



**THE ROLE OF THE MOTIVATION SYSTEM IN  
FORMING THE ADMINISTRATIVE CREATIVITY  
AMONG EMPLOYEES: CASE STUDY ALMADAR  
ALJADID COMPANY**

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**THE ROLE OF THE MOTIVATION SYSTEM IN FORMING THE  
ADMINISTRATIVE CREATIVITY AMONG EMPLOYEES: CASE STUDY  
ALMADAR ALJADID COMPANY**

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## THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by DIAELDIN ALFLIT titled "THE ROLE OF THE MOTIVATION SYSTEM IN FORMING THE ADMINISTRATIVE CREATIVITY AMONG EMPLOYEES: CASE STUDY ALMADAR ALJADID COMPANY" is fully adequate in scope and in quality as a thesis for the degree of Master of Science.

Prof. Dr. Fatma Zehra TAN .....

Thesis Advisor, Department of Business Administration

This thesis is accepted by the examining committee with a unanimous vote in the Department of Department of Business Administration as a Master of Science thesis.  
30/11/2020

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

Prof. Dr. Hasan Solmaz

Director of the Institute of Graduate Programs

.....

## **DECLARATION**

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

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

**Name Surname** : Diaeldin R.S. ALFLIT

**Signature** :



## **FOREWORD**

As a student of business administration department, I have written my master's thesis on the subject of the role of the motivation system in forming the administrative creativity among employees: case study Almadar Aljadid Company.

I would like to express my appreciation to my supervisor Prof. Dr. FATMA ZEHRA for her constructive advice and assistance during the entire process of this thesis research. Also, thanks the discussion committee, also, I would like to thank Karabuk University for providing students with a good environment and opportunities to help me complete my research.

I would like to say thank you to my family Great father mother, beloved wife, my brothers, and friends for their constant and encouragement to me.

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## **ABSTRACT**

This study aimed to know the role played by the motivation in forming the elements of administrative creativity among the employees of the company under study through identify the motivation used in the company under study to form the administrative creativity of individual, group, and organization. This study is based on the descriptive analytical approach. The questionnaire is a data collection method. Then, all the collected data have been analyzed by SPSS software. The research relied on the selection of the sample based on the random stratified random sample represented by the management staff of the Almadar Aljaded Company, according to their different organizational levels from employee to general manager, heads of departments, divisions, units and managers of departments. The study finding shows that the material motivation such as money is among of the motivation to employee performance. The research finding added a new reference to students and researchers who work and study this field. The study result shows the linkage of motivation to one of the important aspects that all organizations seek to create a favorable climate for the availability of employees, namely creativity.

**Keywords:** Motivation; Administrative Creativity; SPSS Software; Employee; and Organization.

## ÖZET

Bu çalışma, bireyin, grubun ve organizasyonun yönetsel yaratıcılığını oluşturmak için araştırma yapılan şirkette kullanılan motivasyon aracını belirleyerek, araştırılan şirket çalışanları arasında idari yaratıcılığın unsurlarını oluşturmada motivasyonun oynadığı rolü öğrenmeyi amaçlamıştır. Bu çalışma, tanımlayıcı analitik yaklaşıma dayanmaktadır. Veri toplama yöntemi olarak anket uygulaması kullanılmıştır. Daha sonra toplanan tüm veriler SPSS yazılımı ile analiz edilmiştir. Araştırma, çalışandan genel müdüre, bölüm başkanlarına, bölümlere, birimlere ve departman yöneticilerine kadar farklı organizasyon düzeylerine göre Almadar Aljaded Company'nin yönetim kadrosu tarafından temsil edilen rastgele tabakalı rastgele örneğe dayalı olarak örneklemin seçimine dayanmaktadır. Araştırma bulgusu, para gibi maddi motivasyonun çalışan performansına yönelik motivasyonlardan biri olduğunu göstermektedir. Araştırma bulgusu, bu alanda çalışan ve çalışan öğrenciler ve araştırmacılara yeni bir referans oluşturmaktadır. Çalışmanın sonucu, motivasyonun, tüm kuruluşların çalışanların mevcudiyeti için elverişli bir yaratıcı iklim oluşturmak için önemli bir unsur olduğunu ortaya koymuştur.

**AnahtarKelimeler:** Motivasyon; İdari Yaratıcılık; SPSS Yazılımı; Çalışan; Organizasyon.

## ARCHIVE RECORD INFORMATION

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## ARŞİV KAYIT BİLGİLERİ

<b>Tezin Adı</b>	Çalışanlar Arasında Yönetmel Yaraticılığın Oluşturulmasında Motivasyonun Rolü: Almadar Aljadid Şirket Uygulaması
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<b>Tezin Danışmanı</b>	Prof. Dr. Fatma Zehra TAN
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<b>Anahtar Kelimeler</b>	Motivasyon; İdari Yaraticılık; SPSS Yazılımı; Çalışan; Organizasyon.

## **SUBJECT OF THE RESEARCH**

Administrative creativity emerges as a fundamental requirement of the top management, and any administrative organization or leadership that overlooks this requirement governs itself underdevelopment and collapse, because administrative creativity is the key to the success of any organization without which organizations cannot cross into the future, no matter how efficient in their present. Since administrative creativity and innovation is the organization's tool to cope with growing environmental changes, administrative creativity requires an environment that encourages and makes it an inherent and renewable phenomenon in the organization. Today's world, organizations are being asked to be creative organizations. The efforts of the innovation and creativity process, in addition to the ability to generate ideas need to be managed wisely, investing them individually, collectively and organizationally on the one hand, and creating the appropriate ground and a healthy work environment through which innovative ideas are transformed into products and services on the other.

At the present time, one of the most important objectives of management science is to get the maximum possible investment from the employee's capabilities, skills, experience and energies. The managers of human resources realized that wages may provide a degree of satisfaction to workers, but does not generate enthusiasm or motivation to work mastered or creative. Therefore, it was necessary to develop a system of incentives that contribute to reward the creator and encourage the non-creator. Creativity is a means of excellence for organizations to perform their mission. Organizations must develop a system of incentives that provides a part for those who have new ideas, because when an individual or employee sees a tangible positive outcome of a particular behavior, he tends to repeat that behavior.

From the foregoing, it is clear that the encouragement of each individual or employee member of the organization or company gives the maximum amount of tender and creativity. This research deal with the questions about the employee's awareness of the role of incentives in the formation of the ingredients of administrative creativity. Through this study, the researcher will review some of the concept of incentives, types and theories, as well as clarify the concept of

administrative creativity and its sources, areas and the need for organizations, and will be analyzed through the practical side of the company under study in order to reach the results and make appropriate recommendations.

## **PURPOSE AND IMPORTANCE OF THE RESEARCH**

### **RESEARCH GOALS:**

The main objective of this study is to know the role played by the motivation in forming the elements of administrative creativity among the employees of the company under study through:

- Identify the motivation used in the company under study to form the administrative creativity of individual, group, and organization.
- Identify the material and moral incentives used in the company under study.
- Identify and study the awareness of employees in the company under study about administrative creativity.
- Study the nature of the relationship between motivation and administrative creativity.
- Identify the impact of demographic factors among employees of the companies under study on the motivation and elements of administrative innovation.
- Identify the shortcomings of motivation and incentives used by the companies.

### **RESEARCH IMPORTANCE**

This study takes its importance from the title itself, in addition to some justifications, which are following:

- Clarifying a true understanding of the role of motivation, which may help to understand the type of motivation that contribute to raising the administrative creativity of employees that draws the attention of decision-makers.

- The linkage of motivation to one of the important aspects that all organizations seek to create a favorable climate for the availability of employees, namely creativity, which is one of the most important measures of the progress and development of organizations gives more important for this study.
- This study constitutes a starting point for a research approach that focuses on the studies related to motivation, incentives, and their role in business enterprises.
- The research desire to put forward personal experience with regard to motivation and their importance in the field of services (communications) for the emergence of creativity, due to the many challenges and changes facing Libyan companies in the surrounding environment, which is the entry of foreign competition and the change of laws and regulations governing the business sector and legislating it.
- The research added new references to students and researchers who work and study this field.



## **POPULATION AND SAMPLE**

The research relied on the selection of the sample based on the random stratified random sample represented by the management staff of the Almadar Aljadid Company, according to their different organizational levels from employee to general manager, heads of departments, divisions, units and managers of departments.

### **DATA COLLECTION METHODS**

In this study, surveys are a data collection method. The questionnaire will send an individual or customer by mail or other means, and replying will provide clear and free answers, assuming you have not obtained the name or signature of the respondent in order not to panic and absent. Without accountability or guilt, this aspect is important in the questionnaire because it provides openness and scientific objectivity to the results. Then I analyzed the collected data using SPSS.

## **SCOPE AND LIMITATIONS / DIFFICULTIES**

### **SCOPE**

This research aims to study the effect of the role of the motivation in forming the administrative creativity among employees: case study Almadar Aljadid Company. This study has two main aspects:

#### **The Theoretical Part:**

Contains two chapters, the first chapter represents the conceptual framework of the study. Which included the problem of the study and its identification by asking questions. In addition to clarifying the importance of scientific and practical study and its objectives and some previous studies that dealt with the subject of the study from other aspects. First chapter named the introduction and motivation includes overview about research like research questions, research model, and research hypotheses. Followed by the motivation definition and contents, and finally the incentives. As for the second chapter of the study, which dealt with the definition and the concept started by administrative creativity introduction and overview. Then, followed by the concept of administrative creativity. In addition to motivation

impacts on administrative creativity and finally incentive policy and obstacles to administrative creativity.

### **Experimental Part:**

Includes collected data and testing in chapter three, which given the explanations about the research methodology started by methods of data collection, then research tool and procedures, and some explanation about statistical analysis. In addition, the research results and discussions are shown in chapter four, which includes demography analysis, statistical analysis of research data, and analysis of relationships. Chapter five, conclusions and recommendations. Then, references and appendixes.

### **Methodology**

This study is based on the descriptive analytical approach, which includes the use of the field method in the collection of data by distributing a questionnaires and statistically analyzed (SPSS) to test the hypotheses of the study in addition to literature survey in order to take advantage of references and resources to build the theoretical background.

#### **First: Data Collection Tools:**

Primary sources include: Questionnaire.

Secondary sources: The data were obtained through books, periodicals, scientific journals and previous studies related to the subject of the study.

#### **Second: Society and Sample of Study:**

Study Population: The study population consists of administrative staff in Almadar Aljaded Company (communication company).

### **Limitations**

The research data collections are 2020, which is the time limitation. This research deal with employees from Libya, which are the human limitations.

# CHAPTER 1

## INTRODUCTION AND MOTIVATION

### 1.1. Overview

#### 1.1.1. Research Questions

The problem of research

Institutions know a kind of delay in the field of administrative creativity, just as the institutions of developing countries. Therefore, it has become necessary to research in various ways that make its human resources of a level up to achieving administrative creativity to keep pace with successive developments in various fields. Therefore, the problem of study can be raised in the following main question:

- What is the extent of the impact of the motivation system on the administrative creativity of employees in institutions, especially the Almadar Aljadid Company?

To highlight the problematic features of this research, the following sub-questions were asked:

- What is meant by motivation? What are the objectives?
- How does the motivation contribute to affecting the behavior of employees in the organization?
- What is meant by administrative creativity and what are its stages?
- What is the reality of motivation in institutions?
- How do the various forms of motivation affect administrative creativity at Almadar Aljadid Company?

#### 1.1.2. Research Model

Figure 1 shows the research model, which used in research to identify the effect of motivation in the company under study to form the administrative creativity

of individual, group, and organization. In addition to uses to clarify the research hypothesis.

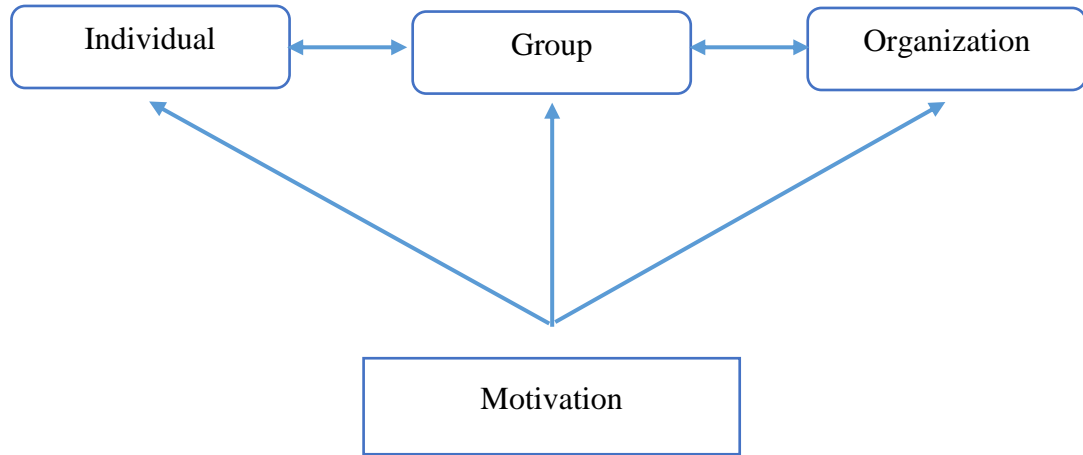


Figure 1. The research model.

### 1.1.3. Research Hypotheses

In order to address the study problem, hypotheses have been developed that will be examined through research, as following:

**H<sub>1</sub>:** There is a statistically significant relationship between individual motivation and the administrative creativity of employees.

**H<sub>2</sub>:** There is a statistically significant relationship between group motivation and the administrative creativity of employees.

**H<sub>3</sub>:** There is a statistically significant relationship between organization motivation and the administrative creativity of employees.

**H<sub>4</sub>:** There is a statistically significant relationship between the material incentives and the administrative creativity of workers in the organization.

**H<sub>5</sub>:** There is a statistically significant relationship between moral incentives and administrative creativity of employees of the organization.

## **1.2. The Motivation**

### **1.2.1. The Concept of Motivation**

Organizations use many methods to push the human forces to exert more effort and giving. These methods occupy a prominent place and receive great interest in the majority of business organizations. Motivation plays an essential and important role in influencing the individual within the organization, in order to provide opportunities and means for individuals and employees. Motivation is a theoretical concept utilized to clarify human behavior (Gopalan, Bakar, Zulkifli, Alwi, & Mat, 2017).

### **1.2.2. Definition of Motivation**

The motivation has several definitions, the most important of which are the following: motivation is a group of active forces that emanates from within the individual, and from his surroundings at the same time, which urges the working individual to conduct a certain behavior in his work or in assessing his direction, shape, and duration. From this definition it can be conclude that motivation is the force that drives and excites the individual in order to accomplish the tasks assigned to him in the best way, by satisfying his needs and desires (Peters, 2015).

In addition, it is all the means and factors that would urge employees and workers to perform their duties and sincerity, and encourage them to make the greatest effort and care in performing these duties. From this definition it can be conclude that motivation is the primary engine that motivates individuals to achieve and satisfy their desires and answer all that is required of them. Also, it can be defined as what an individual gets from the organization in exchange for his work in it, where motivation is a process that mainly relates to three elements:

- Make efforts,
- Objectives
- The needs of individuals,

If the individual is motivated, he is ready to do more, but this effort is not positive and effective unless it is directed in terms of quality to serve the goals of the organization. Finally, for the motivation process to continue, it must be linked to satisfying some of the needs of the individual. Where, empower people to achieve high levels of performance and overcome barriers to change(Tohidi & Jabbari, 2012).

