cowburn, 2006) in his research "Strategic Planning in Higher Education" aimed to expose the debate about universities' ability to use the three-stage strategic management method in the United Kingdom (strategic formulation, implementation, and evaluation), the research used the descriptive analytical approach of the Higher Education Institutions Financing Consultant in England (HEFCE) strategic plan for the years (2003-2008) and some plans of higher education institutions, as well as studies and writings on the strategic management process in the United Kingdom. The study found that higher education institutions are good at formulating management, but when it comes to putting them into practice and achieving goals, many institutions struggle. This is partly due to incompatibility between higher education institutions' reality and the ideal situation that they want to achieve, as well as setting goals that are not compatible with their capabilities. It is also one of the most significant unfavorable hurdles imposed on educational institutions, according to the survey, Higher education's reliance on government funding is a major factor in the creation and implementation of strategic plans, and there was a clear disparity between higher education institutions' objectives and their financial capabilities. Furthermore, many organizations underestimate the value of knowledge gleaned through external and internal environment analyses, which can be a valuable resource in creating policies and practices. In terms of the evaluation stage, it was discovered that educational institutions struggle to choose when and how to examine and evaluate their progress toward their objectives. For (Wahba, 2008) the goal of his research was to determine the reality of strategic management at Palestinian universities in Gaza governorates and measures to improve it, as well as the impact of years of service, academic degree, specialization, and institutional differences on that reality, due to the institutional difference variable in favor of the Islamic University, the study found statistically significant differences in the averages of strategic management practice in Palestinian universities in Gaza governorates, while the study was unable to prove any differences in the following variables: (Specialty - academic degree - years of experience). While (Hanama, 2012)

was trying to learn about faculty members' perspectives on the importance of strategic management requirements at the Faculty of Education at the University of Damascus, as well as the potential of implementing similar criteria in their own institution, the findings of the study revealed that the importance of strategic management requirements received a high rating among the responses of members of the education committee at the University of Damascus' Faculty of Education, and that there were significant differences according to the following variables (type of work, educational qualification, and experience), the findings also demonstrated that the ability to implement strategic management requirements received an estimate average, with significant differences based on the two factors (kind of job, experience), but no significant differences based on educational degree. There were also variances in the importance of strategic management requirements as well as the possibility of implementation, (Hanama, 2012) made some recommendations, including that the University of Damascus' Faculty of Education use strategic management as a tool for change in the growth of administrative work. The reality of strategic management operations determined by (Abdul Kadir, 2012) in a Malaysian public university by determining the reality of the strategy formulation and implementation of the university, as well as the obstacles that face the university's strategy formulation and implementation, the study discovered that the government has a demonstrable influence on the university's strategic management activities, and that universities in Malaysia receive government funding, resulting in government intervention in university administration, the strategy appears to be utilized by the government as a legal tool in the university, as Malaysian legislators formulate decisions for determining the general policy of public universities, which the university must then adopt, limiting its power to define its strategic direction on its own. (HLADCHENKO, 2013) revealed the role of strategic management in higher education institutions in Germany and to identify its main functions, in addition to developing the strategic plan at various levels. The results of the study showed that the role of strategic management as a participatory process is important in shaping the university's culture as an organization, as well as developing communications within the university. The participation of employees in the implementation of the development plan contributes to a better understanding of the

university's strategic goals. (Birinci & Eren, 2013) focused on the importance of strategic management in universities, identify problems in the implementation of strategic management levels in Turkish universities, and suggest suitable solutions based on the findings, the action of strategic management practices for universities in Turkey was investigated in this study, and examine the consequences of these practices on university performance using the research model, which shows the interaction between external and internal environmental analysis of universities, as well as the elements of strategic management (planning, implementation, evaluation and follow-up of the strategy). Turkish universities did not take seriously and closely track changes and advancements in higher education in Turkey and throughout the world, nor did they pay enough attention to competition circumstances or employ strategic management approaches effectively. Some main problems for the companies are the lack of management awareness of the importance of linking and compatibility between the formulation and implementation of the strategy, which reflected negatively on the performance of these companies, (Nyamwanza, 2013) concluded that these companies make mistakes in the implementation of the strategy Because of the separation and disparity in application between strategy formulation and implementation. Also, the lack of strategic flexibility, and the poor development in the organizational structure are considered more problems (Parakhina, Godina, Boris, & Ushvitsky, 2016), In addition to the weak interaction between the strategic management of the organization and the variables of the external environment and competition.

Table 1: Summary of the Previous Studies of Strategic Management

Author	Aim of the study	Findings of the study
(Cowburn, 2006)	Expose the debate about universities' ability to use the three-stage strategic management method in the United Kingdom (strategic formulation, implementation, and evaluation).	Higher education institutions are good at formulating management, but many institutions struggle when it comes to putting these goals into practice.
(Wahba, 2008)	Determine the reality of strategic management at Palestinian universities in Gaza governorates.	There are statistically significant differences in the averages of strategic management practices in Palestinian universities in Gaza governorates, while the study was unable to prove any differences in the following variables: (Specialty - academic degree - years of experience).
(Hanama, 2012)	Learn about faculty members' perspectives on the importance of strategic management requirements at the Faculty of Education at the University of Damascus.	The importance of strategic management requirements received a high rating among the responses of members of the education committee at the University of Damascus, also there are significant differences according to the following variables (type of work, educational qualification, and experience).
(Abdul Kadir, 2012)	Determining the reality of the strategy formulation and implementation of the Malaysian public university, as well as the obstacles that face the university's strategy.	The government has a demonstrable influence on the university's strategic management activities,
(HLADCHENKO, 2013)	Revealing the role of strategic management in higher education institutions in Germany.	The role of strategic management as a participatory process is important in shaping the university's culture as an organization, as well as developing communications within the university.
(Birinci & Eren, 2013)	The importance of strategic management in universities, identify problems in the implementation of strategic management levels in Turkish universities.	Turkish universities did not take seriously tracking changes in higher education in Turkey and throughout the world, nor did they pay enough attention to competition circumstances or

		employ strategic management approaches effectively.
(Nyamwanza, 2013)	Highlights the importance of linking and compatibility between the formulation and implementation of the strategy.	Companies make mistakes in the implementation of the strategy Because of the separation and disparity in application between strategy formulation and implementation.
(Parakhina, Godina, Boris, & Ushvitsky, 2016)	The strategic management in organization as a factor of their global competitiveness.	The lack of strategic flexibility, and the poor development in the organizational structure are considered more problems for the organization.

2.1.2 Literature reviews for the dependent Variable (DV): Organizational Creativity

It has become necessary to promote the appropriate environment to prepare students for creative achievements at this time more than ever. At the same time, there is an increasing recognition of the role of the educational system in stimulating creative thinking of the student and making him an independent and innovative thinker, and it is important that the professionals involved in education be skilled enough to provide a psychological environment. Suitable for providing support for creative expression, and reducing obstacles that hinder students' creativity, however, creativity is not linked to personal constraints only, cultural, social and educational factors contribute to the development of creative potential (Alencar, 2001).

Creativity plays a great role in solving social problems in various aspects, and thus universities adopt the topic of developing creativity as one of the basic topics for work, in order to develop the ability to solve and face problems creatively, individuals should be guided on the concept of creativity and thinking creatively, "People who have a creative advantage should have divergent thinking, flexible, original and elaborate thinking." Guilford's theory (Wijit, 2014).

The world has realized the reality that enabling reforms in education are necessary measures in order to prepare skilled workers to deal with the modern

economy, as the development of technological innovations has made the global economy change rapidly.

The educational reform aims to explain the different needs in the education sector in order to make further progress, especially in (cognitive competence and personal competence).

The main purpose of education can be considered to expand the curriculum to accommodate job requirements, advanced technological inventions and changes in civic participation, the truth shows that creativity is not related to talent, although everyone knows creativity, only a few have the skills to use it, so countries are introducing creativity into educational curricula (Pllana, 2019).

Companies can manage creativity to gain a competitive advantage by encouraging individual creativity, which is accompanied by motivation and the ability to think creatively, intellectual ability, and decision-making freedom among employees. Team creativity can also be attained when employees develop a tendency to share knowledge, have faith in the team, and the organization ensures the free flow of information. (Kršlak & Ljevo, 2021). Organizations need to pay attention to creativity and to encourage creative work through intellectual, emotional and material stimulation, which has a significant impact on improving the work performance. The need of organizations to creativity has become a mandatory requirement if these organizations want to obtain excellence in performance and maintaining its continuity by staying and growing in a competitive environment (Karim, 2010), and that the organization's role in this is to work to create an environment that supports creativity and creative thinking by believing that creativity is the most important area in enhancing interaction between the organization and achieving its goals derived from the needs of the surrounding environment, and that due to the rapid changes and developments in the current time, this requires that the individual a creative mindset. (Hawi, 2011). Hawi in his research aims to improve the performance of the company by defining the relationship between performance and organizational creativity in order to develop the efficiency of management in the planning and decision-making process, which leads to the development of the capabilities of working individuals and their creative thinking in finding new solutions and treatments for the problems facing the company, and the use

of methods of producing and distributing goods and services efficiently, thus maintaining their continuity of survival and growth in a competitive environment. The research reached several results, the most important of which is the weak interest of the company in improving and developing the skills available within it, as it depends in improving and developing its products on skills and experiences from outside the company, as well as the company's lack of modern scientific methods in improving its production processes, as the company relies on its available capabilities and expertise. In improving its production processes without focusing on methods that achieve an increase in its production and efficiency in its performance, which negatively affects the desire of workers to be creative and improve their performance. According to (Barari, 2015) in her study "*The Effect Role of Knowledge Management on Organizational Creativity in University of Iran*" there is a positive correlation between knowledge management and organizational creativity at the university, and one of the most prominent results of the study: that all components are linked to each other, as knowledge management has a significant and positive impact on organizational creativity. Organizational creativity is not only an individual activity, but also a team work activity as (Jeong & Shin, 2017) explained in their study about the importance of team learning, teamwork and organizational creativity, how and when to strengthen teamwork practices, and enhance organizational creativity. The results concluded that teamwork practices led to more organizational creativity when companies underwent organizational change. It also found that the collective learning of employees contributes to improving the interplay between teamwork practices, organizational change, and organizational creativity. The importance of organizational creativity in boosting job performance cannot be overstated, the study that was made by (Ghatas, 2017) revealed a high level of organizational creativity as well as personnel functional performance.

Table 2: Summary of the Previous Studies of Organizational Creativity

Author	Aim of the study	Findings of The Study

(Hawi, 2011)	Defining the relationship between performance and organizational creativity in order to develop the efficiency of management in the planning and decision-making process, which leads to the development of the capabilities of working individuals and their creative thinking in finding new solutions and treatments for the problems facing the company.	Weak interest in improving and developing the skills available within the company, as well as the company's lack of modern scientific methods in improving its production processes.
(Barari, 2015)	The effect role of knowledge management on organizational creativity in university of Iran.	knowledge management has a significant and positive impact on organizational creativity.
(Jeong & Shin, 2017)	The importance of team learning, teamwork and organizational creativity, how and when to strengthen teamwork practices, and enhance organizational creativity	teamwork practices led to more organizational creativity when companies underwent organizational change.
(Ghatas, 2017)	The importance of organizational creativity in boosting job performance.	Revealed a high level of organizational creativity as well as personnel functional performance.

2.1.3 What distinguishes the current study from previous studies:

This study is one of the few studies within the limits of the researcher's knowledge that dealt with the concepts of strategic management and organizational creativity combined, as this study linked the two concepts and their dimensions, and clarified the extent of the impact that the strategic management process has with its dimensions (strategy formulation and strategy implementation) on organizational creativity at Wasit University, where During the preparation of this study, the researcher did not find any similar study in dealing with these dimensions combined. Thus, the study covers the gap in the lack of studies that dealt with this subject, as this study provides an intellectual framework for the study and its various variables, and therefore it is hoped that the current study will be the beginning of other future studies.

2.1.4 Benefits From Previous Studies:

Through the process of analyzing previous studies, the current study has benefited from the following:

1. Contributed to building and strengthening the theoretical background of the researcher on the subject of the study, and also contributed to building the theoretical framework of the study.

2. Contributed to defining the research framework and study methodology, and guiding the researcher to the optimal ways to reach the desired results.

3. Contributed to building and developing the study tool (the questionnaire) and defining the variables and dimensions that will be covered and highlighted.

2.2 Theoretical Framework

2.2.1 Theoretical Framework of Strategic Management

According to (Rasche, 2008), businesses utilize strategy to reduce organizational complexity and understanding the uncertainties surrounding strategic decisions. The authors go on to explain the relevance of strategic management as a beneficial tool used by organizations to help managers deal with ambiguity in the workplace. (Hill & Jones, 2010) agreed by stating that strategy is an essential element in an organization for guiding planning and implementation, as well as minimizing uncertainty, with the goal of contributing to the organization's future success. (Louw & Venter, 2013) and (Ngcobo, 2018) emphasize the importance of strategic management by arguing that it gives the direction for the entire organization's performance. Furthermore, they believe that strategy is necessary since it decreases ambiguity by highlighting important points that indicate what the organization can accomplish in order to build successful potentials for the future.

2.2.1.1 The Concept of Strategy and Management

Strategy is defined as "the organization's perspective of what it wants to be in the future," and it is the guiding framework for the decisions that establish the nature of an organization; it clarifies the organization's nature and direction, as well as its primary objectives, Strategy is also defined as the plans and activities of the organization that are designed in a way that provides a degree of congruence between the company's mission and objectives, and between this message and the environment in which it operates successfully and efficiently (Abu Qahaf, 1991).

For this major role of strategy, every organization must have a strategy that is able to achieve the goals that it has set, and prepare the employees to apply it with periodic basis, in addition to reviewing continuously, it may need to be amended, because all organizations are sensitive to internal and external pressures and elements from the environment in which they operate, and the organization must be adjusted to this environment in order to survive, grow, progress, and achieve its goals. (El-Sayed, 1993).

Management is the science and art of using human, financial, material, informational, and technological resources to achieve a given goal or goals in a changing environment over a specific time period. Managers set goals and devise strategies to help them be met by implementing long-term plans that determine the general direction that guides managers' movements and decisions in the performance of organizational functions such as marketing, operations management, production, financial management, human resource management, and research and development (Mustafa, 2005).