From the above definitions, it can be concluded that motivation is the group of factors, means, or methods that departments choose with great care in order to create or direct human behavior in order to contribute effectively to raising productive efficiency and achieving the needs and desires of workers. The motivation has a set of characteristics, which are:

1. That stimulation stimulates, motivates and develops the individual's performance behavior;
2. It aims to move the humanitarian decisions to achieve the goals of the organization and exert effort in performing the work
3. It is the method that is used to satisfy human needs and fulfill individual desires

### **1.2.3. The Importance of Motivation**

Contemporary literature on achievement achievements discusses a wide variety of concepts that are included under the term motivation(Murphy & Alexander, 2000).The primary importance of motivation stems from the importance of the human element as one of the elements of production, which can be used through its efficiency to achieve the goals of the individual, the goals of the organization, and the goals of society. Motivation is of great importance and has an effective impact on the human resource and the production process(Steinmayr & Spinath, 2009). If it is used in a good manner, this does not only improve performance and raise production efficiency, but it will also satisfy the different needs of workers. This importance can be summarized in the following:

1. Achieving employee satisfaction;
2. Contribute to the promotion of workers to the goals, policy and competitiveness of the organization, and to the enhancement of employees' capabilities, inclinations and creativity, to ensure the prosperity of the organization
3. Motivation plays an economic and social role at the same time, which increases the national gross national product of the society and increases the per capita income to achieve a better standard of living and well-being;
4. Maintaining or improving the quality of production;
5. Feeling of solidarity and group solidarity;
6. Increasing the quantity and speed of production.

#### **1.2.4. Motivation Goals**

If stimulus is applied in organizations, it achieves beneficial results and many different goals, which are (Fairbank & Williams, 2001; Murphy & Alexander, 2000):

1. Raise the motivation and enthusiasm of workers to perform the work;
2. Notifying workers of fairness, where they are materially and morally valued for excellence in performance;
3. Increase business outcomes from quality production, profits, sales, etc.
4. Satisfy the needs of workers of all kinds;
5. Improving the organization's image vis-à-vis the community due to its assumption of social responsibility to workers;
6. Attracting employees to the organization, raising loyalty and belonging, and developing team spirit;
7. Linking the organization's goals to those of the workers;
8. Linking the goals of the organization and its employees with the goals of society

#### **1.2.5. Motivational Elements**

There are three basic elements in the motivation process, they are considered as the variables that determine the value of the stimulus function and are as follows:

### 1. Ability

The employee who is qualified, or able to do something, can improve his performance by stimulating other than the person who is incapacitated, or who is not already qualified.

### 2. Effort

Employee is the one who indicates the energy and time needed to achieve a specific goal, as the mere presence of ability alone is not sufficient.

### 3. Desire

If the desire does not exist, the chance of achieving success in performing the work decreases even if it was actually performed.

## **1.2.6. Sources of Motivation**

A distinction can be made between two sources in terms of worker motivation (Tohidi & Jabbari, 2012):

### **1.2.6.1. The Internal Source**

It is the motivation that is caused by the satisfaction that an individual or employee receives, when he performs a certain job or solves a specific problem, or dissatisfaction, due to the failure to satisfy certain needs.

### **1.2.6.2. The External Source**

They are motivations that come from other people, or by management as a result of good performance, or positive behavior. It is necessary to emphasize that helping workers meet all of their basic needs. The needs of the higher level, is expected to result in higher levels of motivation and this by verifying that the employee has received the incentive from internal and external exporters.

Therefore, motivation is of great importance, as it benefits both the employee and the organization at the same time. It achieves the satisfaction of the employees and pushes them to assume responsibilities, and competition, which is what attributes



them to achieving their goals and solving their problems, and not only what the organization provides.

### 1.2.6.3. Psychological Theory

Maslow represents the needs in what is called the order of needs, which takes the following form in Figure 1.1:

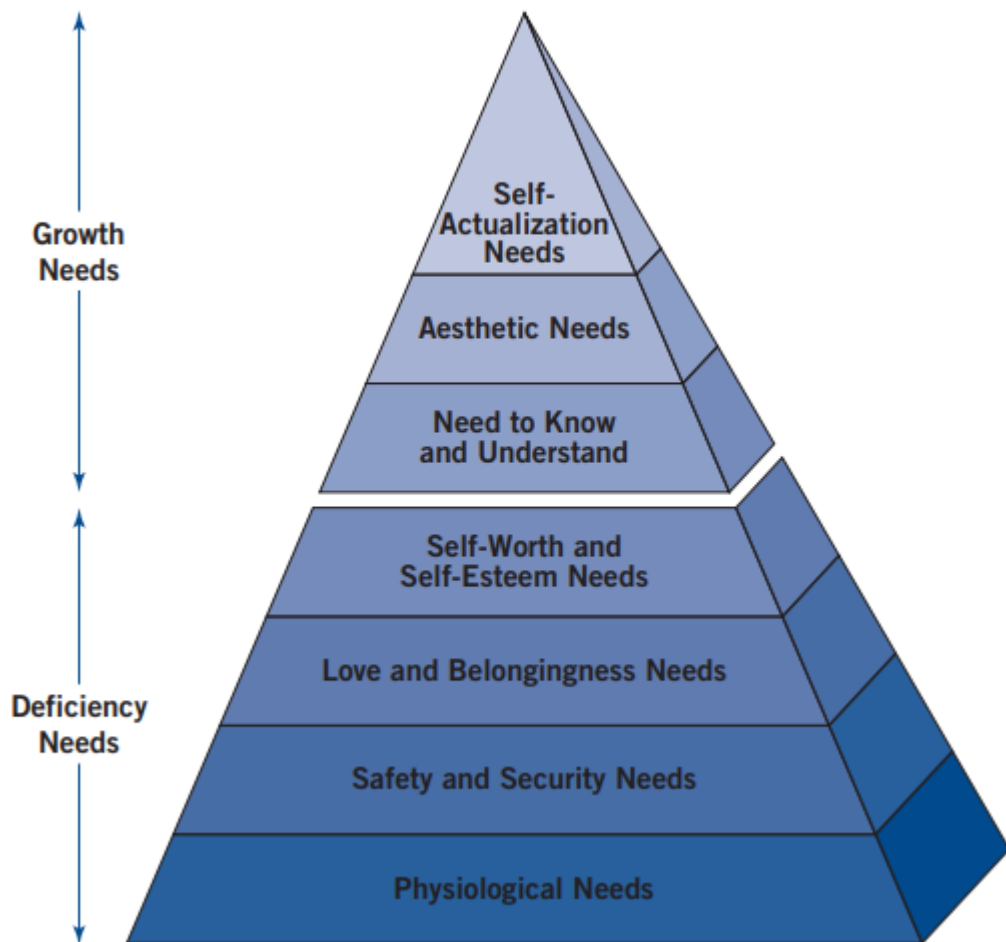


Figure 2. Maslow's hierarchy of needs(Gawel, 1997; McLeod, 2007a).

Through the figure, the levels of needs are clear and are arranged from the lowest to the top of the pyramid. These five divisions of needs are classified by Maslow in two categories, which are the needs of the lowest levels, which are basic needs, and the primary needs of the individual, and are represented in physiological and safety needs, and each of the social needs and needs appreciation, respect and

self-realization needs are developmental needs that are considered secondary to the individual.

The Maslow pyramid explains that some motivations or incentives are used by organizations to meet the needs of workers, however, knowing the needs of each individual in the organization is considered very complicated, which is a disgrace to the theory in addition to other criticisms. Despite that, the "Maslow" theory remains simple and clear to a large extent to explain the phenomenon of motivation, so many researchers developed the ideas of "Maslow" About work and tried to add some adjustments to his findings(McLeod, 2007b).

### **1.2.7. How to Motivate**

The process of motivation is a complex process. It is not easy to motivate individuals without knowing and studying the behaviors, performance, and motivations of employees. Giving these methods to motivate them is as follows:

1. Removing motivation obstacles that put an end to the workers' will, for example:
  - Fill the organization with policy;
  - Prejudices on others, distrust;
  - Establishing unclear expectations about employee performance;
  - Competition among employees;
  - Withholding important information about employees who need them to do their work;
  - Fear or dread of the organization;
  - Treating workers unfairly;
2. Promote responsibility and impose leadership within the organization;
3. Encourage interaction between employees and the formation of work teams between them;
4. Show admiration for the employees' work;
5. Motivating the natural desires that exist in the workers to provide the highest level of performance and productivity for them. Among these desires we find:

- The desire for activity;
  - Ownership;
  - Achievement;
  - Recognition of it;
  - The desire for his work to make sense.
6. Evaluating performance fairly;
  7. Effective listening;
  8. Provide fair and objective incentives;
  9. Involve all workers in all stages of work.

### **1.2.8. Motivation Requirements**

The process of motivation is defined as the awareness and reception of the external influencer and directing towards the process of positive pushing, depending on the nature of awareness and understanding of the nature of the external influences of the employee or groups.

1. Correct management practices:

It is related to providing all factors affecting the performance of the individual and it is their responsibility, so that the individual can control his work and achieve the best performance if he wants;

2. Determine the needs and motivations of work for its employees:

That is, determining why they work and what drives them. Do they work for money only, or for progress. This is related to the type of its activity and the type of employees, as well as the extent of awareness, maturity, and management process;

3. Determining the list of motivations to be used:

Meaning that you can provide and choose and decide to use it.

4. Defining her theory of job incentives and motivations:

That is, its theory motivated and affiliated with employees, and the currently available scientific theories and benefit from them;

5. Establishing this approval in the design of wages and benefits systems and in designing and managing incentive systems:

They need conscious arrangements made by managers to motivate all employees;

6. Doing all this for different categories of employees:

The motivation of managers is different from the motivation of experts and ordinary employees, and for this a lot of large businesses need a large number of systems.

### **1.2.9. Obstacles of Motivation**

The obstacles to successful motivations can be summarized in the following(Leduc-Cummings, Milyavskaya, & Peetz, 2017; Steinmayr & Spinath, 2009):

1. The motivation targets are not clear to managers;
2. Apply a typical system, or the same system, in a large number of organizations, regardless of the different characteristics of each organization in terms of the nature of activity and organizational structure;
3. Inadequate follow-up and motivations control in terms of its effectiveness and aspects that require amendment and treatment;
4. Inability to determine the cause of increased productivity;
5. The absence or lack of studies and research related to the motivations and attitudes of workers and the technical and material factors of the organization;
6. Lack of precise determination of the performance rates that put motivations based on them, as a large number of employees may work on the same incentives, despite the different skills and levels of performance.

### **1.3. Incentives**

#### **1.3.1. Definition of Incentives**

There are several definitions of incentives, which are the possibilities available in the environment surrounding the employee, which can be obtained and used. This definition confirms the relationship between what gets from the environment. Either, to compensate for the deficiency in his needs, whether material or otherwise, and to satisfy the needs. It is the group of factors that motivates those kinetic forces in employee that define incentives. This definition gives great importance to the forces that motivate employee to move and that move or affect his behavior, that is, the effects of his behavior, what he says, and what he does.

It is also known as the group of influences that drive employees wherever their location is towards making a greater effort to receive the implementation of their tasks in a serious and efficient manner to raise the level of work in terms of quantity and quality, and they are the goal or result sought by organizations, that is, the goal of incentives and their use. Through the above definitions and their diversity, it can be concluding that the incentives are those factors and influences that give rise to the inherent desire in the same employee and groups to work to meet their unsatisfied needs and achieve the goals of the organization (Aburuman, 2016).

#### **1.3.2. The Importance of Incentives**

The increasing size of organizations and the diversity of their activities, as well as the emergence of multinational organizations contributed to increasing competition for incompetent human resources in a manner consistent with the use of these organizations for modern technical means, not to mention increasing government restrictions and challenges by trade unions and government legal legislation, which obligated research organizations from new methods in attracting the skills required for the sake of its survival and growth in a constantly changing world. Therefore, the importance of using effective policies to motivate employees, characterized by their fairness and their relevance to the level of performance, has emerged, so we will mention the main points that explain the importance of incentives, as follows:

- Contribute to satisfying the needs of working individuals and raising their morale;
- Contributing to the reorganization of the needs system for personnel and groups, and coordinating their priorities
- Contribute to controlling employee behavior so as to ensure that this behavior is moved, enhanced, modified, changed or canceled;
- Increasing employee incomes and creating a sense of stability, loyalty to the organization;
- Reducing business costs in the organization by increasing attention and concern to reduce waste of time and resources used in production.
- Improving the financial, social and psychological status and achieving the process of linking the individual's self-interests with the interests of the organization.

### **1.3.3. Incentive Goals**

Organizations strive to achieve general goals within specific strategies, which can be divided as follows:

#### **1.3.3.1. Goals at The Individual Level**

One of the most important advantages of incentives at the individual level, or individual incentives, is that the individual can touch the relationship between performance and rewards. For this, the individual incentives system is one of the most used types of incentives in organizations, and for the individual incentive system to be successful, some things must be available from among them:

1. The individual is physically willing to obtain a higher reward
2. That the worker be able to control costs;
3. The quality can be measured and maintained;
4. It is possible to control work obstacles.

### **1.3.3.2. Goals at The Group Level**

When the organization becomes more sophisticated and business overlapping to the point where it is difficult to accurately measure the performance of the individual, and when the organization emphasizes the need for cooperation, coherence and multiplication of efforts in order to achieve good results, the incentives become useless. So, the organization resorts to adopting collective incentive systems. Group incentive plans are designed to encourage the individual in the group to put pressure on one another to achieve better and faster performance.

### **1.3.3.3. Goals at The Organization Level**

Many organizations need high levels of cooperation among workers in order to achieve performance with high efficiency. So, they resort to adopting this kind of incentives in order to strengthen the situation at the organization level as a whole. There are many plans that can be applied, including participation in annual profits, and ownership of workers for part of the company's shares and proposal plans, which are sometimes called cost saving plans, and the reason for this is that they are plans to encourage individuals to develop proposals for reducing labor and production costs.

### **1.3.4. Forms of Incentives**

There are several classifications and various forms of incentives, and they are intertwined with each other, as there are multiple researchers' divisions of incentive methods. Therefore, the administration can use them to obtain the maximum efficiency in the performance of workers.

#### **1.3.4.1. Incentives by Nature**

It is divided as follows:

##### **A. Financial incentives:**

Material incentives include annual increases, material incentive bonuses, and forms participation in profits, and tidal incentives are important, especially for people with lower incomes, as they relate to paying cash benefits to the worker based on his

or her productivity. Consequently, the material incentives relate to the financial aspect of employees and take various forms, including:

1. Pay

However, in exchange for the efforts exerted by the employee, and the wage for the worker represents an important income that the worker must maintain his level, but rather he must do more and work to raise his standard of living and satisfy his needs of goods and services;

2. Insurances

Some organizations have the ability to cover employees with specific insurance guarantees, such as: pension insurance, work accident insurance, and life insurance against unemployment;

3. Rewards

Progress in large specialized organizations, or in administrative categories, depending on the performance of the organization as a whole or the performance of the administration that oversees it, which is measured either by profit usually, or by quantities of production, or sales;

4. Bonuses:

Bonuses represent a certain increase in wages, which are given to individuals after their performance is presented. Bonuses can be used as a tool for motivation for several different purposes. Bonuses may be granted for efficiency when increasing wages as a result of increasing the productivity of the individual;

5. Sharing the profits:

The majority of workers in the organization benefit from it, which is a deduction of the organization's profits percentage, and then it is distributed to workers, and the distribution is according to salary, grade, or administrative level and it is also distributed once.



## **B. Moral Incentives**

They represent non-material things that the organization provides, the most common of which are opportunities for progress and opportunities for learning and creativity, and focus on criteria based on respect and appreciation for the human element, the most important of which are:

### 1. Upgrade

Where the upgrade is related to the functional status and social status, but if the upgrade is related to seniority, it does not become an incentive, and the classification of the upgrade lies within the material incentives due to the additional wage earned by the worker.

### 2. Engaging employees in the administration

That the employees have a voice in the board of directors, and he contributes to the organization's movement by drawing its policy and decisions. This contribution to participation makes the individual or groups feel important, and responsible for what he feels that the objective plans are his plans, policy and program, that makes a greater effort to achieve goals the organization.

### 3. Ensure business stability

Stability helps raise the worker's morale and productivity, because he will not think about tomorrow and only care about work.