Management is also identified as "a continual process that seeks to achieve specific results by using available resources with the greatest degree of efficiency, under existing or potential objective conditions; thus, management is a human activity carried out by a group of individuals with specific capabilities and characteristics." In order to achieve particular goals by making the most use of available resources (Idris & El-Morsi, 2003).

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2.2.1.2 The Development of Strategic Management

The concept of strategy has remained a semantic difficulty. The verb stratego means "to organize the destruction of one's enemy by effective use of resources," and the word strategy derives from Greek Strategos. Military and political theorists like as Machiavelli, Napoleon, Yammoto, and Hitler have all utilized and discussed the concept of strategy that Shakespeare and Montesquieu developed and discussed. Only after business transitioned from a stable to a more rapidly changing and competitive environment in the post-World War II era, the concept of strategy become useful for business goals. Despite the fact that the concept of strategy has remained dominant in military and political situations throughout history, it has now a fundamentally different definition in the modern economic world (Anthapaththu, 2016).

Strategic management was conceived as a cross-discipline, influenced by both sociology and economics, according to (Bahalla, 2009) It was only in the 1950s that it began to gain popularity among academics and business leaders, with full development taking place in the 1960s and 1970s.

Strategic management, on the other hand, has been defined by (Stead & Stead, 2008) as a continual process including strategic managers' efforts to adapt the organization to the environment in which it works while generating competitive advantages. These competitive advantages enable the firm to capitalize on opportunities while mitigating environmental concerns. In general, strategic management is a broad term that refers to determining an organization's goals and objectives in light of its external and internal settings.
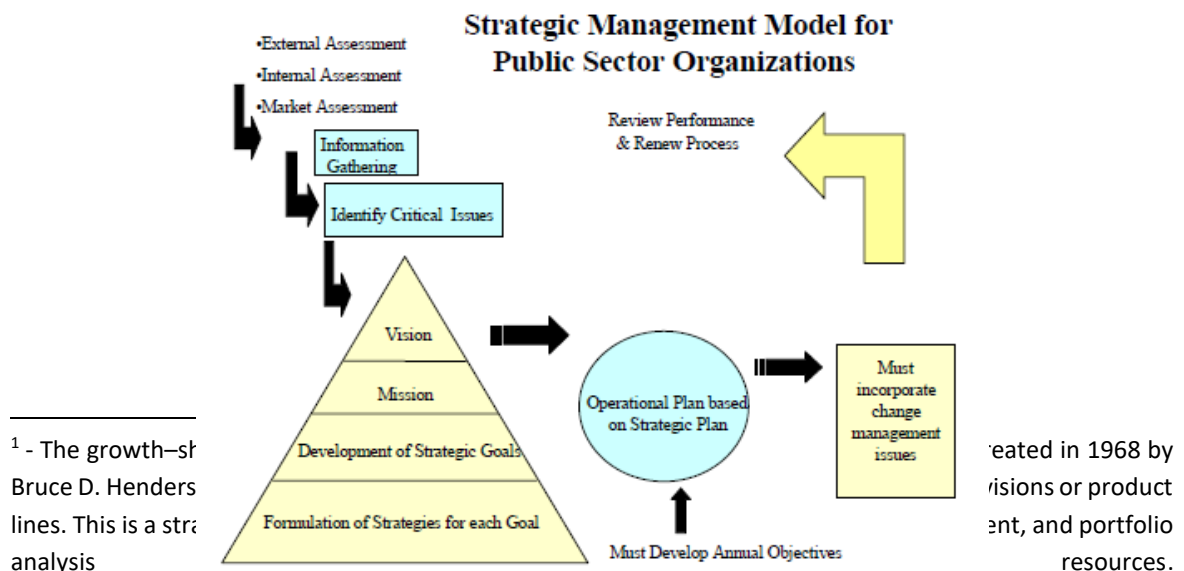
According to (CHU & TSE, 1992), strategic management grew quickly and created both theoretical and practical models. In the 1960s, market analysis developed

lots of new models, including the BCG Matrix [1], the SWOT Model [2], and the experience curve [3], Portfolio Study [4], as well as basic concepts like economic analysis of structure, behavior, performance, distinct competences, abilities, and so-called strategic planning systems (FAIRHOLM & CARD, 2009). Strategic management is also an outcome of the concept of innovativeness policy, according to (Stead & Stead, 2008). This term describes an organization as a system in which economic resources are efficiently applied to the company's functional operations, all of which are coordinated around the goal of profit generation (Steen, 2010).

2.2.1.3 Model of Strategic Management

The strategic management process enables a company to determine itself, its competitors, the market in which it works, and its consumers in a methodical manner (John & Bryson, 1988) (McInerney & Barrows, 2002).

Figure 2: Strategic Management Model

[1] - The growth–sh... ...eated in 1968 by Bruce D. Henders... ...risions or product lines. This is a stra... ...ent, and portfolio analysis ...resources. https://en.wikipedia.org/wiki/Growth%E2%80%93share_matrix

[2] - SWOT analysis (or SWOT matrix) is a strategic management and planning strategy for identifying strengths, weaknesses, opportunities, and threats. Situational assessment or situational analysis are other terms for the same subject. https://en.wikipedia.org/wiki/SWOT_analysis

[3] - The relationship between experience in making a good and the efficiency of that production, specifically, efficiency increases that follow investment in the effort, is expressed by the experience curve effect. The effect has a big impact on costs and market share, and it can help businesses gain a competitive advantage over time. https://en.wikipedia.org/wiki/Experience_curve_effects

[4] - Portfolio (finance), a collection of assets held by an institution or a private individual. https://en.wikipedia.org/wiki/Portfolio

The first stage is "Where are we? To answer this question a SWOT analysis, internal and external evaluation and market analysis should be conducted, through identifying the strengths and weaknesses in the internal structure of the organization, and to opportunities and threats outside it, in addition to determining the main factors related to the work and its environment and the strategic alternatives that can be pursued to achieve competitive advantage, the internal and external evaluation provides an opportunity to determine the position of the organization against other organizations.

The second stage, "Where do we want to go?" entails defining the vision, mission, and strategic goals for the future. The organization can adopt a variety of strategies, including focusing on a broad range of topics ranging from rapid expansion to not changing or maintaining a system, expanding into new markets, introducing new products, combining with other firms, and liquidation (DPT, 2006). Selecting the most accurate strategy and defining the vision, mission, and goals in this manner is important.

The third stage is "How do we get to where we want to go?", In order to achieve the intended strategic goals and objectives, the organization must apply appropriate activities and programs. At this point, the most important thing is to effectively implement the chosen approach. Operational effectiveness is the basis for business success.

The fourth and last stage determines whether the acquired outcomes and the achieved points correspond to the mission, vision, and objectives that established before, through follow-up and review of the general process. And based on the outcomes, the process is examined, and adjustments that need to be made are revealed (KAHVECİ, 2008).

2.2.2 Theoretical Framework of Organizational Creativity

In this era, institutions face many problems and challenges resulting from knowledge progress, rapid technological diversity, and globalization of the economic environment. The business environment has become an attractive market for various small and large institutions and their various activities, all seeking to make a place for them in that market and maintain it.

It has become necessary for every institution to apply the methods of organizational creativity in order to achieve the goals, and to move away from the traditional methods of dealing with the problems it faces, as well as take advantage of the available resources to the maximum possible extent, at the same time preparing competencies and supporting the creators in a way that enables the institution to face the existing challenges.

We depend on our experiences and ideational abilities to solve the problems that face our work. Realizing the nature of organizational creativity, and to what extent it can be applied within the institution, all of this provides a clear vision of creativity and how to invest and develop it in the institution to achieve success, progress, competition and survival within the economic environment.

2.2.2.1 The Concept of Creativity and Organizational Creativity

Researches on creativity focuses on the performance of individuals and groups within the organization, while researches on organizational creativity focuses on "the creation of a new idea, product, service or process of value to the organization by individuals working together in an intertwined social environment" (George, 2007).

Creativity is one of the most complex mental and cognitive processes, as it represents the broadest and most complex type of human thinking, and it has diverse and multiple dimensions.

Creativity is adopting, proposing or suggestion of a new idea about goods, service, system, policy, method or some activity, which may be sourced from outside or inside the organization (Morales & Montes, 2006).

Creativity is awareness of strengths and weaknesses, detection of problems and lack of information, search for solutions by formulating, testing and modifying hypotheses in order to reach results (Torrance, 2008).

The term creativity has been used in different meanings, and its concept has evolved through different ages. It was seen as a kind of self-expression or a kind of personal understanding of the unknown. This means that creativity is a tasteful phenomenon that is manifested in painting, sculpture, engineering, and literary stories (Cropley A. , 2001).

Organizational creativity is the development of a novel and inventive concept that helps the organization. Several individuals (e.g., personality and expertise), collective (e.g., size and diversity), environmental, and organizational (e.g., structure and strategy) elements influence organizational creativity. For (Perry-Smith & Shalley, 2014) (Vasconcellos, Garrido, & Parente, 2019), it refers to the special features that belong to individuals, products, thought processes or methods that help creativity flourish (Koch, Wenzel, & Maibier, 2018).

Thus, organizational creativity can be described as a collective achievement that affects and is affected by several structural factors within a complex collective system. (Hargadon & Bechky, 2006), and it is widely known as a competitive advantage that helps solve customer problems effectively, and provide higher organizational performance (Anderson, Potocnik, & Zhou, 2014) (Byttebie & Vullings, 2015).

2.2.2.2 Theories That Explain Organizational Creativity

1. The Winning Performance Donald K Clifford E Richard E Cavanagh:

In their study of successful performance, both researchers concluded that organizations with high creative capabilities have multiple features that characterize their organizational environment (Jeldah & Abawi, 2006), such as formulation and development of a specific message for the organization, and this message must be the common values among employees, focusing and paying attention to the essential elements and components of the work, dealing with the bureaucratic method as a major enemy, motivating all employees for training, develop and strengthen close relations with the beneficiaries of the service or with those wishing to be in authority and giving priority to improving and developing the capabilities of employees and motivating them for outstanding performance and creativity.

2. March and Simon theory 1958:

This theory adopted the method of solving problems that the organization encountered in explaining the creative process, and it relies on the performance gap method to solve problems, which arise from external factors such as change in customers' needs and desires or change in technologies and others (Al-Obaidi & Al-Barzanji, 2020), while internal factors are improvements the performance level of the organization by defining and selecting the efficient elements of human resources in various disciplines and others, this theory emphasizes research and investigation to generate creativity.

This theory was followed by (Burn & Stalker, 1961) theory which built on two patterns to give an explanation of creativity in organizations and its application, and they are the mechanical pattern that fits work in a stable environment, and the organic pattern works in a rapidly changing environment.

3. Hang and Aiken theory 1970:

It investigated the many stages of the creative process as well as the elements influencing it, and defined Creativity as a change in the organization's programs reflected by the addition of new services (Al-Sarayra, 2003). The stages of creativity are as follows: the Preparation stage: obtaining the necessary job skills and financial support, the Application stage: beginning to complete creativity and the possibility of resistance, the Evaluation stage: evaluating the system and the extent to which it has achieved its objectives, and the Routine stage: organizational behaviors and beliefs.

4. Zaltman and others' theory 1973:

Where this theory views creativity as a process consisting of two stages: the initiation stage and the application stage, in addition to some partial stages, they described creativity as a collective process and not an individual one, and it is considered as a new idea or practice, they also relied on Hang and Aiken's theory (Al-Sarayra, 2003), but they expanded on explaining the organizational problem and added other variables: personal relationships and the style of dealing with conflict.

5. B. Waterman & T. Peters (In Search of Excellence) 1982:

In their book In Search of Excellence (Jeldah & Abawi, 2006), Peters and Waterman summarize, after an analytical study of about 40 superior American institutions, found out that the common values and principles of superior institutions and companies that are characterized by a high degree of creativity such the desire and motivation for achievement and giving precedence to action and performance more than just spending time in analysis, meetings and reports, the develop relationships and links with the beneficiaries of the service or those who want the commodity provided by the institution (i.e., clients or customers), in order to get to know them and benefit from their proposals, the giving autonomy to units and departments, which encourages them to think independently and be creative which motivates it to compete with other units and departments in outstanding performance, improving the idea of productivity and attaining it via the development of all personnel in the institution, simplify procedures

and administrative levels by relying on a few of them, and reduce leadership positions, create and develop an organizational environment that believes in belonging to the main values of the institution and achieves at the same time the required and specified flexibility, and continuous providing goods and services in which the institution has proven its ability and excellence in it.

2.2.2.3 Strategics of Organizational Creativity

According to (Al-Shamaa & Hammoud, 2005) and (Al-Azzawi & Naseer, 2011) there are several stages of strategy for organizational creativity which are:

1. The Perception or Recognition Stage:

The first step in successful creativity is to develop a new idea or a thorough understanding of capabilities and required needs, as well as study the economic or social benefits that the creator wants to consider, or the nature of the expected (potential) demand, and to compare the expected benefits with the cost of required production.

2. Idea Formulation Stage:

The stage of idea formulation is the second basic phase in the stage of creativity, since content design includes determining predicted demand and potential technology for making the design. This process symbolizes the management's review at all phases, as it determines whether it is possible to continue working or if it is necessary to quit.

3. Problem-Solving Stage:

This plan is a continuous part of the creativity process, as it is accompanied by the appearance of some challenges or obstacles for which the organization must find solutions, Otherwise the project will fail.

4. The Solution Stage:

If the problem-solving efforts are successful, this stage occurs, during which creativity is discovered and the objective project's success is accomplished. This creative type is called adoption when the project is completed using available technical capabilities (Creativity by Adoption). However, if the existing technological resources do not afford full implementation, the organization must turn to the development stage.

5. Development Stage:

This stage shows the creator's uncertainty, as the scale of the project's need for supporting technologies is frequently unknown. As a result, the creator attempts to resolve the challenges of uncertainties by evaluating market demand and the associated productive obstacles. Only when goods and services (outputs) are genuinely presented to the market creativity can be achieved.

6. Utilization and Diffusion Stage:

This is the final stage of the creative process, where creativity is used or the principles of creativity spreads, as well as the outcomes. And, because of the organization's investment and operational costs, including the possibilities of excess production capacity waiting for higher usage in the future, the first stage of implementing the project (implementation of the idea) is typically costly.