### 4. Expanding work

It is the addition of new tasks for the work of the individual in his field of specialization in order to get him out of boredom and fight routine. Studies have shown the great importance of this incentive.

### 5. Enriching and enriching the work

Adding powerful tasks that the worker specializes in, such as his participation in some decisions, which raises his spirits

#### **1.3.4.2. Incentives in Terms of Who Gets It**

It is divided into two types:

##### **A. Individual Incentives**

These are incentives intended to encourage or motivate specific individuals, allocate the reward to the individual who produces the best services, or allocate a prize to the best worker.

Individual incentives are directed to the individual and not to the group. They can increase positive competition between individuals. In addition, individual incentives may have side effects, such as lack of cooperation between individuals and the absence of team spirit, which is the essence of the work of the administration, which shows the necessity of resorting to group incentives.

##### **B. Group Incentives**

The goal of collective incentives is to encourage a spirit of cooperation between individuals in organizations, so that his work is incompatible with the work of his colleagues, because this leads to harming the main goals of the work, as collective incentives help to support the link, harmony, and develop a sense of participation and encourage teamwork between employees.

#### **1.3.4.3. Incentives in Terms of Their Impact**

In terms of impact, incentives are divided into the following:

##### **A. Positive Incentives**

They are the incentives that meet the needs and motives of working individuals, and the interests of the organization, so that individuals increase production and improve the quality and presentation of proposals, constructive opinions, innovations and inventions, and bear responsibility, development and sincerity in the work are positive results for them, offset by positive incentives granted by the organization to these individuals and from these incentives, material incentives and moral.

## **B. Negative Incentives**

These are the methods that the administration uses to impose the prevention and correction of negative behavior and limit the non-positive behaviors of working individuals, such as laziness and lack of listening to directives and orders. Among these means is urging and developing the individual to the necessity of carrying out his assigned duties and withholding some privileges such as stopping the incentive remuneration, or postponing the granting of bonuses or promotion.

### **1.3.4.4. The Basis of Granting Incentives**

#### **A. The foundations for granting incentives**

The most important basis for granting incentives is excellence performance, and it is precluding the use of other foundations, such as effort and seniority. These foundations are as follows:

##### **1. Performance**

Excellence in performance is considered the primary criterion. It means more than the standard rate of performance, whether in quantity, quality, or at work time .... etc., and this is considered the most important criterion for calculating incentives.

##### **2. Effort**

Sometimes it is difficult to measure the outcome of the work, because it is not tangible and clear, as in the performance of government services and business functions. Thus, the lesson sometimes is to try and not to the result, or it takes into account the reward of effort, method, or means that the individual uses in order to reach the outcome or performance.

##### **3. Seniority**

It refers to the length of time that an individual spent working, and it refers to a degree of loyalty and affiliation that must be rewarded well, and it often comes in the form of bonuses.

#### 4. Skill

Some organizations compensate and reward the individual for the higher diplomas, patents, licenses, or training courses obtained.

## **CHAPTER 2**

### **ADMINISTRATIVE CREATIVITY**

#### **2.1. Administrative Creativity**

##### **2.1.1. Introduction**

The current era witnesses many accelerated developments and successive changes as a result of the knowledge explosion, the information, and communication revolution, where communication can be defined as the process of transferring information and a common understanding from one person to another (Aburuman, 2016). Perhaps the continuation of scientific progress and technical development achieved by humanity in various fields requires a renewed view of things and the generation of new ideas and encouragement of creativity. Especially in developing countries, that strive to catch up with scientific progress and development technical. Therefore, resort to creativity is imperative for developing countries and our field here is creativity at the level of organizations or administrative creativity. The most important feature of successful institutions is their constant willingness to abandon systems that have long been successful in performing their tasks, but this does not mean, of course, that everything new is better than the old, but really good things are able to survive and continue. Creativity is considered one of the most important factors that institutions perform under the competition between these institutions for survival and supremacy (Al-hajaya & Al-roud, 2011).

Renewal is the essence of the administrative creativity of any organization, and management scientists and administrative practitioners unanimously agree that the contemporary organization is living in changing and complex conditions, which makes it an urgent need for creativity. Hence, administrative creativity is an integrated system in which the administrative organization and the organizational members, including managers and employees as well as the environment of the organization, participate in the performance of their work. Therefore, it is not expected to show them creativity and excellence that contributes in pushing the wheel of development towards the best. In view of the elements of the creative process, the basis for it is the employee from whom and with it the organization goes

towards administrative creativity. Generally, creativity defined as the production of novel, useful ideas or problem solutions (Amabile, Barsade, Mueller, & Staw, 2005).

### **2.1.2. The Concept of Administrative Creativity**

The concept of administrative creativity stems from the general concepts of creativity itself. Creativity in management is related to new ideas in the field of management, product development, leadership of work teams, improvement of services to clients, and all knowledge management functions. There are many differences in views on defining the concept of administrative creativity and its importance, there is no agreement between scientists about its definition and what it is. This is due to the complexity of the creative phenomenon itself, on the one hand, the multiplicity of areas in which the concept of creativity on the other hand spread, which led to a difference. Theoretical premises of the concept of creativity due to the varied efforts of scholars and researchers, their different interests, as well as their scientific and cultural curricula and their intellectual schools. On the other hand, researchers face another problem on the topic of administrative creativity, which is the multiplicity of terms equivalent to it, such as innovation, invention, genius, and intelligence, to the point where it is difficult to choose the appropriate definition for it (Al-hajaya & Al-roud, 2011).

Although there is no consensus on a specific definition of administrative creativity, this is not surprising since the attempt to reach a consensus on a specific definition of this term may conflict with the idea of creativity itself. Some refer to administrative creativity as the condition that leads to the presentation of something characterized by creativity. This means that creative work must appear in a form that was previously unknown. Whether it is in the field of scientific, mechanical or artistic production in all its forms.

Administrative creativity is an economic or social term more than a technical term. Accordingly, administrative creativity was defined as changing and maximizing the outcome and production of resources and possibilities, knowing that change is always what provides opportunities for realizing new, as organized creativity consists of research and purposeful analysis of the opportunities that change provides for economic or social creations. Administrative creativity is the

ability to provide unique answers to problems and take advantage of available opportunities. In addition, creativity is the generation of ideas that are simultaneously novel and useful (Adler & Chen, 2011; Amabile, 1988).

In spite of the multiple definitions that were developed to define the meaning of the concept of creativity. It can be seen that they all flow into one crucible, and agree on the idea that administrative creativity is simply to arrive at something new that may be a service, commodity, theory, management method or a new invention. Also, it is not necessary for all the elements of the innovative thing to be completely new, but it is sufficient for creativity to be merely a synthesis of old forms. New meanings that no one has preceded. Although the term administrative creativity is among the most common terms today in management literature, but when it is used in conjunction with the organization or administration as administrative creativity, it carries multiple implications and interpretations in which there are many factors that include the personality traits and mental skills of creative individuals along with the variables organizational distinction that distinguishes each organization. This makes it difficult to reach a specific definition of administrative creativity that is acceptable to all researchers in this field (Al-hajaya & Al-roud, 2011; Amabile, 1997).

#### **2.1.2.1. Terms Related to Creativity**

Creativity is usually defined in organizational studies as the development of new, actionable ideas or practices to address a specific problem (Berman & Kim, 2010).

- Imagination: is the perception or delusion of something that does not exist and is the first step in creativity
- Regeneration: Re-using something old in a modern way.
- Invention: scientific innovation (plane, computer .....).
- Discovery: The discovery of something that is in the nature, how to use it, and its classification (electricity, magnetism .....).
- Intelligence: speed of understanding and conclusion.
- Thoughts: Thoughts of thoughts without scrutiny.
- The idea: works of the mind in what comes to mind to detail it.

- Talent: a special ability that makes a person easily mastered in the field of talent.
- Giftedness: whose IQ exceeds 130 on the IQ scale
- Genius: whose IQ exceeds 150 on the IQ scale
- Excellence: Distinguished academic or in a specific field.
- The mentally superior: whose IQ exceeds 130 in the IQ scale

### **2.1.3. The Importance of Administrative Creativity**

Some theories of affect suggest that creativity may be particularly susceptible to affective influence, primarily because positive affect leads to the type of cognitive variation that encourages creativity (Amabile et al., 2005). The positives provided by the innovation phenomenon can be summarized in the organizations as follows:

1. The ability to respond to the changes in the surrounding environment, which places the organization in a stable position, as it is prepared to face these changes in a way that does not affect the conduct of the regulatory processes.
2. Improving the organization services to benefit the organization and the individual.
3. Contribute to the development of the intellectual and mental capabilities of the workers in the organization by giving them the opportunity to test those capabilities.
4. Optimal utilization of financial resources through the use of scientific methods that keep pace with recent developments.
5. The ability to strike a balance between the various development programs and the available material and human capabilities.
6. Good use of human resources and making use of their ability by providing them with the opportunity to search for new work and constantly updating work systems in line with the surrounding changes.

### **2.1.4. Elements of Administrative Creativity**

Creativity has essential components or elements, and without it, it is not possible to speak of effective creativity. Its importance is in determining the



measurement and level of creativity at the individual, group and organizational level. In fact, employee creativity become the main problem of managers (Amabile, 1997). Researchers have unanimously agreed in many studies on the following basic elements of creativity, namely:

- Originality,
- Allergic to problems,
- Flexibility,
- Ability to analyze,
- Fluency
- These elements can be illustrated as follows:

#### **2.1.4.1. Originality**

It means that the creative person has original thinking, that is, he does not repeat the ideas of those around him. The standard of judgment on the idea in originality is that it is not subject to the traded ideas and is known and out of the tradition and distinguished. That is, the more the degree to which new ideas are produced and the less common and out of the idea the traditional pattern, the degree of originality of the idea and the coming up with ideas and solutions to the problem or problems in a different way from those that others think, provided that they are useful, scientific and practical.

#### **2.1.4.2. Sensitivity to Problems**

The creative person has the advantage that he can realize the crises and problems in different situations more than others. In addition, touch more than one crisis or problem that urges him to search for a solution to it. Feeling of the problem requires the creator to be able to accurately identify all dimensions of the problem or crisis and understand its implications with a clear vision through which he becomes aware of shortcomings and errors, avoiding them and supporting positives through a deep understanding of the nature of the crisis(Amabile, 1997).

### **2.1.4.3. Flexibility**

It means a person's ability to shift the direction of his thinking or his method of treating the problem from one situation to another. Which means, the individual's ability to quickly adapt to new developments and situations. Where, flexibility refers to the difference and diversity of ideas that the creative individual brings. Therefore, it is an indication of the degree of ease with which the individual changes a certain mental point of view or a specific position, so the creator tries to not make himself a prisoner of a particular approach or template where he has the ability to adapt to all circumstances and situations. Emerging change and assimilation in a way characterized by liberation from the patterns of traditional thinking. It resorts to modernizing work methods and following many ways of doing business and has a different view of things through looking from several angles and from new visions, through which it is possible to link between things that are far apart and which is believed many that it cannot find a relationship or link with each other. That helps to discover relationships and linkages of new components and modern methods were not familiar or exist before. there are two types of flexibility: The first is adaptive flexibility: It refers to a person's ability to change the mental angle from which the specific problem is viewed precisely. The second is the distinction of producing several ideas in an unconstrained situation. Both types indicate the ability to change the state of mind by changing the situation. Researchers have been mentioned in the relationship between adaptive and creative people that adaptive people tend to do things and things in the current situation in a better way, that is, they are adapted to the data of change around them. While creative people tend to do things and things in a different way from the status quo i.e. they are working to make changes.

### **2.1.4.4. The Ability to Analyze**

It means creative or innovative production that includes the process of electing, selecting, and coordinating any new work into simple units to be reorganized. The creative person has the advantage of being able to analyze the elements of things, understand and understand the relationships between these elements, and has the ability to reorganize ideas and things according to thoughtful foundations. Through this, he is able to bring about any change or renewal in

practice. Where the person with the ability to analyze is described as the creative individual who can take up an idea or action and then specify its details. It can also deal with a simple idea or a simple outline of a topic and then expand it, and draw its steps that lead to being practical.

#### **2.1.4.5. Fluency**

It refers to the ability to produce a large number of valuable ideas in a particular unit of time. The creative person is superior in comparison to the quantity of ideas that he proposes in a specific time period on a specific topic. The element of fluency is available in the individual whenever he is able to summon the largest possible number of ideas in a specific time period, with the increase of that ability, creativity increases and the degree of its growth increases. The element of fluency consists of the following elements:

- Intellectual fluency: Means the speed of producing and crystallizing a large number of ideas.
- Word fluency: It is the speed of producing words and expressive units by invoking them in a way that supports thinking.
- Fluency of expression: It is the ease of expressing ideas and formulating them in an understandable form, and it is worth noting that it is not necessarily that every idea leads directly to problem solving or to creative works, but perhaps it is one of these ideas or a very few number that can contribute to Creative problem solving.

It can also be referred to the importance of fluency as one of the elements of administrative creativity for employee, which is the first and main product to reach to solve various problems through what the creative individual offers of suggestions for many ideas that can be useful and appropriate for practical application(Lamb, Annetta, & Vallet, 2015).

### **2.1.5. Characteristics of Creativity**

The researchers were interested in learning about the characteristics of creativity, because of the value it represents and the importance of making contributions regarding the evaluation of creativity as well as the creative people, and thus helps to develop creativity. In addition to determine the extent of their suitability and effectiveness to support, adopt and employ creativity in various fields and activities, whether at the level of individuals, groups or organizations. Among the most prominent characteristics of creativity, which are referred to in the following (Charness & Grieco, 2014; Fairbank & Williams, 2001):

#### **1. Creativity is an individual and collective phenomenon**

Researchers and thinkers have not agreed on a single opinion about the truth of the creative phenomenon, and is it an individual phenomenon. That is, it is a product of the efforts of individuals as individuals, or is it also a collective phenomenon, in the sense that it is the product of collective efforts.

From these views, creativity is not limited to individuals and is not necessarily an individual process, as it may be practiced by groups and institutions. Consequently, collective or institutional creativity may be more possible and more available, especially in contemporary historical stages, where phenomena and variables have become intricately interwoven, and require great efforts and huge potentials, so that they can be dealt with and reach creative outcomes around them. The creative idea begins in the mind of individuals as individuals, so it is at the beginning of it an individual idea or genius, i.e. Following this idea and enriching it, and it is used in a certain civilized research, where many creative employees disappeared and faded among unknown individuals, because they emerged individually as a result of the individual's impotence and neglect congregation, default the organizations.

#### **2. Creativity is a general human phenomenon, not a private one**

Researchers emphasize that creativity is not the exclusive domain of scientists, experts and specialists. A reasonable, normal person is a creative person,

as the elements of his personality include intentions or creative elements. This is regardless of whether or not the human individual is aware of it. These elements of the creative elements differ from one person to another according to the objective conditions in which they live and interact with them, as the conditions work to refine and develop the creative characteristics of some individuals, and may frustrate them in some others(Aburuman, 2016).

3. Creativity, like personality, is linked to inherited factors and can be grown and developed

That is, the genetic factors have a significant impact on the development of creative preparations, and this does not in turn prevent educational factors from interfering to work on developing the preparations of others. However, the degree of response and the growth of creativity elements increase with the greater the degree of compatibility between genetic ingredients and educational factors. Although the genetic factor has an influence and correlation with creativity, the development that took place in the so-called genetic engineering made it possible in part to control or influence the genetic traits where recent experiments were conducted on the so-called electronic brain stimulation. It depends on the idea that parts of the brain have multiple functions. There is one part responsible for happiness and another part responsible for pain, and another responsible for thinking and creativity, and that by activating the brain electricity in one part or weakening it in part, it can affect the feelings of pain and pleasure.