As a result, it is fairly obvious that creative processes are not random situations of thought, but rather perceptions focused at detonating the human energies present in each individual, group, and organization, and that the outcomes are of effective developmental dimensions to benefit the organization and society.

CHAPTER THREE: METHODOLOGY

3.1 Over View

The purpose of this study is to highlight the importance of integrating organizational creativity into strategic management policies and tasks.

To characterize and assess the study community and the research sample, the quantitative survey method "questionnaire" will be used, as it is carried out without the involvement of the researcher in the study process, and the researcher's role is restricted just to describe and analyze the variables of the study.

The study tool will be explained, as well as the method of obtaining information, in addition to the statistical treatments.

3.2 Study Population and Sample

3.2.1 Population of The Study

Wasit University is located in Kut city - the center of Wasit Governorate, the official establishment of the university was in 2003, where it became a scientific edifice that the people of the province have long dreamed of, especially the educated and the seekers of knowledge, to be an important source and basis in the dissemination of knowledge, science and culture throughout the province, and to meet the urgent need for a university institution that satisfies the legitimate ambition of the people of the province and to be an incubating center for high school graduates of the province. (University of Wasit offical website)

Upon its establishment, the university hosted three colleges that were administratively and scientifically linked to the University of Al-Qadisiyah, these colleges were the first building blocks of Wasit University, the College of Education, which received its students in the 1996-1997 academic year, the College of Management and Economics, which was established in the academic year 2000-2001, and the College of Sciences, which was opened in the academic year 2001-2002.

After the university strengthened the progress of the three faculties, provided them with their requirements and increased their capabilities and staff, in the academic

years 2000-2009, a campaign began to create new faculties, departments and centers, several colleges were opened:

➢ The College of Arts, which includes the Department of Arabic Language, the Department of Sociology, the Department of Philosophy, the Department of Oriental Studies, the Department of Translation.

➢ The College of Engineering, which includes the departments of civil and mechanical engineering.

➢ The College of Law, which includes the public law branch and the private law branch.

➢ The College of Agriculture, which includes the Department of Food Production and Animal Production, Department of Soil and Irrigation Techniques.

➢ The College of Basic Education, which includes the Department of Arabic Language, the Department of General Sciences.

➢ The College of Medicine.

➢ The College of Veterinary Medicine.

➢ The College of Physical Education and Sports Sciences.

➢ The College of Computer and Mathematics.

➢ The College of Information and the College of Fine Arts.

➢ The College of Dentistry, which were opened in the 2012-2013 academic year.

3.2.2 Sample of The Study

Due to the study's focus on the role of strategic management in enhancing the organizational creativity of the university. This study and the similar studies use the Simple Random Sampling Method to achieve the purpose of the study, the study community will consist of administrators such as deans and their assistants as well as employees in administrative units, information will be collected by distributing a questionnaire that will prepared by Google Form, the expected sample size will be (300 out of 500) participants.

The simple random sampling method is one of the common methods used in qualitative research, where the members of the study population are known and the selection from among them is done randomly and according to specific conditions, and the opportunity to choose and test any of them is equal and without discrimination or bias (Al-Khatib, 2006).

3.3 Data Collection Tool

The questionnaire method was used (under the scale of (MARUBU, 2012) and (Al Ali, 2013)) for the purpose of data collection, due to its positive features and low cost that facilitates the work of the researcher, as it facilitates the researcher to communicate with a large number of respondents in a short period of time. The questionnaire is a set of written questions answered by a group of Respondents to obtain facts or information about a particular topic, and the questions of the questionnaire must be characterized by a simple formulation so that the respondents can answer them correctly (Hassanein, 2003).

A three-part questionnaire form was used:

The first part: Demographic information about the respondents.

The second part: Included questions about the independent variable Strategic Management.

The third part: Questions about the extent to which Organizational Creativity as dependent variable is been adopted within the university.

A **5-point Likert scale** is used to assess all statements (5 = strongly disagree, 4 = disagree, 3 = neither agree nor disagree, 2 = agree, 1 = strongly agree), this scale aims to measure "attitude" in scientific and acceptable ways. An attitude can be defined as a way of responding and behaving in a given circumstance according to ideas and beliefs (about a concept, subject or object) through social interactions (Edmondson, 2005).

(Singh, 2006) indicates that the original Likert scale is a set of statements (items) that reflect or illustrate a hypothetical or real situation under study, where participants are asked to express their opinion and the extent of their agreement (from strongly agree to strongly disagree) towards the statement (item) mentioned in the scale, When all the statements mentioned in the scale are collected, the specific dimension of the position on the issue becomes clear, as well as the extent to which they are related to each other.

3.4 Analysis Methodology

After distributing the questionnaire to the study population, the obtained data are collected, coded and entered into the SPSS program for the purpose of testing and analyzing them. SPSS stands for "Statistical Package for the Social Sciences", which was the beginning of its use exclusively for the social sciences. However, coinciding with the extensive use and increasing market demand for this software, the acronym SPSS has changed to "Statistical Product and Services Solutions", which is a statistical application for analyzing and managing data for a wide range of purposes using statistical algorithms and techniques in various fields (Ramadhani & Evans, 2022).

SPSS is a statistical program widely used by researchers in the social sciences for statistical analysis, used by economic researchers, survey companies, health researchers, educators, marketing organizations, and others. and enable them to conduct their own statistical analyses (Nagaiah & Ayyanar, 2016).

IBM SPSS Modeler is a software application for data mining and text analytics developed by IBM. It is used to build predictive models and perform other analytical tasks. It has an easy-to-use visual interface that allows users to access statistical algorithms and data mining without requiring programming experience. The "IBM SPSS Modeler" was originally named "Clementine" by its creators, "Integral Solutions Limited". This name continued to be used for a while, later after SPSS acquired the product, SPSS changed the name to "SPSS Clementine", and then to "PASW Modeler". After IBM acquired SPSS in 2009, the product was renamed IBM SPSS Modeler (Nagaiah & Ayyanar, 2016).

SPSS ("IBM® SPSS® Statistics") can be described as a set of commercially distributed software used for data management and statistical analysis. It also bears the name of the company that develops and distributes the software. SPSS is a statistical software that is considered relatively easy to handle and provides the user with commonly used statistical procedures, and it is widely used in academia. The program was first introduced in 1968, and was a revolution in the ways research practices in the various social sciences, enabling researchers to perform complex statistical analyzes themselves. SPSS software releases have been developed to include Windows, Mac, and Linux with major release updates being released every 1-2 years (Frey, 2017).

CHAPTER FOUR: DATA ANALYSIS

4.1 Introduction

This chapter includes the analysis of the data obtained previously through the questionnaire. The statistical analysis consists of two parts: the first part is the analysis of demographic data of respondents, while the second part analyzes the research questions.

Demographic analysis reveals the personal data of the respondents, such as their academic backgrounds, work experience, and the job position they occupy, which helps the researcher to know the reliability of this data and the possibility of using it for the purpose of the study and analysis.

The questionnaire consists of 21 questions in total, 11 questions related to the independent variable (strategic management) divided into two dimensions: the first dimension (formulation of the strategy) 5 questions, and the second dimension (implementation of the strategy) 6 questions, while there are 10 questions related to the dependent variable (organizational creativity).