The most well-known and widely-used classification is (Wallas), which says that creativity requires four stages(Sadler-Smith, 2015):

#### 1. Preparation Stage

This is the collection of information on the topic or problem that is the focus of interest of the creator. This preparation includes a lot of hard and tiring work, which includes motivation and high revitalization, for the purpose of preparing the individual and enabling him to collect and develop his capabilities related to creative preparations. This stage begins with the work of gathering information and data, managing the discussion, and providing the relevant sources in the direction of

enabling the individual to practice a new type of thinking away from the usual method.

## 2. Foresight and Discharge Stage

This stage may take a long or short period of days, months, or years. This stage represents the most accurate and important stage of creativity, because it is the stage that witnesses the interactions and their processes with all the suffering and pain within the researcher concerned, during which emotional and subconscious factors overlap in the person's personality. In fact, a huge attempts occur during which will and spontaneity to see the truth of the problem or the topic of research and appropriate solutions. In short, it is a stage:

A. The interaction between the researcher's personality, information, and the subject of the research.

B. The stage of collecting solutions and alternatives to possible solutions.

## 3. The stage of emergence and radiance

In this stage, the instances or characteristics of creativity that represent a real separation between what a researcher can do and what creators do. The previous two phases are as important and difficult as they are, except that they are in fact two phases that any researcher can go through, but this stage is experienced only by the creators, it is represented by the process of sudden emergence of the fundamental idea, or the model work, and the matter or idea appears as if it was organized and arranged without planning. Also, it comes clear and everything that was inside the character was revealed with concern, fatigue or suffering.

## 4. The stage of verification, investigation or implementation

The process of foresight includes the apparent mind, and using the available research tools, in the idea that emerged during the emergence stage, to verify its validity, to determine the ways to apply it, what are the complications of the application process, and what are the requirements for that, and so on. Creativity presents the creative idea and does not end there, but rather that creative output is only achieved if it is in the verification and implementation stage.

This classification of the stages of the creative process and other classifications is not considered accurate from the viewpoint of many researchers, because creativity does not necessarily go through steps and stages arranged and coordinated and successive as it appears from these classifications, but rather it is a continuous and interrelated process at various moments, and may come a creative topic at some point, and it does not relate to the problem that dominates the researcher and captures all of his concern. The researcher's accuracy turns into a completely new topic and leaves what was there. Of course, this does not eliminate the importance of realizing that creative work may take place through organized steps as well, especially at the level of collective creativity processes. Therefore, when the researcher organizes his research method in the form of specific stages is not wrong, but rather represents an important requirement for scientific research operations. Creativity may be achieved through structured processes, but structured processes do not necessarily achieve creativity(Sadler-Smith, 2015).

### 2.1.6. Creativity Levels

The area of overlap between resources, technologies, and motivation. This is the field of people's greatest creativity and enterprise greatest innovation. Three levels of creativity can be distinguished(Amabile, 1988; Dul & Ceylan, 2011):

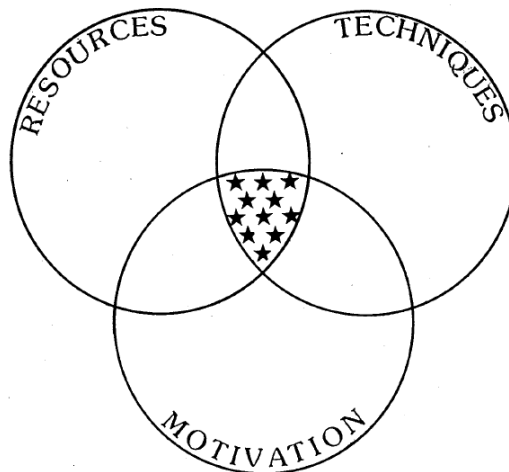


Figure 3. Creativity intersection(Amabile, 1988).

### **2.1.6.1 The Individual Level**

It is creativity that is reached by an individual. Among the features that characterize the creative person such as curiosity, perseverance, self-confidence, independence in government, assertiveness, intelligence, flexibility, risk-taking, ambition, and ability to analyze. In addition, several studies have shown that there are obstacles that prevent the creative behavior of employees in the organization (Amabile, 1988). These obstacles are as follows:

#### 1. Cognitive impairments

It is represented by the failure of working individuals to properly perceive aspects of the problem, because of its isolation from its context, its narrow scope, or the difficulty to perceive the distant relationships involved in it.

#### 2. Emotional and personal impediments

It consists in fear of initiative and fear of making mistakes, efforts in thinking, and a desire to achieve rapid success.

#### 3. Cultural or social obstacles

It returns to the various social pressures that interfere with shaping individuals' lives, behaviors, and lead them to adopt the attitudes of keeping pace with what is common.

### **2.1.6.2. The Group Level**

It is creativity that is presented or reached by the group, the creativity of the group is greater than the individual sum of the creativity of its members. Studies have reached the following results with regard to the creativity of the group:

1. The different group in terms of sex produces better quality solutions than the group of single sex.
2. The very diverse group produces better solutions, and the group's creative solution requires that it consist of people with different personalities.



3. The cohesive group is more prepared, enthusiastic and active than the less cohesive group.
4. The members of the harmonious group are more inclined to creativity than the group whose members are not harmonious
5. The newly formed group tends to be more creative than the old group.
6. Creativity increases with the increase in the number of members of the group as capabilities, knowledge and skills expand.

### **2.1.6.3. The Organization Level**

It is creativity that is achieved through the collaborative effort of all members of the organization. Studies and research on creativity at the organizational level have indicated that creative organizations are distinguished with the following characteristics(Amabile, 1988; Dul & Ceylan, 2011):

1. The field trend and the tendency towards continuous practice and experimentation despite the failure.
2. Strong contact with the needs and desires of consumers.
3. The presence of supporters and supporters of creativity who encourage and guide creators.
4. Productivity through the participation of workers in providing proposals and alternatives to work.
5. Developing principles, values and ethics for work that everyone knows and works to respect and apply.
6. Commitment to the original skill of the creative organization and not shifting to areas of work for which the organization has no inherent skill.
7. Simplicity and lack of complexity in the organizational structure in terms of the number of levels and administrative units.
8. The intensity and the softness together.

### **2.1.7. Creativity Impediments**

Creativity management' is a management practice that jump-starts the innovation process by encouraging officials to act and respond with increased creativity and initiative(Berman & Kim, 2010).With creativity and innovation growing in importance for the company's performance, both professionals and researchers have looked for ways to increase the occurrence of these activities(Eaton, Akbiyikli, & Dickinson, 2006). There are a set of factors that limit creativity and prevent its development and prevent the benefit of different organizations from it. These include the following:

1. Fear of change and the resistance of organizations to it, preferring stability and accepting the status quo.
2. Managers' preoccupation with routine daily chores, rejecting new ideas and considering them as a waste of time.
3. Commitment to professionalism of laws and regulations, and strict emphasis on formalities, but not content.
4. Centralization of management, and lack of faith in delegating simple routine work to employees.
5. Unbelief in the importance of participation by employees.
6. Discard colleagues.

The achievement and the superiority that exceeds the capabilities of colleagues in the field of work, makes them feel threatened, which motivates them to gain from the creative individual by mocking him, mocking his opinions, asserting him or turning away from him and isolating him.

7. Lack of material and moral incentives

Especially material ones, which make employees busy with managing their life matters and their livelihoods, as well as avoiding them for creative work that will bring them more of ostracism, fighting and destitution.

8. Inefficient administrative leadership.

Management is considered to have the primary role in motivating workers, guiding them and involving them in setting and implementing organizational goals, creating cooperation, and finding the appropriate environment within the organization. If the efficiency of this management is weakened, it is discouraging in the face of creativity among employees.

9. Presidential breaks,

Presidential breaks, or the inability to communicate with employees and officials in senior management until they communicate their ideas and proposals and discuss them with them.

10. Organizational constraints:

It is the renewal of the behavior of workers with things expected according to the official roles, that is, the administration believes that the roles and behavior should not contradict the official expectations in the organization, and accordingly, the more these roles specifically increase the field of creativity. And his circle diminished, when the employee or worker determines all the steps and details of the work, and he leaves no room for creativity or new ideas.

11. Financial barriers to prevent potential costs, such as changing the machines, altering existing systems or models, etc.

12. Weak organizational loyalty

The weakness of the individual's loyalty and belonging to the organization in which he works leads to the fulfillment of the minimum tasks assigned to him, and he works in a careless and indifferent manner and thus does not expect creativity.

13. Deep thinking:

Habits in thinking often constitute an impediment to creativity or the emergence of any new ideas, as dealing with ideas without going deep and considering ideas and events as postulate not subject to research and discussion constitute a major barrier to creativity.

## **2.2. Motivation Impacts on Administrative Creativity**

In order to grow administrative creativity and achieve its goal, which is mainly organized development, and its promotion for the better, it is necessary to provide a set of elements that support it, and among these elements that contribute to direct and effective development, which are incentives as a form of motivation. As incentives are factors that help creativity, as many studies have shown in different types of productive and service organizations in many developed countries, because creativity has traditions and standards such as:

- Supporting risk and change through prizes and rewards;
- Accept a slight level of error.

Organizations are affectively laden environments (Amabile et al., 2005). When the organization adopts compensation systems based on the concept of remuneration for knowledge in addition to linking the rewards granted by the organization to improving performance, it would encourage the working person to continue to be performing in the best possible way. Studies have also demonstrated the importance of motivation by granting both material and moral incentives to the owners of good ideas and creators in particular. While, the opposite leads to frustration, as well as the lack of incentives, especially material ones, that make employees busy only with managing their daily tasks and avoiding the work that will bring them more ostracism and frustration. Dealing with mistakes is also considered as opportunities to learn and allow employees to sometimes experiment with their ideas and allow a margin to develop creativity. In the same context, care must be taken that the penalty for error is less than the penalty for trying, as this is considered one of the laws by which the creative process can be directed and developed by employees (Amabile et al., 2005; Makri & Scandura, 2010).

### **2.2.1. The Necessity of Incentives to Develop Administrative Creativity**

In order for the organization to maintain creativity and development, it must have the appropriate climate for that, and this climate is the result of material and moral stimulation that makes the organization the true incubator for generating and

adopting ideas. The material and moral incentive stands at the forefront of the factors that maintain the creators who have the knowledge, experience and seeds of innovation. In addition to all what represents the intellectual capital of the organization, as well as individuals who have the ability to create serious knowledge and transfer it at any moment out of the organization. Therefore, the incentives must be clear and a function in the organization for creativity. In fact, it represents the most influential significant indications for all employees of the organization's interest in creativity and creativity. It is necessary that the incentives provided are directed to reward, this feature of incentives is the reliable on the organization to be an effective field creativity(Charness & Grieco, 2014).

### **2.2.2. Incentives as One of the Factors Affecting the Creative Process**

There are three main elements that influence the creative process:

1. Experience,
2. Creative thinking skills,
3. Incentives,

As for experience, it is what individuals can do with efficiency derived from the accumulation of their experiences. As for thinking skills, it is what individuals can come up with from new developed ideas. The third element, which is the internal incentives associated with the activity, focuses on what individuals want to do. The creative rule states that the creator must have a strong desire to do it, to do the activity that is, a person who has experience and creative thinking skills (the ability to create) and does not have the incentive to do what he needs to reach creativity cannot be considered creative. The internal incentives associated with the activity tend to be strong under a number of circumstances, including, for example, the presence of a personal interest in the work of the individual(Amabile, 1988; Charness & Grieco, 2014).

### **2.2.3. The Role of Incentives in Creative Organizations**

The creative organization is distinguished from other organizations by a set of specifications, and it depends on motivation and incentives, especially in support of the creative process, and its creative path may also encounter a set of obstacles related to the incentive policy followed.

#### **2.2.3.1. Creative Organization and Incentives**

The creative organization means that it is an organizational entity whose internal environment is designed to contribute to the adoption of creative ideas and their sources, and the results that result from them. Excellence is based on its identification of an organizational environment that gives creative directions its legitimacy, and its crystallization in two intellectual and scientific approaches based on functional values and practices that instill and root creativity as a renewed and desired goal through incentives, methods and systems that deepen the belief of employees in these principles(Charness & Grieco, 2014). Creative organizations share a number of values and principles, including:

- The desire to complete and always give precedence to action and attempt to perform;
- Establishing the concept of productivity, developing the capabilities of workers and their participation in the results;
- Giving a distinct precedence to develop capabilities and motivate workers for outstanding performance.

In order to be a creative organizational climate within an organization, three essential elements must be present:

1. Adopting a set of values that foster creative trends;
2. Formulating these values and translating them into systems and methods that create creativity in all the activities of the organization;
3. Creating systems, methods and incentives that deepen the belief of employees in these values and principles to the extent that it fulfills their obligations to them.

Incentives are a key ingredient in creative organizations, and even an essential pillar for creativity and development in this field. Attention should not be paid only to the development of incentives, but rather it must be linked to performance and creativity, so that specific, fair and objective criteria are established so that those incentives can produce the desired results. The organization must take into account that incentives have negative results if they are used in ways that negate fairness and objectivity. This indicates that the use of motivation does not necessarily lead to positive results, that it is important to identify the needs of individuals and try to invest and pay them through incentives whether it is material or moral.

### **2.2.3.2. Incentive Policy and Obstacles to Administrative Creativity**

The previous clip highlights a potentially strong precedent for creativity in the workplace by identifying oneself as a creative person. The incentives policy adopted by the organization greatly affects administrative creativity, as it may support it and reduce its obstacles, as it may cause it, through the following (Azoulay, Graff Zivin, & Manso, 2011; Bellandi, 1992; Farmer, Tierney, & Kung-Mcintyre, 2003):

- Establishing a unified system of incentives, it is a mistake to apply a unified system for a number of organizations whose activities differ, as the incentives differ in proportion to each environment, organization or activity and even according to the workers;
- Justice and equality or lack of justice and equality are frustrating and stimulating in the same strength of administrative creativity. Providing motivation must be characterized by inequality between the creative and non-creative individual;
- The use of punishment as a method of incentives in an attempt to develop creativity, it can be used for specific performance, while administrative creativity does not grow in light of the negative incentive, because it is innovative and new capabilities that need an appropriate climate for that, and therefore the negative incentives must not be placed in the framework of encouraging creativity, including incentives packaging. The role of a double-edged sword in creative organizations, depending on the incentives policy used, may work to support and promote the creative process and

may prevent this and constitute one of the obstacles to developing creativity.



## **CHAPTER 3**

### **COLLECTED DATA AND ANALYSIS**

#### **3.1. Collected Data and Testing**

##### **3.1.1. Almadar Aljadid Company**

###### **3.1.1.1. Glimpse to the Almadar Aljadid**

Almadar Aljadid is a government company established in 1995 to operate from its headquarters in Tripoli, Libya, as the first operator in North Africa for the mobile network and data provider. The company gained a prominent position in the market because it was the first mobile network operator operating in Libya, and this leading position is reflected by having more than 5,000,000 subscribers from government institutions, businesses and individuals. It recently celebrated the launch of 3G and 4G services in most Libyan cities, along with new services, in an effort to become one of the best mobile operators in the region.

The company makes every effort to adopt a participant-centered approach that enables us to focus on achieving their requirements and meeting their needs, by strengthening its relationships with subscribers and gaining their trust in our brand. The company also seeks to provide a variety of specialized digital and electronic services that meet the needs of subscribers around the clock. Almadar Aljadid aspires to achieve the satisfaction of our subscribers and give them (more reasons for joy and a smile on their faces).

###### **3.1.1.2. Vision**

A transformation in the digital citizen's lifestyle that enables him to succeed personally and professionally

### **3.1.1.3. Message**

Almadar Aljadid provide concepts, content and services, and provide communication to people and devices. Almadar Aljadid invest our partnerships in a digital environment, to contribute to the success and welfare of the digital citizen.

## **3.1.2. Methodological Procedures**

### **3.1.2.1. Study Methodology**

This study aimed to know the role that the motivation plays in creating elements of administrative creativity among the employees of the company under study, which is Almadar Aljadid company as one of the biggest communication companies in Libya. This requirement addressed the identification of the study population and sample as well as the tools used. The research relied on the selection of the sample based on the random stratified random sample represented by the management staff of the Almadar Aljadid Company, according to their different organizational levels from employee to general manager, heads of departments, divisions, units and managers of departments.

### **3.1.2.2. Study Community**

The management staff of the Almadar Aljadid Company in different company levels from employee to general manager, heads of departments, divisions, units and managers of departments.

- **The Study Sample**

The study samples have been selected randomly, from Almadar Aljadid Company. 220 questionnaires have been sent, 20 questionnaires have been canceled, while 200 questionnaires received and analyzed. More details on samples available in next chapter.

### 3.1.2.3. Data Collection

#### 1. Questionnaire

In this study, surveys are a data collection method. The questionnaire will send an individual or customer by mail or other means, and replying will provide clear and free answers, assuming you have not obtained the name or signature of the respondent in order not to panic and absent. Without accountability or guilt, this aspect is important in the questionnaire because it provides openness and scientific objectivity to the results. Then I analyzed the collected data using SPSS.

#### 2. Design The Questionnaire

The objectives of the study and the questions it raises require the necessity of using a questionnaire directed to administrators to answer it. The aim of the questionnaire is to identify the extent of applying motivations and incentives, and evaluate administrative creativity provided by the Almadar Aljaded Company. In addition, study the relationship of motivation that provided to employees in influencing administrative creativity, this is through the four parts that make up the questionnaire:

- **Designing the questionnaire**

As for the design of the research questionnaire, it consists of four parts, as follows:

The first part: general information The first part of the questionnaire relates to the demographic factors of the sample in terms of age, gender, educational qualification, experience, job level.

**The second part:** The second part of the questionnaire is concerned with motivation factors to employees by 15 questions (Q<sub>1</sub> TO Q<sub>15</sub>). Followed by second part, which is the organizational creativity by 10 questions (Q<sub>16</sub> TO Q<sub>25</sub>). The last part is administrative creativity with 14 questions (Q<sub>26</sub> TO Q<sub>39</sub>).

The questionnaire answers have been divided into five answers, named five-point scale as shown in Table 3.1.

Table 1. Five-point scale of questionnaire.

Answer	Points
Strongly Disagree	1
Disagree	2
Natural	3
Agree	4
Strongly Agree	5

### 3. Reliability and Stability of Questionnaire

In order to ensure the validity of the scale used in the study, it was presented to a group of professors, and its effectiveness and reliability were also confirmed by measuring the Cronbach alpha coefficient. Table 3.2 shows the reliability and stability of questionnaire with the Cronbach alpha. The results show that the Cronbach alphacoefficient was 0.91 which acceptable value according to(Bland & Altman, 1997; DeVellis, 2016).The acceptable alpha values ranging from 0.70 to 0.96of alpha that calculated by the Caronbach's Alpha test is strongly affected by the number of tested items and its dimensionality(Tavakol & Dennick, 2011).

Table 2. Reliability and stability of questionnaire by (SPSS).

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.889	.892	39

## 3.2. Results and Discussions

### 3.2.1. Demographic Characteristics

To get to know the demographic characteristics of the respondents, the first part of the questionnaire covered some personal data, which is the age, gender, educational qualification, monthly family income, and career level.

### 3.2.1.1. Gender

Table 3.3 shows the relative distribution of the study sample according to their gender difference between males and females, as follows:

Table 3. The gender variable frequency.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	154	77.0	77.0	77.0
	Female	46	23.0	23.0	100.0
	Total	200	100.0	100.0	

Through Figure 3.1 and Table 3.3, it is clear to us that the distribution of ratios according to the gender of the individuals in the sample, as well as it can be note that most of the study sample were male, this is 77%, while the percentage was 23%. This indicates that the institution depends on the male component more than the female, due to the fact that the institution has service activities related to communications, installation and maintenance. It is a stressful activity and requires a double human effort, and this is not what females can do.

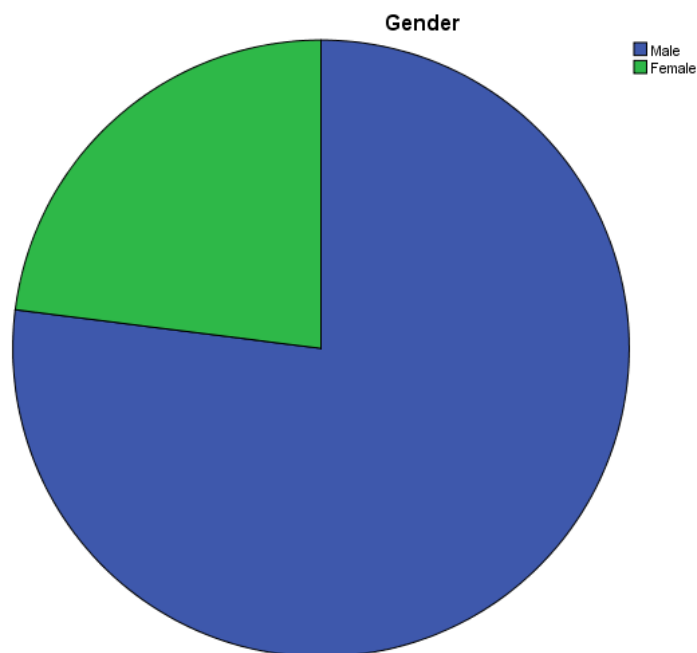


Figure 4. Study sample distribution according to gender.

### 3.2.1.2. Age

As for the age of the study samples, the results obtained showed that the institution under study depends primarily on the youth category that is between the (20-30 years) a total frequency of 103 young people with a percentage of 51.5%. followed by both (31-40) and (more than 40) with 24.5% and 24% respectively. The reason for this absolute dependence on the youth category is the nature of the activities and actions that take place in communications, installation and maintenance, which depends on great efforts and energies.

Table 4. The age variable frequency.

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 to 30	103	51.5	51.5	51.5
	31 to 40	49	24.5	24.5	76.0
	more than 40	48	24.0	24.0	100.0
	Total	200	100.0	100.0	

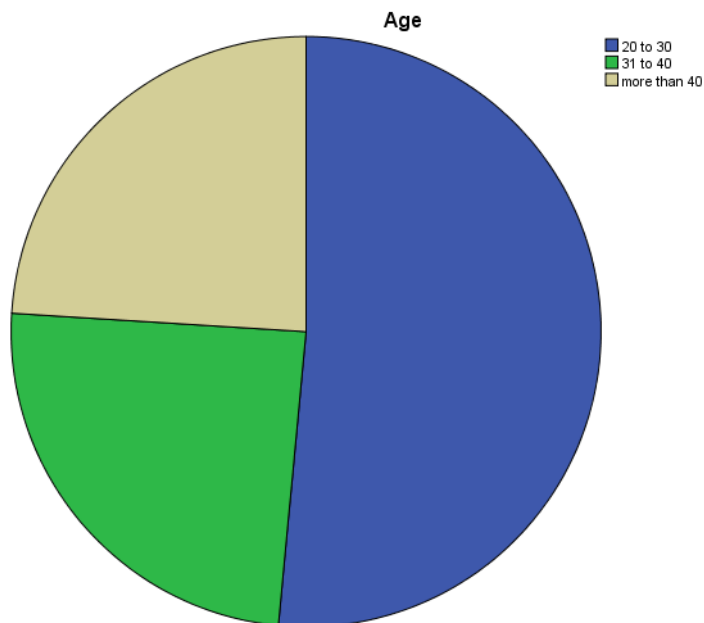


Figure 5. Study sample distribution according to age.

### 3.2.1.3. Educational Qualification

Figure 3.3 and Table 3.5 showing the distribution of ratios according to the educational level the study sample, where find that the majority of the sample, they have a university level, where their repetition has reached 110 employees with a percentage of 55% of total samples. The other groups have a secondary level or diploma, as their repetition reached 68 employees with a percentage of 34%, as for the few category of the sample; they have a master's and doctorate level; their frequency is 12 and 10 employees; and a percentage of 6% and 5% respectively. In general, it can be said that most of the study sample are their level educational (university degree); this is an indication that the study sample is eligible.

Table 5. The education level variable frequency.

Education level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate or Diploma	68	34.0	34.0	34.0
	University degree	110	55.0	55.0	89.0
	Master's degree	12	6.0	6.0	95.0
	Doctorate and above	10	5.0	5.0	100.0
	Total	200	100.0	100.0	

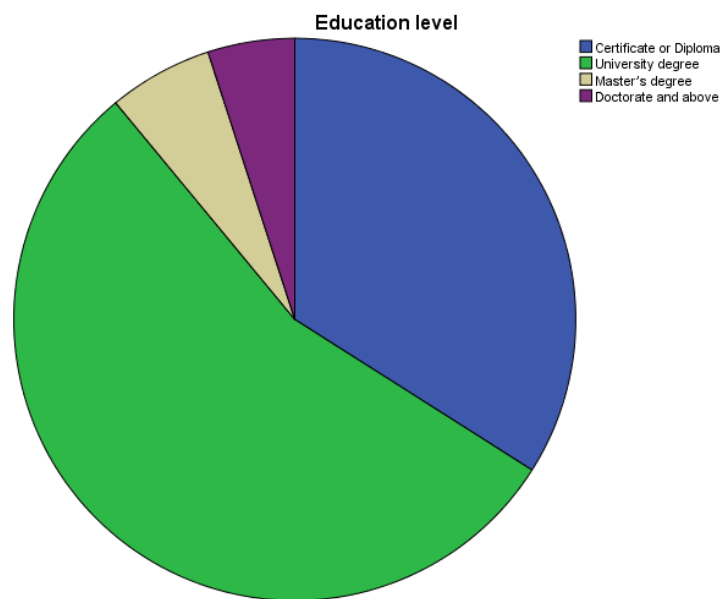


Figure 6. Study sample distribution according to education level.

### 3.2.1.4. Functions

As for the functions of the study samples, Table 4.6 shows the samples frequencies, the funding showed that the institution under study depends on employee function with a total frequency of 100 with a percentage of 50%. Followed by technical function by 46 contains 23% of total samples. The engineer functions recorded 35 as frequency with 17.5%, and finally the department head recorded 19, which 9.5%. The reason for this absolute dependence on the employees and technical functions is the nature of the activities and scurvies that take place in communications sector, which depends on great efforts and energies. Figure 4.4 shows the study sample distribution according to functions.

Table 6. The functions variable frequency.

Functions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employees	100	50.0	50.0	50.0
	Technical	46	23.0	23.0	73.0
	Engineers	35	17.5	17.5	90.5
	Department head	19	9.5	9.5	100.0
	Total	200	100.0	100.0	

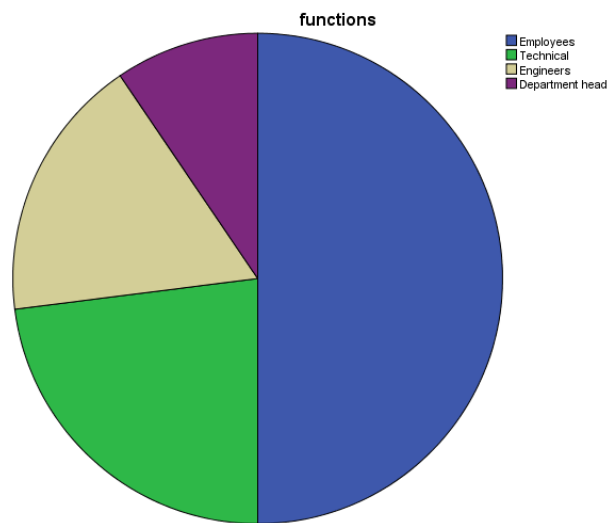


Figure 3.4. Study sample distribution according to functions.



### 3.2.1.5 Years of Experience

Figure 3.5 and Table 3.7 showing the distribution of ratios according to the years of experience of the study sample, it can be noted that the majority of the sample, they less than 5 years of experience, where their repetition has reached 90 employees with a percentage of 45% of total samples. Followed by (More than 25) years of experience, as their repetition reached 58 employees with a percentage of 29%. In general, it can be said that most of the study sample are their less than 5 years of experience; this is an indication that the study sample is eligible.

Table 7. The years of experience variable frequency.

		Years of experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5	90	45.0	45.0	45.0
	5 to 15	38	19.0	19.0	64.0
	16 to 25	14	7.0	7.0	71.0
	More than 25	58	29.0	29.0	100.0
	Total	200	100.0	100.0	

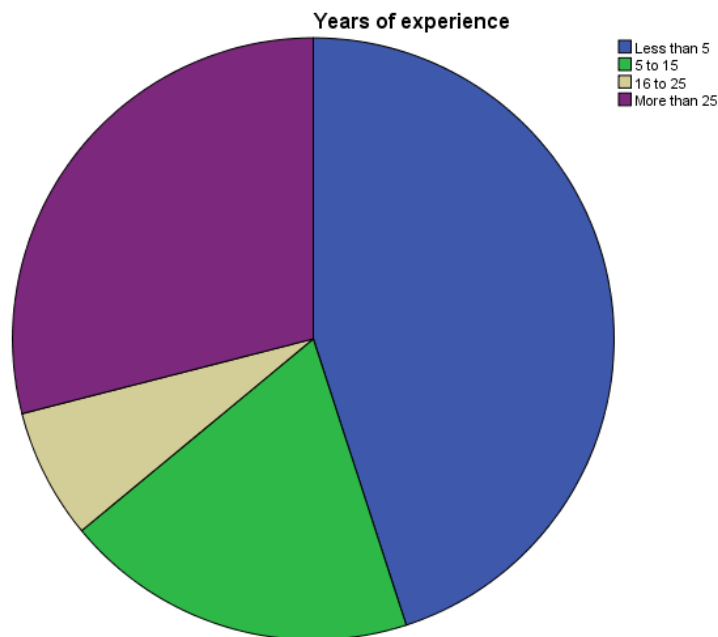


Figure 7. Study sample distribution according to years of experience.

### 3.2.1.6. Monthly Family Income

Table 3.8 shows the relative distribution of the study sample according to their monthly family income, which divided as less than 2000, 2000 to 2999, 3000 to 4000, and more than 4000, as follows:

Table 8. The Monthly family income variable frequency.

Monthly family income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2000	65	32.5	32.5	32.5
	2000 to 2999	58	29.0	29.0	61.5
	3000 to 4000	30	15.0	15.0	76.5
	more than 4000	47	23.5	23.5	100.0
	Total	200	100.0	100.0	

Through Figure 3.6 and Table 3.8, it is clear to us that the distribution of ratios according to the monthly family income of the individuals in the sample, as well as it can be note that most of the study sample were less than 2000 as monthly family income, this is 65, with the percentage was 32.5%. while the highest monthly income was 47 contains 23.5% of total sample.

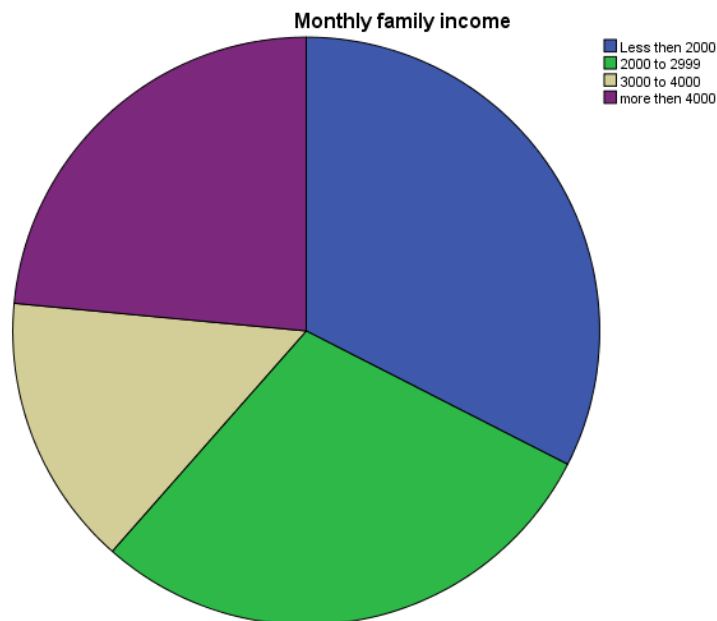


Figure 8. Study sample distribution according to monthly family income.