A reliability test will be conducted on the study data to verify its credibility, which will be clearly shown by the Cronbach's alpha test, also a descriptive analysis of the questions will be made to verify the objectives of the study, as well as a multiple regression test will be performed on these data.

4.2 Tests of Analysis

The questionnaire data will be subjected to several tests for the purpose of ascertaining the credibility and reliability of the participants' answers first, and then conducting tests for the purpose of analyzing the study's hypotheses, and revealing the strength of the relationship between the variables.

4.2.1 Demographic Data Analysis

This analysis shows some of the personal data of the respondents that were mentioned in the questionnaire such as gender, age, academic qualification and job location. The research sample amounted to 223 respondents working in administrative and operational units at Wasit University. The data is analyzed using the SPSS statistical analysis program.

A/ Gender

The following table shows the number of participants, their percentage, and their classification by gender

Table 3: Classification of Participants by Gender

Gender				
Variables	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
Male	89	39.9	39.9	39.9
Female	134	60.1	60.1	100.0
Total	223	100.0	100.0	

According to Table 3, the number of male participants in the questionnaire reached (89), and the number of females participants (134) While the percentage of participation reached (% 40) for male and (% 60) for female. This finding indicates that

more (females) have predicted the impact of strategic management on organizational creativity.

B/ Age

The following table shows the age differences for participating:

Table 4: Classification of Participants by Age

Age				
Variables	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
Less than 30 years	81	36.3	36.3	36.3
30 - 40 year	37	16.6	16.6	52.9
41 - 50 year	57	25.6	25.6	78.5
Above 50 years	48	21.5	21.5	100.0
Total	223	100.0	100.0	

According to Table 4, the number of samples participating in the questionnaire less than 30 years old was (81) samples with a percentage of (36.3%). In contrast, the samples of participation in the age groups between (30-40) years amounted to (37) samples represent (16.6%), while the number of participation samples in the age groups between (41-50) years was (57) samples with a percentage of (25.6%). As for the last category participating in the questionnaire, their ages ranged more than (50) years and amounted to (48) samples, and the participation rate was (21.5%).

C/ Educational Qualification

The following table shows the education level of participants

Table 5: Classification of Participants by Educational Qualification

Educational Qualification				
Variables	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
Bachelor Degree	65	29.1	29.1	29.1
Master Degree	59	26.5	26.5	55.6
PHD and above	99	44.4	44.4	100.0
Total	223	100.0	100.0	

According to Table 5 (65) samples of participants have Bachelor degree, with a percentage of (29.1%). And (59) samples of participants were Master degree holders, with a percentage rate of (26.5%). While the PHD and above holders were (99) with a (44.4%) percentage.

D/ Section\Unit

The following table shows section\unit of the participants

Table 6: Classification of Participants by Section\Unit

Section/Unit				
Variables	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
Management	118	52.9	52.9	52.9
Operation	105	47.1	47.1	100.0
Total	223	100.0	100.0	

In the designed questionnaire there were two types of job section\unit which were management and operation. According to table 6, there were (118) of participants work in managerial sections\units, with a percentage of (52.9%), and (105) of participants work in operational sections\units represent (47.1%) percentage.

2.2.2 Reliability Test

The term reliability relates to truthfulness, the consistency and validity of the measurement procedures used in the investigation (Doherty, 2010). This term demonstrates the extent to which the measure is neutral and free from bias and thus ensures the consistency of the instrument variables and the quality of the measure (Shahin, 2011).

Cronbach's alpha coefficient test is used to ensure reliability and to test the scale's internal consistency. This test measures the reliability of the questionnaire and the consistency between each domain and the average of all the questionnaire domains together. The normal range for the value of the Cronbach's alpha coefficient test is between 0.0 and +1.0, as the higher the test value, the higher the degree of internal consistency, and this indicates the reliability of the questionnaire used for collecting study data (Abushabab, 2016).

According to (Saunders, 2009) there are four factors or threats that may affect the credibility of reliability, as follows:

1. Participants' error: It occurs due to the lack of willingness of the participants to answer the questionnaire, so only interested participants answer the questionnaire.

2. Participants' bias: This type of bias prevails within organizations that are run in an authoritarian style, where participants say what managers want to hear from them. Therefore, when conducting a questionnaire, the researcher emphasizes the confidentiality of the participants' identity to give them the freedom to express their opinions.

3. Researchers' error: Because different methods may be used to ask questions in the questionnaire, therefore, a unified method must be maintained for asking questions in all sections of the questionnaire.

4. Researchers' bias: It may occur when participants' answers are explained in different ways based on the researchers' opinion, so it is preferable to use analytical tools to explain participants' answers.

Table 7: Cronbach's Alpha Test

Cronbach's Alpha ($\propto$)	N. of Items	N. of Cases
0.852	21	223

The scales' reliability values (α) are above the threshold value of 0, 70 means the scales used to collect data are reliable to obtain accurate data (Bonett & Wright, 2015), and the Cronbach's Alpha for all ítems is 0.852.

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 8.

Table 8: Cronbach's Alpha Reliability for the Internal Consistency

Variables	Cronbach's Alpha (a)	N. of Items
Strategy Formulation (SF)	0.835	5
Strategy Implementation (SI)	0.747	6
Organization's Creativity (OC)	0.851	10
Total		21

4.2.3 Normality Test

This test gives a simple idea of the normality of the distribution of the questionnaire data. This test is used when making a quick questionnaire and/or if the questionnaire data is large, this method is somewhat reliable.

This test is based on the standard error (SE) of skewness and kurtosis, the data distribution takes a curved shape, and according to this distribution the curved shape deviates to the right or left depending on whether the test data is positive or negative (Das & Imon, 2016).

Table 9: Normality Test for Strategy Formulation

Variables	Descriptive Statistics				
Strategy Formulation (SF)	N	Mean	Std. Deviation	Skewness	Kurtosis
Q1	223	1.81	.860	1.232	2.266
Q2	223	1.74	.999	1.537	1.852
Q3	223	1.78	1.023	1.574	2.020
Q4	223	1.93	.893	1.331	2.416
Q5	223	1.99	.959	.761	-.052-

Table 10: Normality Test for Strategy Implementation

Descriptive Statistics					
Strategy Implementation (SI)	**N**	**Mean**	**Std. Deviation**	**Skewness**	**Kurtosis**
Q1	**223**	**1.82**	**.934**	**1.347**	**1.583**
Q2	**223**	**2.05**	**.985**	**1.005**	**.671**
Q3	**223**	**1.69**	**.900**	**1.588**	**2.320**
Q4	**223**	**2.02**	**.716**	**.122**	**-.632-**
Q5	**223**	**1.81**	**.693**	**.277**	**-.906-**
Q6	**223**	**1.61**	**.575**	**.442**	**.156**

Table 11: Normality Test for Organization's Creativity

Descriptive Statistics					
Organization's Creativity (OC)	**N**	**Mean**	**Std. Deviation**	**Skewness**	**Kurtosis**
Q1	**223**	**2.09**	**.891**	**.478**	**-.494-**
Q2	**223**	**1.57**	**.660**	**.942**	**.584**
Q3	**223**	**1.61**	**.732**	**.816**	**-.434-**
Q4	**223**	**1.83**	**.821**	**1.164**	**1.348**
Q5	**223**	**1.88**	**.774**	**.322**	**-.920-**
Q6	**223**	**2.10**	**.761**	**.010**	**-.858-**
Q7	**223**	**2.23**	**.884**	**.246**	**-.674-**
Q8	**223**	**2.17**	**.979**	**.126**	**-1.237-**
Q9	**223**	**1.75**	**.606**	**.176**	**-.532-**
Q10	**223**	**1.81**	**.660**	**.230**	**-.740-**

4.2.4 Correlation Test

Correlation analysis is used to clarify the change that occurs in the variables related to each other if there is a change in the value of one of the variables, as the change is in the form of an increase or decrease in the value of the variable. The study of the relationship between two variables is called simple correlation and simple regression, and the relationship between more than two variables is called multiple correlation or multiple regression (Sthapit, Yadav, & Dangol, 2017).