### 3.2.2. Data Analysis

The questionnaire answers have been collected and analyzed with frequency percentages by using SPSS software, the data results have been shown in Table 3.9.

Table 9. The data analysis frequency % according SPSS.

Statements	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree	Mean	Standard deviation
Q1.Money is among of the motivation to employee performance	0	3	15	42.5	39.5	4.19	.796
Q2.The salary paid to you is enough to cover your basic needs	0	2	9	30	59	4.46	.742
Q3.You are always paid on time	0	10	24.5	49.5	16	3.72	.853
Q4.The environment of working condition of your organization is motivating you	3	8	31.5	42	15.5	3.59	.947
Q5.Appreciation is the factor for employee motivation	2	13	23	46.5	15.5	3.61	.966
Q6.The organization is motivating employee financially in case of difficulties	3	10	12.5	52.5	22	3.81	.991
Q7.Recognition is among of the factor to employee motivation	0	13	15	47	25	3.84	.948
Q8.Health Insurance is among of the employee's motivation	1.5	6.5	21.5	52.5	18	3.79	.866
Q9.Social gathering is among of the motivation to the employees in the organization	8	6	22.5	51	12.5	3.54	1.051
Q10.The relationship with management at working place motivate employees	9	4.5	10	49	27.5	3.82	1.156
Q11.Promotion of the employees in the organization is among of the motivation factor	6	9	41	35	9	3.32	.971
Q12.There are prospects for you to develop your career goals profession	0	13	16.5	51.5	19	3.77	.908
Q13.There is a relatively equal treatment of employees depending on their efforts, experience and education in this Commission	1	12	11.5	59	16.5	3.78	.898
Q14.There is opportunity to express yourself about work related issues to the top management	23	39	15	18	5	2.43	1.171

Q15.The transport service can be among of the motivation factor to your organization	0	6	13	26	55	4.30	.913
Q16.Organizational members generate many original ideas.	0	2	27	19	52	4.21	.911
Q17.We have no qualms about trying out new ideas.	0	2	7.5	53.5	37	4.24	.911
Q18.The organization has a reputation for being innovative in developing new products and services to compete in the marketplace.	1.5	10	29.5	44	15	3.61	.912
Q19.The organization has been innovative in designing new work processes and operating procedures to meet the changing needs of our clients.	0	14	23	50	13	3.62	.883
Q20.There is a sense of continuous improvement in the organization.	4.5	13.5	13	45	24	3.71	1.111
Q21.Organizational members welcome the implementation of new ideas.	.5	7.5	30.5	43.5	18	3.71	.866
Q22.Staff members are encouraged to explore new fields of knowledge.	0	14	23	44.5	18.5	3.68	.935
Q23.Staff members are comfortable in trying out new approaches to solve problems.	4	23	12.5	50	22	3.75	1.051
Q24.Staff members know they are valued for their ideas above everything else.	1	14.5	20	44	20.5	3.69	.990
Q25.Staff members are willing to try new ways to perform work tasks.	3	4	22.5	51	19.5	3.80	.902
Q26.My salary is motivating me to be creative	0	13	16.5	51.5	19	3.77	.908
Q27.The working condition greatly improve employee's administrative creativity	1.5	5.5	19	49	24	3.87	.849
Q28.There is the relationship between motivation and administrative creativity of employees.	2.5	5.5	19	49	24	3.87	.928
Q29.With the current motivation practices the performance and administrative creativity of the employees is always going to increase	0	2.5	14.5	36	47	4.28	.802
Q30.The Foundation's management is keen to take care of the new ideas of the employees.	2	7.5	22.5	30.5	37.5	3.94	1.040

Q31.The Foundation gives employees the freedom to express their opinions, ideas and proposals, even if they are contrary to the opinion of their superiors.	2.5	16.5	19.5	40	21.5	3.62	1.074
Q32.The Foundation provides the right atmosphere to implement new ideas for workers	1	12	11.5	59	16.5	3.78	.898
Q33.The Foundation encourages and adopts new initiatives in various ways	8	13.5	16	42.5	20	3.53	1.186
Q34.The Foundation seeks to develop the capabilities of employees to diagnose work problems and ways to solve them	4.5	11.5	16	41	27	3.75	1.112
Q35.The Foundation organizes training courses and provides modern techniques for workers in the field of administrative creativity	0	8.5	19.5	37.5	34.5	3.98	.940
Q36.Feedback (I receive information about my administrative creativity)	0	8	32	45	15	3.67	.827
Q37.My general opinion of administrative creativity is favorable.	5	10.5	25	46.5	13	3.52	1.012
Q38.In general, growth (I can grow as a person and learn new skills that help me to be creative).	4.5	11.5	14.5	46.5	23	3.72	1.080
Q39.Significance (I feel that my job creative and makes a difference)	4	12.5	20.5	42	21	3.64	1.071

Almadar Aljadid company was the research samples of Libyan communication sector. Their questionnaire's answers divided to strongly agree, agree, natural, disagree and strongly disagree, as showing in Table 3.9.

- **Motivation Factors to Employees**

The questionnaire started with Motivation factors to Employees part, where the first question was whether money is among of the motivation to employee performance. The opinions of Almadar Aljadid company's employees as 82% as total of (39.5% strongly agree and 42.5% agree), which means Almadar Aljadid company's employees believe that money is among of the motivation to employee

performance, with standard deviation 0.796 and mean 4.19. The normality test distribution of answers shown in Figure 3.7.

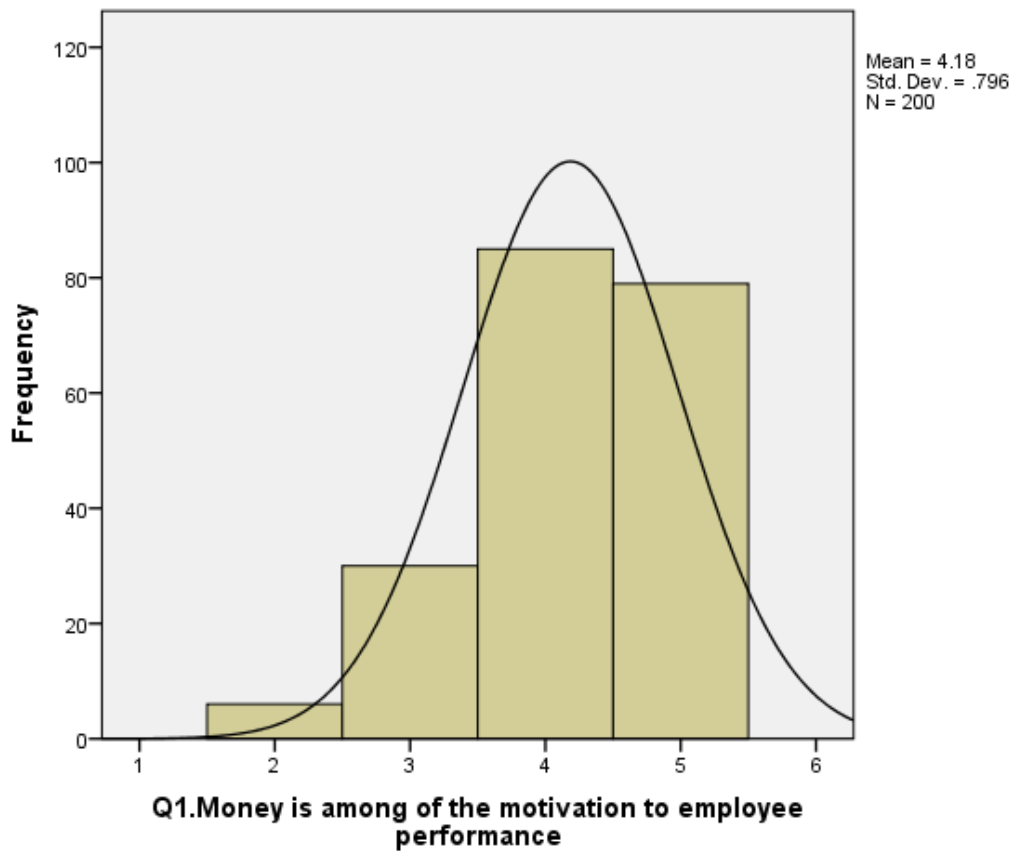


Figure 9. The normality test distribution of answers frequency of Q<sub>1</sub>.

The second question became as first question to Almadar Aljadid company's employees, which is whether the salary paid to you is enough to cover your basic needs. The opinions of Almadar Aljadid company's employees as 89% as total of (59% strongly agree and 30% agree), which means Almadar Aljadid company's employees believe that salary paid to you is enough to cover your basic needs, with standard deviation 0.742 and mean 4.46. The normality test distribution of answers shown in Figure 3.8.

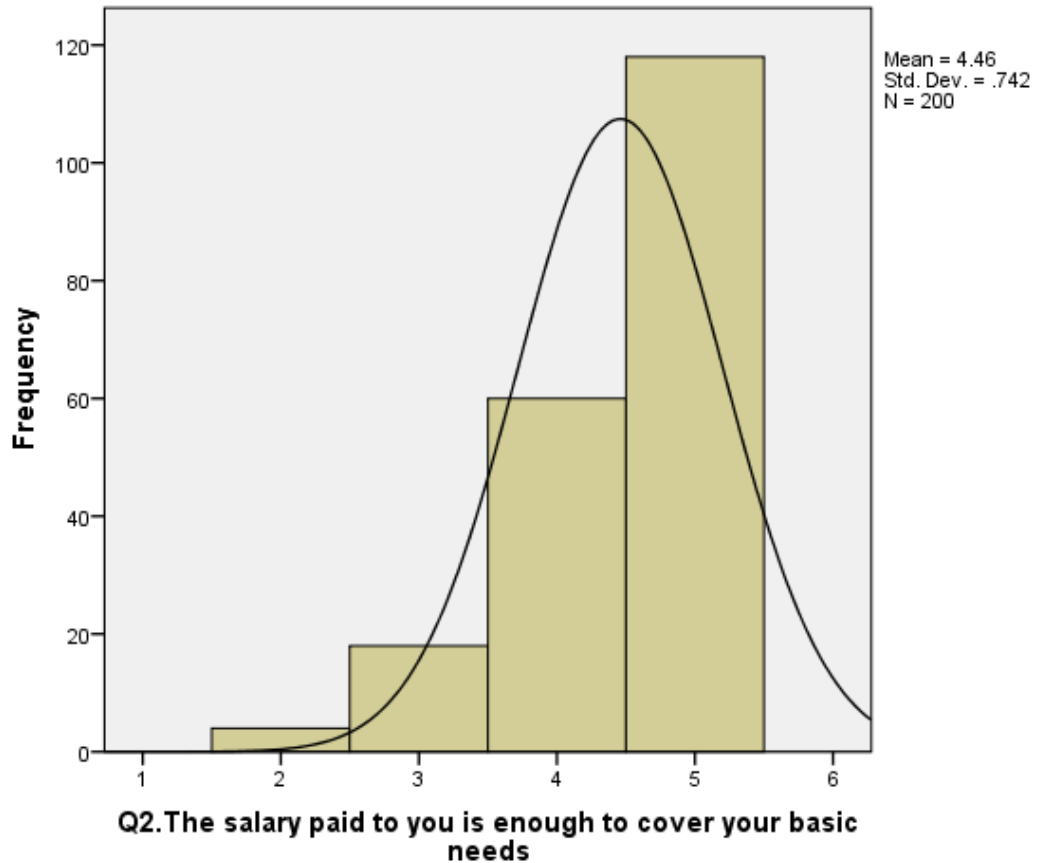


Figure 10. The normality test distribution of answers frequency of Q<sub>2</sub>.

The last question of Motivation factors to Employees was if the transport service can be among of the motivation factor to your organization. The normality test distribution of the answers of questio15 shown in Figure 4.9. The opinions of Almadar Aljadid company's employees as 81% as total of (55% strongly agree and 26% agree) followed by 16% natural, which means Almadar Aljadid company's employees believe that the transport service can be among of the motivation factor to your organization, with standard deviation 0.913 and mean 4.30.

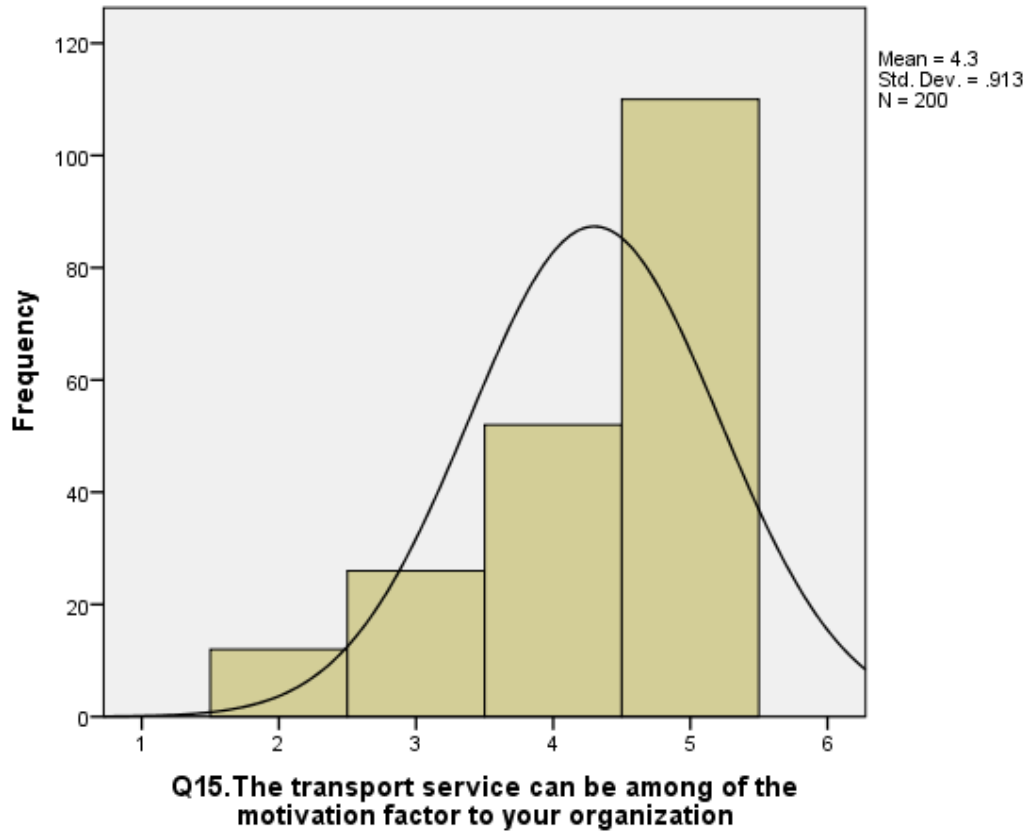


Figure 11. The normality test distribution of answers frequency of Q15.

- **Organizational Creativity**

The second part of questionnaire was organizational creativity questions with 10 questionnaires, which started with whether organizational members generate many original ideas. The opinions of Almadar Aljadid company's employees as 71% as total of agreement (52% strongly agree and 19% agree), which means Almadar Aljadid company's employees believe that organizational members generate many original ideas, with standard deviation 0.711 and mean 4.21. Figure 3.10 shows the normality test distribution of answers.



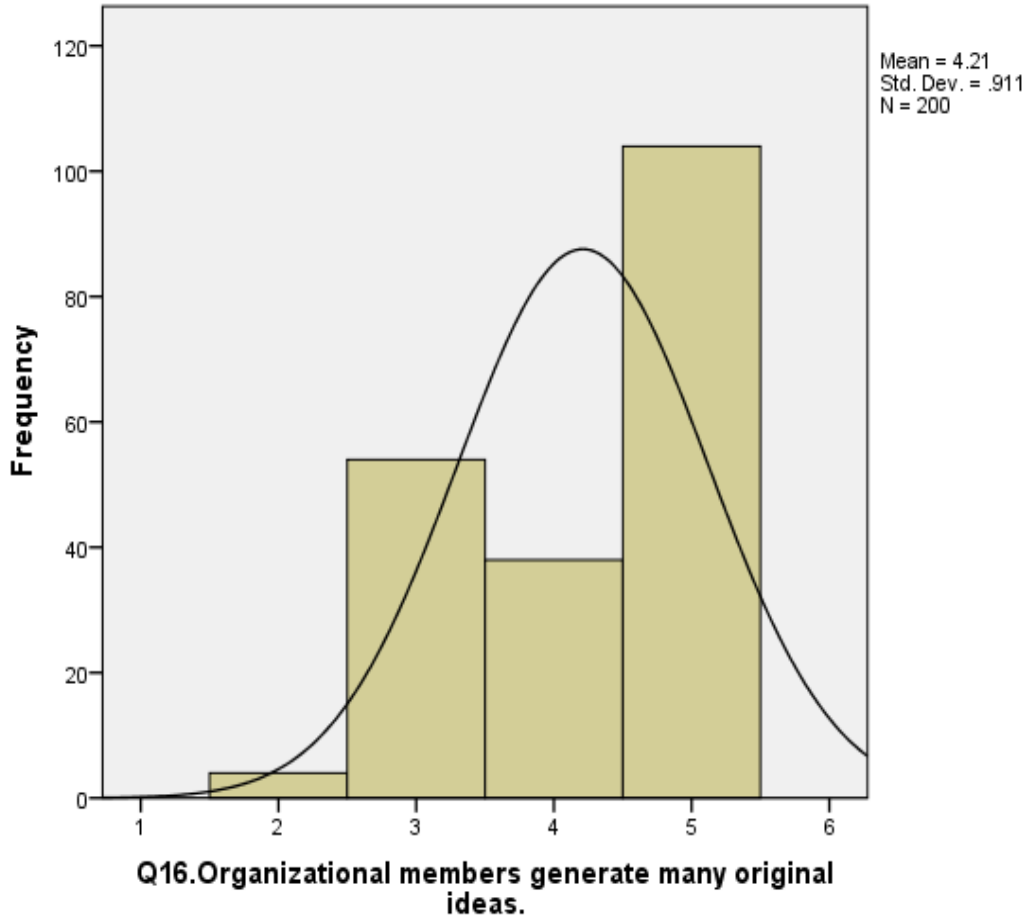


Figure 12. The normality test distribution of answers frequency of Q<sub>16</sub>.

The opinions of Almadar Aljadid company's employees about question 17 was 95% as total of agreement (37% strongly agree and 53.5% agree), which means Almadar Aljadid company's employees strongly believe that they have no qualms about trying out new ideas. Figure 3.11 shows the normality test distribution of Q<sub>17</sub> answers, with standard deviation 0.757 and mean 4.23.

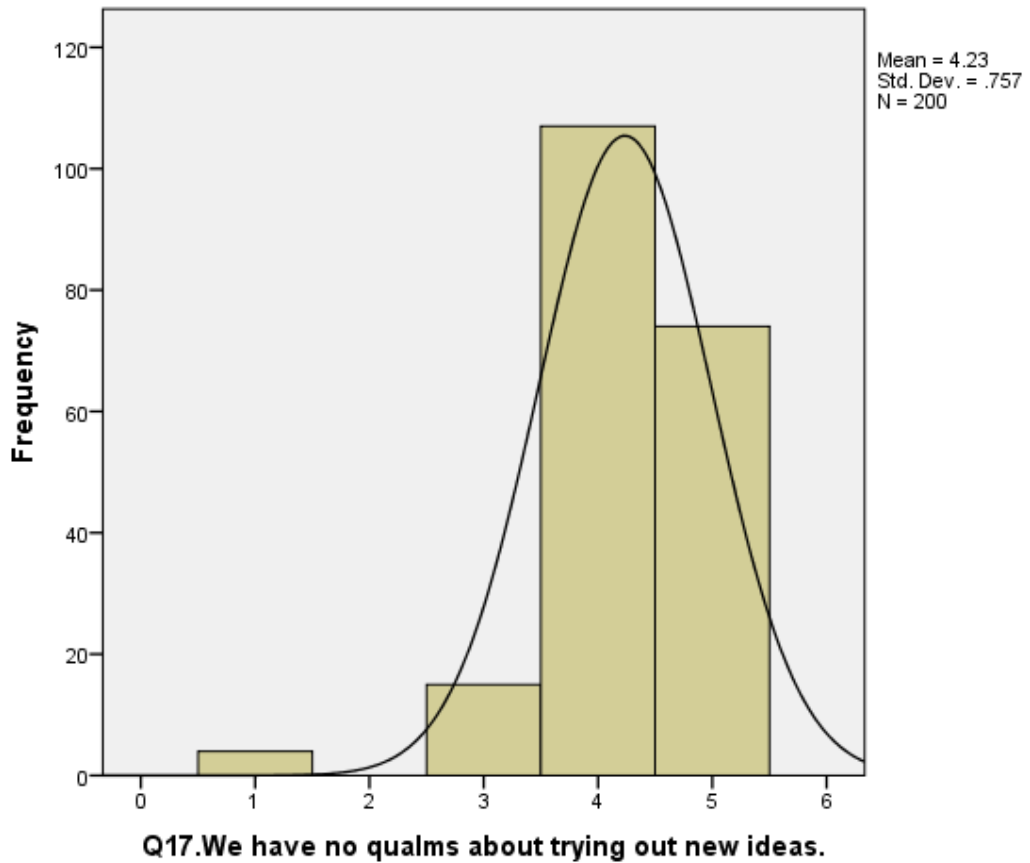


Figure 13. The normality test distribution of answers frequency of Q<sub>17</sub>.

The last question of organizational creativity was if staff members are willing to try new ways to perform work tasks. The normality test distribution of the answers of question 25 shown in Figure 3.12. The opinions of Almadar Aljadid company's employees as 70.5% as total of (19.5% strongly agree and 51% agree) followed by 22.5% natural, which means Almadar Aljadid company's employees believe that staff members are willing to try new ways to perform work tasks., with standard deviation 0.757 and mean 4.23.

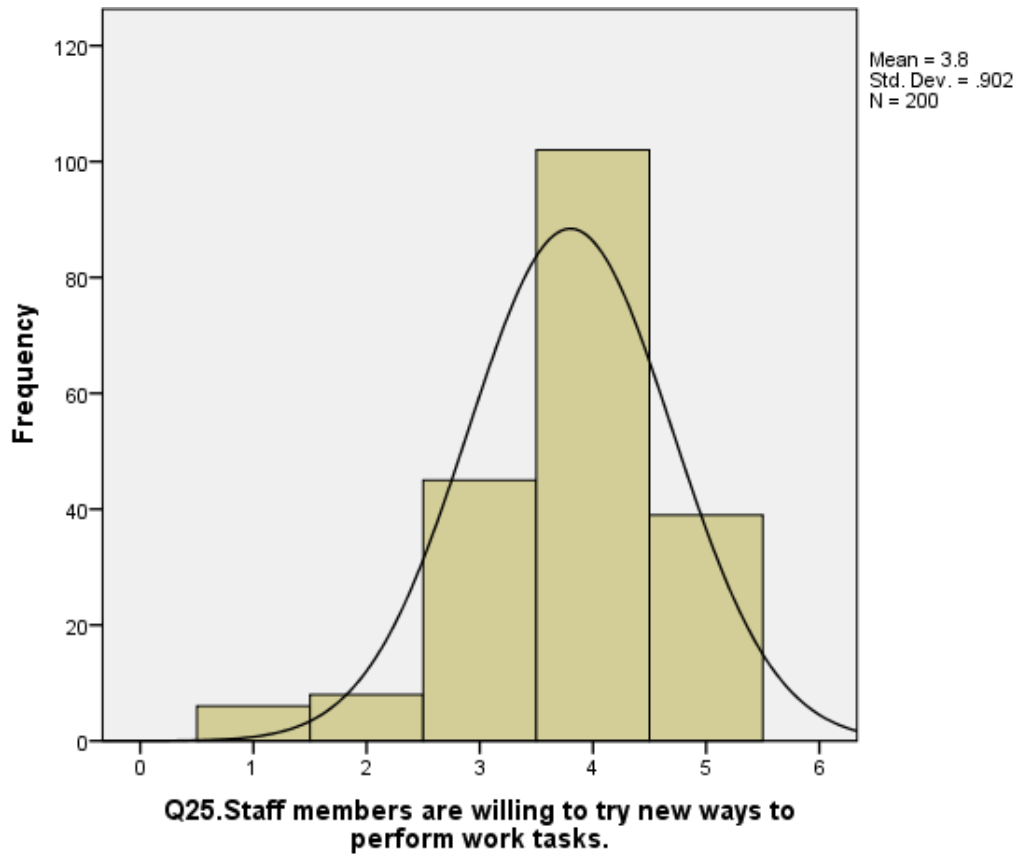


Figure 14. The normality test distribution of answers frequency of Q25.

- **Administrative Creativity**

The third and last part of questionnaire was administrative creativity questions with 14 questionnaires, which started with Q26 whether My salary is motivating me to be creative. The opinions of Almadar Aljadid company's employees as 70.5% as total of agreement (51.5% strongly agree and 19% agree), which means Almadar Aljadid company's employees believe that their salary is motivating them to be creative, the normality test distribution of answers shows in Figure 3.13 with standard deviation 0.908 and mean 3.76.

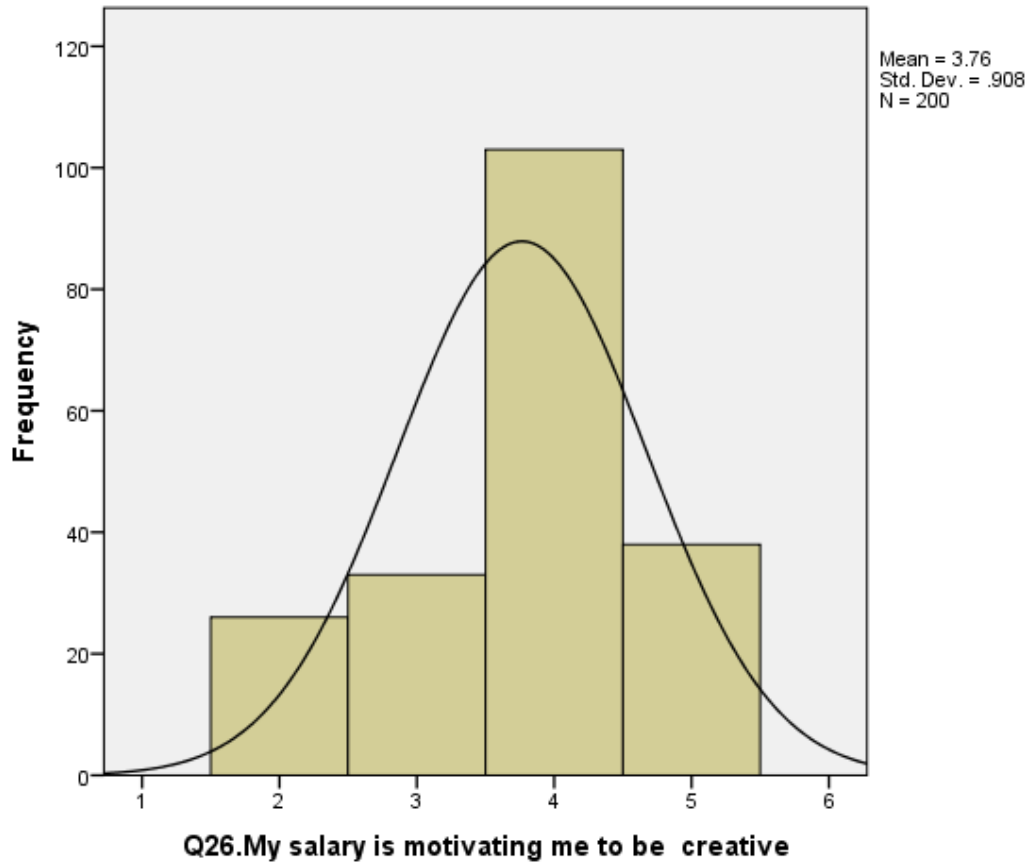


Figure 15. The normality test distribution of answers frequency of Q<sub>26</sub>.

The second question of administrative creativity was if the working condition greatly improve employee's administrative creativity. The normality test distribution of the answers of questio27 shown in Figure 3.14. The opinions of Almadar Aljadid company's employees as 73% as total of (24% strongly agree and 49% agree) followed by 19% natural, which means Almadar Aljadid company's employees believe that the working condition greatly improve employee's administrative creativity, with standard deviation 849 and mean 3.87.

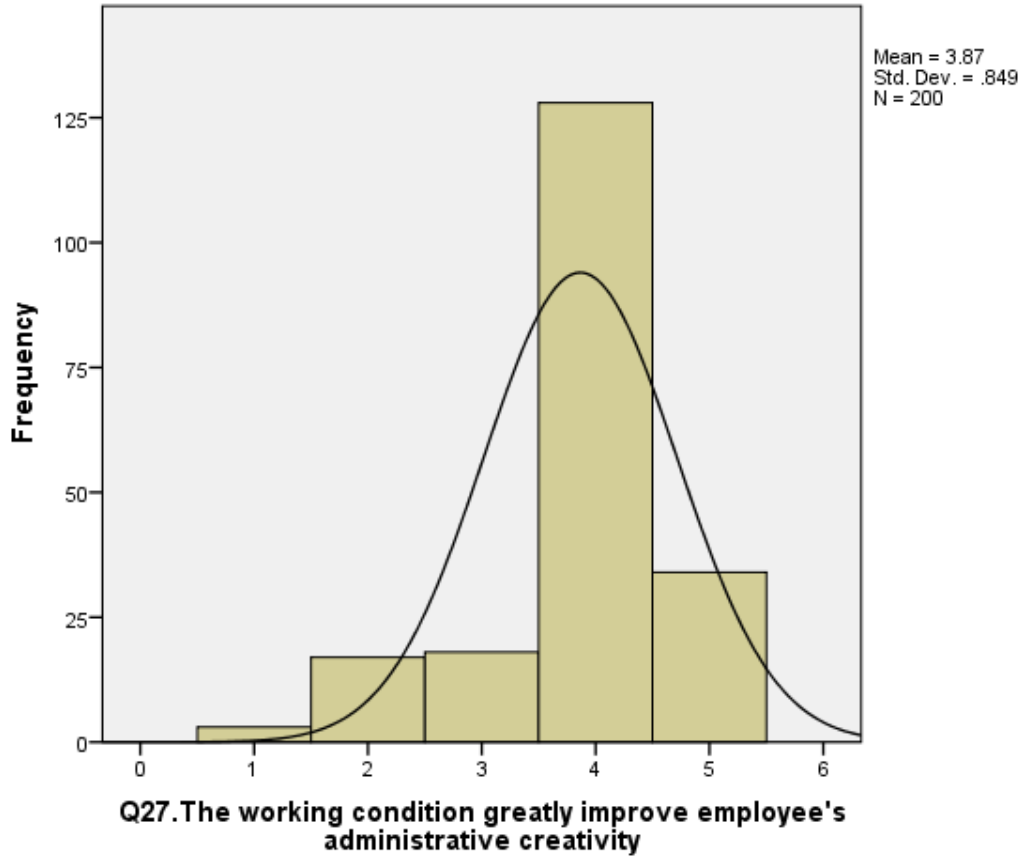


Figure 16. The normality test distribution of answers frequency of Q27.