Correlation is a statistical tool used to measure the strength of the relationship between variables, its normal value is between -1 and +1. As the correlation value approaches zero, the relationship between the variables is weak, and the closer the correlation value is to one, the stronger the relationship between the variables (Gupta & Kapoor, 2014).

The Karl Pearson correlation coefficient is a mathematical method for studying the degree of correlation between two quantitative variables and is symbolized by the symbol r.

Interpretation of the correlation coefficient:

The calculated correlation can be explained as follows

If r = 1, the correlation is said to be completely positive.

If r = -1, the correlation is said to be completely negative.

If r = 0, the variables X and Y are said to be unrelated.

If $0 < r \geq 0.4$, the correlation is low.

If $0.4 \leq r < 0.7$, the association is moderate.

If $0.7 \leq r < 1$, the correlation is high.

The value of correlation coefficients nearer to +1 or -1 be interpreted as very high positive or negative correlation and nearing zero is considered as very low.

Table 12: Correlation Test

Correlations			
Variables	**(SF)**	**(SI)**	**(OC)**
Strategy Formulation	**1.000**	**0.687**[**]	**0.684**[**]
Strategy Implementation	**0.687**[**]	**1.000**	**0.719**[**]
Organizational Creativity	**0.684**[**]	**0.719**[**]	**1.000**
**. Correlation is significant at the 0.01 level (1-tailed).			

Table 12 shows that there is a strong relationship between the variables of the study, all the variables, whether independent or dependent, have a positive correlation. The correlation coefficient ranged between 0.6 and 0.7, This represents a moderate relationship for Strategy Formulation toward Strategy Implementation and Organizational Creativity, and high relationship for Strategy Implementation toward Organizational Creativity. Also, it presents the joint effect of the independent variables (strategy formulation and strategy implementation) on the dependent variable (organizational creativity).

4.2.5 Regression Test

Regression analysis is one of the most important statistical tests in various fields, and it examines the effect of independent variables on dependent variables. If there is one independent variable, it is called simple linear regression, but if there is more than one independent variable, it is called multiple linear regression (Souad, 2015).

According to (Al-Haithi, 2006) this analysis is useful for:

- This model helps in collecting and analyzing all study variables simultaneously;
- The regression method helps in arranging the independent variables that have a significant effect on the dependent variable.

- Choosing the independent variables that help explain the changes that occur in the performance of the institution; The model will be tested based on the following statistical tests:
- The F-test, which helps in testing the significance of the model as a whole, which was arrived at by the regression method.
- T-test, which is a test of the significance of the coefficients of the independent variables, each separately, to determine the extent of their significance and importance in the proposed model.

Table 13: ANOVA Test

ANOVA [a]						
Model		Sum of Squares	D. F.	Mean Square	F	Sig.
1	Regression	3424.959	2	1712.479	155.701	.000 [b]
	Residual	2419.678	220	10.999		
	Total	5844.637	222			
a. Dependent Variable: Organizational Creativity						
b. Predictors: (Constant), Strategy Implementation, Strategy Formulation						

ANOVA stands for analysis of variance and is a statistical procedure. Ronald Fisher invented the ANOVA test in 1918 as an extension of the t and z-tests. T-tests and z-tests were commonly used before ANOVA. The T test, on the other hand, has the limitation of being unable to be applied to more than two groups. This test is used to perform an analysis of variance between and within more than two groups, ANOVA test is used to see if there is a statistically significant difference in groups that isn't related to sampling error. If there is a difference, it is necessary to determine which of these groups is the source of the difference. This implies that each group may be different.

This analysis shows that there is a difference between the groups, but it can't tell where the difference is. To determine where the difference lies; t-tests must be performed to compare the items between the groups (Statistics Solutions, 2013).

Table 14: Coefficients Test

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.201	.788		7.873	.000
	Strategy Formulation	.503	.083	.360	6.038	.000
	Strategy Implementation	.745	.094	.472	7.901	.000
a. Dependent Variable: Organizational Creativity						

This table shows most interesting information regarding the regression model. It starts with the regression equation's coefficients. The regression intercept (labeled Constant in SPSS) is 6.201 and represents Organizational Creativity's (Dependent) predicted value when Strategy Formulation and Strategy Implementation (Strategic Management) (Independent) is 0. The regression slope, also known as the unstandardized coefficient (B in SPSS), is the amount by which it can be forecast that Organizational Creativity will change when Strategy Formulation and Strategy Implementation is increased by one unit.

Standard errors are linked with both coefficients, which can be used to determine their importance. SPSS also provides a standardized coefficient (the Beta) that can be viewed as a "unit-free" measure of impact size, allowing to compare the magnitude of

effects of predictors evaluated in various units. Here, Beta is set to 0.360 and 0.472, which indicates the predicted change in the number of Organizational Creativity standard deviations for a 1 standard deviation increase in Strategy Formulation and Strategy Implementation.

To determine the significance of the coefficients, statistics must be implemented, which are simply B / Std. Error and are presented under the t column. The t statistic for the slope on Strategy Formulation is 6.038, and Strategy Implementation is 7.901, which may be compared to a t distribution to test the null hypothesis that the slope is 0. Under the Sig. column, as a result, p value for the test (under the Sig. column) is .000 (reported as $p < .001$) which is less than 0.05. therefore; This shows important evidence for rejecting the null hypothesis that there is no significant relationship between strategic management and organizational creativity, and accepting the alternative hypothesis that confirms the existence of a significant relationship between the dimensions of strategic management (formulation and implementation of strategy) and organizational creativity (The British Academy).

Table 15: Model Summary

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	**.766** [a]	**.586**	**.582**	**3.31640**
a. Predictors: (Constant), Strategy Implementation, Strategy Formulation				

The table above shows some fit statistics for the overall model. The statistic R is equal to the Pearson correlation coefficient for a simple linear regression, which is a regression with only one predictor variable, and has a value of .766 a. R squared (.586) shows the proportion of variance in the response variable, Organizational creativity explained by Strategic Management, and is simply the value of R squared (R multiplied

by itself). The table also contains an adjusted R square measure (.582), which is a variant of R squared that is adjusted to account for the number of predictors in the model (Wathan, Higgins, & others, 2019).