The last question of administrative creativity was if significance (I feel that my job creative and makes a difference). The normality test distribution of the answers of questio39 shown in Figure 3.15. The opinions of Almadar Aljadid company's employees as 63% as total of (21% strongly agree and 42% agree) followed by 20.5% natural, which means Almadar Aljadid company's employees believe that there is significance (they feel that their job creative and makes a difference), with standard deviation 1.071 and mean 3.64



Figure 17. The normality test distribution of answers frequency of Q<sub>39</sub>.

### 3.2.3. Hypothesis Tests

#### 3.2.3.1. First Hypothesis

**H<sub>1</sub>**: There is a statistically significant relationship between individual motivation and the administrative creativity of employees.

- If value of statistically significant differences is ( $\alpha < 0.05$ ), the **H<sub>01</sub>** hypothesis will be accepted.
- If value of statistically significant differences is ( $\alpha > 0.05$ ), the **H<sub>11</sub>** Alternative hypothesis will be accepted.

**H<sub>01</sub>**: There is a statistically significant relationship between individual motivation and the administrative creativity of employees.

**H<sub>11</sub>**: There is no a statistically significant relationship between individual motivation and the administrative creativity of employees.

Table 10. The H<sub>1</sub> hypothesis SPSS details (Means Test).

Hypothesis	N	Df	significance
H <sub>1</sub>	200	4	0.000

The study data that analyzed by standard deviation, mean and Means Test in SPSS software was supported the H<sub>1</sub> hypothesis. Sig. the value of the significance level is 0.000, which is less than 0.05, which means accepting the H<sub>01</sub> hypothesis that exists a statistically significant relationship between individual motivation and the administrative creativity of employees.

### 3.2.3.2. Second Hypothesis

**H<sub>2</sub>:** There is a statistically significant relationship between group motivation and the administrative creativity of employees.

- If value of statistically significant differences is ( $\alpha < 0.05$ ), the **H<sub>02</sub>** hypothesis will be accepted.
- If value of statistically significant differences is ( $\alpha > 0.05$ ), the **H<sub>12</sub>** Alternative hypothesis will be accepted.

**H<sub>02</sub>:** There is a statistically significant relationship between group motivation and the administrative creativity of employees.

**H<sub>12</sub>:** There is no a statistically significant relationship between group motivation and the administrative creativity of employees.

Table 11. The H<sub>2</sub> hypothesis SPSS details (Means Test).

Hypothesis	N	Df	significance
H <sub>2</sub>	200	4	0.000

The study data that analyzed by standard deviation, mean and Means Test in SPSS software was supported the H<sub>2</sub> hypothesis. Sig. the value of the significance level is 0.000, which is less than 0.05, which means accepting the H<sub>02</sub> hypothesis that there is a statistically significant relationship between group motivation and the administrative creativity of employees.

### 3.2.3.3. Third Hypothesis

**H<sub>3</sub>:** There is a statistically significant relationship between organization motivation and the administrative creativity of employees.

- If value of statistically significant differences is ( $\alpha < 0.05$ ), the **H<sub>03</sub>** hypothesis will be accepted.
- If value of statistically significant differences is ( $\alpha > 0.05$ ), the **H<sub>13</sub>** Alternative hypothesis will be accepted.

**H<sub>03</sub>:**There is a statistically significant relationship between organization motivation and the administrative creativity of employees.

**H<sub>13</sub>:**There is no a statistically significant relationship between organization motivation and the administrative creativity of employees.

Table 12. The H<sub>3</sub> hypothesis SPSS details (Means Test).

Hypothesis	N	Df	significance
H <sub>3</sub>	200	4	0.000

The study data that analyzed by standard deviation, mean and Means Test in SPSS software was supported the H<sub>3</sub> hypothesis. Sig. the value of the significance level is 0.000, which is less than 0.05, which means accepting the H<sub>03</sub> hypothesis that there is a statistically significant relationship between organization motivation and the administrative creativity of employees.

### 3.2.3.4. Fourth Hypothesis

**H<sub>4</sub>:** There is a statistically significant relationship between the material incentives and the administrative creativity of workers in the organization.

- If value of statistically significant differences is ( $\alpha < 0.05$ ), the **H<sub>04</sub>** hypothesis will be accepted.
- If value of statistically significant differences is ( $\alpha > 0.05$ ), the **H<sub>14</sub>** Alternative hypothesis will be accepted.



**H<sub>04</sub>:** There is a statistically significant relationship between the material incentives and the administrative creativity of workers in the organization.

**H<sub>14</sub>:** There is no a statistically significant relationship between the material incentives and the administrative creativity of workers in the organization.

The material incentives such as money, salary, paid on time, financially motivating, and health insurance has the effect on administrative creativity of workers in the organization. The study data that analyzed by standard deviation, mean and T-Test in SPSS software was supported the H<sub>4</sub> hypothesis. T the value of the significance level is 0.000, which is less than 0.05, which means accepting the H<sub>04</sub> hypothesis that exists a statistically significant relationship between the material incentives and administrative creativity of employees of the organization.

Table 13. The H<sub>4</sub> hypothesis SPSS details (One-Sample Test).

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q1.Money is among of the motivation to employee performance	74.334	199	.000	4.185	4.07	4.30
Q2.The salary paid to you is enough to cover your basic needs	84.960	199	.000	4.460	4.36	4.56
Q3.You are always paid on time	61.600	199	.000	3.715	3.60	3.83
Q6.The organization is motivating employee financially in case of difficulties	54.305	199	.000	3.805	3.67	3.94
Q8.Health Insurance is among of the employee's motivation	61.905	199	.000	3.790	3.67	3.91

### 3.2.3.5. Fifth Hypothesis

**H<sub>5</sub>:** There is a statistically significant relationship between moral incentives and administrative creativity of employees of the organization.

- If value of statistically significant differences is ( $\alpha < 0.05$ ), the **H<sub>05</sub>** hypothesis will be accepted.
- If value of statistically significant differences is ( $\alpha > 0.05$ ), the **H<sub>15</sub>** Alternative hypothesis will be accepted.

**H<sub>05</sub>:** There is a statistically significant relationship between moral incentives and administrative creativity of employees of the organization.

**H<sub>15</sub>:** There is no a statistically significant relationship between moral incentives and administrative creativity of employees of the organization.

That influence become real as of the environment of working condition, Appreciation, Recognition, the relationship with management, Promotion, equal treatment of employees, opportunity to express yourself as moral incentives. The research current data that analyzed by standard deviation, mean and T-Test in SPSS software was supported the H<sub>5</sub> hypothesis. T the value of the significance level is 0.000, which is less than 0.05, which means accepting the H<sub>05</sub> hypothesis that exists a statistically significant relationship between moral incentives and administrative creativity of employees of the organization.

Table 14. The H<sub>5</sub> hypothesis SPSS details (One-Sample Test).

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q4.The environment of working condition of your organization is motivating you	53.624	199	.000	3.590	3.46	3.72
Q5.Appreciation is the factor for employee motivation	52.763	199	.000	3.605	3.47	3.74
Q7.Recognition is among of the factor to employee motivation	57.279	199	.000	3.840	3.71	3.97
Q9.Social gathering is among of the motivation to the employees in the organization	47.649	199	.000	3.540	3.39	3.69
Q10.The relationship with management at working place motivate employees	46.652	199	.000	3.815	3.65	3.98
Q11.Promotion of the employees in the organization is among of the motivation factor	48.368	199	.000	3.320	3.18	3.46
Q12.There are prospects for you to develop your career goals profession	58.660	199	.000	3.765	3.64	3.89
Q13.There is a relatively equal treatment of employees depending on their efforts, experience and education in this Commission	59.558	199	.000	3.780	3.65	3.91
Q14.There is opportunity to express yourself about work related issues to the top management	29.339	199	.000	2.430	2.27	2.59
Q15.The transport service can be among of the motivation factor to your organization	66.582	199	.000	4.300	4.17	4.43

### 3.2.3.6 Hypothesis Model

To find out the effect of motivation in the company on the administrative creativity of individual, group, and organization, the research model has been made. In addition to uses to clarify the research hypothesis.

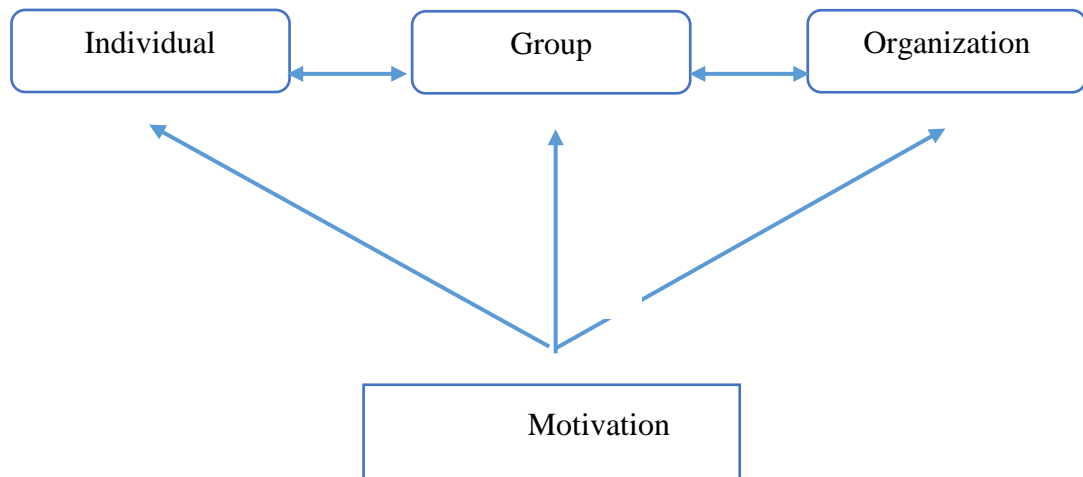


Figure 18. The research model.

Table 3.15 shows the hypothesis results after examination by SPSS. Where, T the value of the significance level is 0.000, which is less than 0.05 that means hypothesis accepting.

Table 15. The hypothesis results.

	<b>Hypothesis</b>	<b>Results</b>
<b>H<sub>1</sub></b>	There is a statistically significant relationship between individual motivation and the administrative creativity of employees.	Accepted
<b>H<sub>2</sub></b>	There is a statistically significant relationship between group motivation and the administrative creativity of employees.	Accepted
<b>H<sub>3</sub></b>	There is a statistically significant relationship between organization motivation and the administrative creativity of employees.	Accepted
<b>H<sub>4</sub></b>	There is a statistically significant relationship between the material incentives and the administrative creativity of workers in the organization.	Accepted
<b>H<sub>5</sub></b>	There is a statistically significant relationship between moral incentives and administrative creativity of employees of the organization.	Accepted

## CHAPTER 4

### CONCLUSIONS AND RECOMMENDATIONS

#### 4.1. Conclusions and Recommendations

This study takes its importance from the title itself, in addition to some justifications, such as clarifying a true understanding of the role of motivation, which may help to understand the type of motivation that contribute to raising the administrative creativity of employees that draws the attention of decision-makers. This study aimed to know the role played by the motivation in forming the elements of administrative creativity among the employees of the company under study through identify the motivation used in the company under study to form the administrative creativity of individual, group, and organization. The research relied on the selection of the sample based on the random stratified random sample represented by the management staff of the Almadar Aljaded Company, according to their different organizational levels from employee to general manager, heads of departments, divisions, units and managers of departments. This study is based on the descriptive analytical approach. The questionnaire is a data collection method. Then, all the collected data have been analyzed by SPSS software. The study finding shows:

- The material motivation such as money is among of the motivation to employee performance.
- There is a statistically significant relationship between individual motivation and the administrative creativity of employees.
- There is a statistically significant relationship between group motivation and the administrative creativity of employees.
- There is a statistically significant relationship between organization motivation and the administrative creativity of employees.
- There is a statistically significant relationship between the material incentives and the administrative creativity of workers in the organization.
- There is a statistically significant relationship between moral incentives and administrative creativity of employees of the organization.

- The research finding added a new reference to students and researchers who work and study this field.
- The study result shows the linkage of motivation to one of the important aspects that all organizations seek to create a favorable climate for the availability of employees, namely creativity.
- In general, the research studied the nature of the relationship between motivation and administrative creativity.

### **Recommendations**

- This study can be used as a starting point for a research approach that focuses on the studies related to motivation, incentives, and their role in business enterprises.
- In future research, it can be put forward personal experience with regard to motivation and their importance in the different fields.
- This research can be used to study the challenges and changes facing other country or international companies in the surrounding environment, which is the entry of foreign competition and the change of laws and regulations governing the business sector and legislating it.

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## **APPENDIX A**

### **SURVEY FORM**

The Role of the Motivation System in Forming the Administrative Creativity  
Among Employees: Case Study Almadar Aljadid Company

#### **1) INSTRUCTIONS ON THE QUESTIONNAIRE**

- This questionnaire is dedicated to completing the master's degree in Business Administration.
- The research questionnaires will fill without names.
- All information it will use as education researches only.
- You must select one of the choices available to you in every question and then move to the next page.
- On the scale from (5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = strongly Disagree) express the extent to which you agree/disagree with the following statements of your attitude towards the organization you work for.

<b>DEMOGRAPHIC</b>				
<b>Gender</b>	Male		Female	
<b>Age</b>	20 to 30	31 to 40		More than 40
<b>Educational level</b>	Certificate or Diploma	University degree	Master's degree	Doctorate and above
<b>Functions</b>	Employees	Technical	Engineers	Department head High management
<b>Years of experience</b>	Less than 5	5 to 15	16 to 25	More than 25
<b>Incomes</b>	Less than 1000	1000 to 1999	2000 to 2999	3000 and more

	<b>Motivation factors to Employees</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
	Money is among of the motivation to employee performance					
	The salary paid to you is enough to cover your basic needs					
	You are always paid on time					
	The environment of working condition of your organization is motivating you					
	Appreciation is the factor for employee motivation					
	The organization is motivating employee financially in case of difficulties					
	Recognition is among of the factor to employee motivation					
	Health Insurance is among of the employee's motivation					
	Social gathering is among of the motivation to the employees in the organization					
0	The relationship with management at working place motivate employees					
1	Promotion of the employees in the organization is among of the motivation factor					
2	There are prospects for you to develop your career goals profession					
3	There is a relatively equal treatment of employees depending on their efforts, experience and education in this Commission					
4	There is opportunity to express yourself about work related issues to the top management					
5	The transport service can be among of the motivation factor to your organization					
	<b>Organizational creativity</b>					
6	Organizational members generate many original ideas.					
7	We have no qualms about trying out new ideas.					

8	The organization has a reputation for being innovative in developing new products and services to compete in the marketplace.					
9	The organization has been innovative in designing new work processes and operating procedures to meet the changing needs of our clients.					
0	There is a sense of continuous improvement in the organization.					
1	Organizational members welcome the implementation of new ideas.					
2	Staff members are encouraged to explore new fields of knowledge.					
3	Staff members are comfortable in trying out new approaches to solve problems.					
4	Staff members know they are valued for their ideas above everything else.					
5	Staff members are willing to try new ways to perform work tasks.					
	<b>Administrative Creativity</b>					
6	My salary is motivating me to be creative					
7	The working condition greatly improve employee's administrative creativity					
8	There is the relationship between motivation and administrative creativity of employees.					
9	With the current motivation practices the performance and administrative creativity of the employees is always going to increase					
0	The Foundation's management is keen to take care of the new ideas of the employees.					
1	The Foundation gives employees the freedom to express their opinions, ideas and proposals, even if they are contrary to the opinion of their superiors.					
2	The Foundation provides the right atmosphere to implement new ideas for workers					
3	The Foundation encourages and adopts new initiatives in various ways					
4	The Foundation seeks to develop the capabilities of employees to diagnose work problems and ways to solve them					
5	The Foundation organizes training courses and provides modern techniques for workers in the field of administrative creativity					
6	Feedback (I receive information about my administrative creativity)					
7	My general opinion of administrative creativity is favorable.					
8	In general, growth (I can grow as a person and learn new skills that help me to be creative).					
9	Significance (I feel that my job creative and makes a difference)					

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## CURRICULUM VITAE

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