Table 16: Uniform Table

Variables		Standardized B	T
Strategy Formulation		0.503	6.038
Strategy Implementation		0.745	7.901
F	155.701		
R	0.766 [a]		
R^2	0.586		
Adjusted R^2	0.582		

From the tables above (13, 14 and 15) Multiple regression analysis has been applied to examine whether independent variables have any significant impacts on the dependent variable. In Table 15, the R (correlation coefficient) was a positive value of 0.766, R2 is equal to 0.586. This explain that there was a linear relationship between the Strategy Management variable and Organizational Creativity variable. Also, this was proven more by the adjusted R2 that shows the goodness of fit of the model, which gave a value of 0.582, implying that when all errors were corrected and adjustments were made, the model of Strategic Management could only account for 58.2% of the Organizational Creativity at the Wasit University.

Additionally, F-statistics in Table 13, examine the power of prediction of the model, where F-statistics was 155.701 with T-TEST from table 14 (6.038, 7.901), and this figure is positive, which shows the model has power of predictability.

However, to understand the impacts of independent variables individually, the Coefficients test was made to Standardized β in Table 14 for each independent variable. Standardized β demonstrates that a unit of change in independent variables can bring an amount of change in dependent variable. moreover, the independent variables values of Standardized β were (β = 0.503) for Strategy formulation and (β = 0.745) for Strategy Implementation, these results also show that every independent variable has a different extent of impact on Organizational Creativity.

After this analysis, it was found that Strategy formulation and Strategy Implementation were positively correlated to Organizational Creativity. Thus, hypotheses such as H1a and H1b, Strategy formulation and Strategy Implementation have a statistically significant relationship with Organizational Creativity at Wasit University. So, the hypotheses H1, H1a and H1b were accepted.

SUMMARY

Several statistical tools were used to analyze the data and test the hypotheses of the study. The study reached several results, the most important of which are:

➢ There is a strong relationship between the study variables, all the variables, whether independent or dependent, have a positive correlation. The correlation coefficient ranged between 0.6 and 0.7, which represents a moderate and strong relationship between the variables.

➢ Beta is set to 0.360 and 0.472, which indicates the predicted change in the number of Organizational Creativity standard deviations for a 1 standard deviation increase in Strategy Formulation and Strategy Implementation.

➢ The t statistic for the slope on Strategy Formulation is 6.038, and Strategy Implementation is 7.901, this confirms the existence of a significant relationship between the dimensions of strategic management (formulation and implementation of strategy) and organizational creativity.

➢ the independent variables values of Standardized β were ($\beta = 0.503$) for Strategy formulation and ($\beta = 0.745$) for Strategy Implementation, these results show that every independent variable has a different extent of impact on Organizational Creativity.

➢ After this analysis, it was found that Strategy formulation and Strategy Implementation were positively correlated to Organizational Creativity. Thus, hypotheses such as H1a and H1b, Strategy formulation and Strategy Implementation have a statistically significant relationship with Organizational Creativity at Wasit University. So, the hypotheses H1, H1a and H1b were accepted.

CONCLUSION

Strategic management requires a greater role than currently have. To succeed in the foreseeable future, public sector organizations will need to foresee new challenges and difficulties, respond effectively to them, and cultivate organizational creativity within the organization.

To stay up with the constant changes in the external environment, public sector organizations must transition from a typical administrative system to a more strategic management strategy based on organizational creativity's benefits.

According to the literatures, most previous works have been focused on the use of strategic management and organizational creativity in private and profit-driven businesses, rather than public and nonprofit organizations.

The current research is motivated by this knowledge gap, and it is also significant to mention that the primary goal of this study is to analyze strategic management methods at Wasit University. This study examines the process of strategy formulation and implementation at Wasit University as an example of service-oriented governmental organizations in Iraq, as well as its impact on organizational creativity.

The current study used a questionnaire form to identify the main challenges in the implementation of strategic management and organizational creativity at Wasit University, in order to meet the research objectives and answer the research questions. Wasit University's managerial and operational staff represented as the community sample for this study.

The current study's findings have numerous practical implications for decision makers and managers in the public sector. The response of the employees to the axis of the formulation of the strategy was moderate, this may be due to the fact that the participation of the lower-ranking employees in the formulation of the strategic plan was weak. The approach when formulating the strategic plan was top - bottom rather than bottom - top, and therefore they were not centrally involved in formulating their goals and objectives.

While the application of the organizational creativity approach by strategic management was good, and this indicates progress and harmony in work between administrative units, and their good understanding of their job requirements.

But the results also show a weakness in the response to the changes taking place in the university environment, where the response of employees to changes in the formulation and implementation of the strategy and its reflection on organizational creativity was weak, so the application of organizational creativity at Wasit University needs more attention, and development of administrative and creative skills of staff in order to raise the management level and creativity of the university.

The current study found that strategic management dimensions are linked significantly to organizational creativity, and that these dimensions should be considered as leading elements and practical impacts that support the successful implementation of strategic and operational goals for the organization.

For future studies, all organizations of all sizes and various systems, whether profit-oriented or not, must adopt the concept of strategic management because it is the method that determines the directions for activities and confronts problems and deals with internal and external changes. As critical aspects in the organization's success or failure, strategic management must embrace continual improvement of goods, services, and manufacturing processes, as well as constant development of marketing, distribution, and sales services operations. It needs management's capacity to think strategically, predict the future, forecast market developments, adapt rapidly and flexibly to customer wants, and evaluate their future behavior.

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APPENDICES

Table 17: *Respondents Demographic Data*

(Al Ali, 2013) (HAMAD, 2022)

Variables	Category	Frequency	Percentage
Gender	Male		
	Female		
Total			
Age	Less Than 30 Years		
	31 – 40 years		
	41 – 50 Years		
	Above Than 50 Years		
Total			
Educational Qualification:	High School		
	Diploma		
	Bachelor Degree		
	Higher Diploma		
	Master Degree		
	PHD And above		
Total			
Section/Unit	Management		
	Employee		
Total			

Table 18: Questionnaire

(MARUBU, 2012) (Al Ali, 2013)

Number	A - Independent Variable (IV) Strategic Management	Strongly Agree	Agree	Indecisive or uncertain	Disagree	Strongly Disagree
Strategy formulation						
1	Staff of the Institution are familiar with the objectives of the Institution as set out in the charter					
2	Staff of the Institution understand their role in achievement of strategy objectives					
3	The Mission, Vision and Values of the Institution are clear and relevant to the Institution's objectives					
4	Strategies of the Institution are always tuned to the objectives of the Institution					
5	The institutions operational strategy is acceptable to all employees					
Strategy Implementation						
1	The leadership of the institution is supportive of strategy implementation tasks and activities					
2	All functions of the Institution including the Board of Directors and Governing Council are involved in strategy implementation					
3	Policy documents of the institution are constantly updated to reflect changing circumstances					
4	Continuous change in the environment is hindering strategy implementation					
5	There is adequate knowledge and expertise within the institution to implement the strategy					
6	The Institution has adequate financial resources to carry out the strategy					
	B – Dependent Variable (DV) **Organizational Creativity**					
1	The concept of organizational creativity is clear to employees					

2	Organizational creativity helps the organization respond to market changes					
3	The organization has processes for reviewing and developing work procedures					
4	The organization is continually improving its operations					
5	The organization can transform creative ideas into real products					
6	The organization provides an appropriate and stimulating environment for creative work					
7	The organization has a system to measure the creativity of its employees					
8	The organization has a system for developing the creative capabilities of employees					
9	Employees in the organization believe that improving operations is their responsibility					
10	Employees in the organization view failure as an experience that precedes success					

CURRICULUM VITAE

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