

The Practical Reality of the Strategies of Administrative Creativity: An Analytical Survey in the Al Kufa Cement Factory

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The purpose of the research is exploring knowledge of administrative creativity strategies (organisational development strategy, a strategy of functional specialisation, periodic strategy), in the Al-Kufa Cement Plant. Searches were carried out by selecting a sample of employees in middle, lower and upper management, exploring their views through a questionnaire prepared for this purpose. Statistical software (SPSS) was used for data analysis. Results of this study indicated that the lab is not interested in activating the mechanisms of administrative creativity for all strategies, despite the availability of skilled workers, cadres and lab management support methods in traditional operations.

Key words: *Creativity strategies, Organisational development strategy, Strategy of functional specialisation, Periodic strategy, General Directorate of Education of the Holy Governorate of Karbala.*

Introduction

The strategy of the organisation may be an impediment to its progress and creativity, especially in the framework of its work in independent environments and fast-shifting markets, unless the leaders and minds of the organisation use strategic thinking and employ strategic thinking ahead of the strategy, as circumstances may require strategic thinking for flexibility, so that emergency strategies are needed to confront the pre-emptive attempts that confront the company's strategy to confirm the administration's approach to the various scenarios arising.



The superior leader will capitalise on strategic opportunities to take the most appropriate opportunity, and improvise decisions (improvisation) to estimate a quick mental position and adapt the organisation's strategy to meet environmental transformations. The strategy of the organisation thus earns a measure of flexibility equal to or progressing from the amount of change in its external environment, and this is the strategic creativity in itself that we know as a form of creativity that has the potential to change the competition laws of the market and change the positions of the big players on the map of competition.

It is a matter of great importance that the subject of creativity and the great role it plays as an employer of knowledge, skills, information, ideas and attitudes that are owned by employees, to make improvements in both products and production methods.

Given the overall prestige of the industry in the country's construction era, and exclusively in the manufacture of cement material, its development to adapt to the requirements of the times is imperative and must be very reliable in achieving the requirements of development and growth, thus confirming the need for managerial creativity to improve the performance of employees in order to contribute to the achievement of the highest results efficiently and effectively.

The concept and definition of creativity:

The word creativity in the Arabic encyclopaedia facilitator means the ability to devise new solutions to a problem, or new methods, and we find the definition of creativity in many dictionaries.

Trends differ in their approach to the concept of creativity, it is researcher (AL- Ani, 2002: 22-28) who suggested that creativity is to bring something new and useful to the community, and can be creativity in the form of (product creation) or (creativity of the process), in both cases through a new product or process or development (improvement), and others have defined creativity as the process of making major and drastic changes to short-term products and processes in which the role of senior management is very distinctive and requires financial and high technology investments (Slack, et al., 1998: 692).

Types of Creativity

Some researchers (Hage & Aiken, 1967); (Ettlie, et al., 1984) and (Czepiel, 1975) focused their in-depth studies on artistic creativity only, but they ignored the other side of creativity, which is administrative creativity. On the other hand, there was research undertaken by (Evan & Black, 1967); (Kimberly & Evanisko, 1981) and (Daman Pour & Evan, 1984) during the same period and the ensuing in the 1980s, focused on both artistic creativity and administrative creativity, which was the dual-focused model, as unique (Ettlie & O'keete,

1982) in studying and designing the standards of creative abilities of the employees of the organisation or of the organisation as a whole, unlike those who viewed the process of creativity of the organisation solely as a process.

In the 1990s (Ibarra, 1993), a model was developed to measure the organisation's creativity levels of artistic creation and administrative creativity across the roles played by human resources. (Al-Badrani, 2011: 13) quoting (Janddan, 2009), stated that creativity is divided into three types according to their entries:

1. The entrance to the technical social systems: the creativity in it is divided into two main sections: administrative creativity and artistic creation.
2. The introduction of the characteristics of creativity: it is specific to individuals and includes: programmed creativity and unprogrammed creativity.
3. The portal of creative sources: ncludes emergency creations, adopted creations, and imposed creations.

Characteristics of Administrative Creativity

(Al-Badrani, 2011: 11); (Assaf, 1995: 32-37), pointed out that the most important characteristics of creativity include the following:

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

Strategies of Administrative Creativity:

Identifying obstacles to creativity is the first step in providing a suitable environment for creativity, which in turn promotes creativity. (Wood, 2007), indicated that senior management needs to develop a vision to achieve the goal of creativity and move the program that makes real reality, if creativity is not programmed strategically, creativity may



become chaotic, to achieve this goal the organisation seeks to develop strategies for creativity for the purpose of implementation, and the strategies of creativity mean the organisational policies designed to promote the creative process and create a creative environment within the organisation and many of these strategies overlap with some, with a view to classifying these strategies into three main categories: (AL_Aa'ma, 2005: 57), (www.wadilarab.com), (www.k5ka.com).

1. Organisational Development Strategy

Organisational development strategy is a collection of methods or methods that are generally inspired by the behavioural sciences and are designed to increase the organisation's ability to accept change and increase its effectiveness. Examples of such methods include data collection, diagnosis of the organisation, sensitivity training, team development and the use of change agents, which are generally geared towards behavioural determinants, for example, the values of individuals and their relationships. There is a great focus not only on removing impediments to change, but also on facilitating change as an ongoing process, helping to train the organisation's staff to embrace creativity as a fundamental organisational standard and to promote organisational qualities conducive to creativity. Organisational development in the organisation must be rooted to ensure the continued commitment and ability to accept and promote creativity.

2. Functional Specialisation Strategy

The organisation designs units to carry out specialised activities and to promote organisational creativity. Organisational units with an appropriate operating environment are designed for different stages of the creative process, such as the creation of R & D units or planning groups. This strategy can be the most usable by organisations seeking creative works, as it covers relatively small organisational spaces and is not radical. Career specialisation is the most common strategy of organisational creativity.

3. Periodical Strategy

The ability to use unstable or variable organisational forms, an example of this strategy is the use of the matrix model, which is based on assembling a group of specialists and staff to implement a specific project and establishing a temporary organisational structure that enables the completion of the project and then investigates individuals to work on other projects. Other aspects of this strategy:

- a. Transfer senior management to work in similar operating environments but with different functional responsibilities.
- b. The periodic appointment of new employees with different expertise, especially for positions with exceptional creative potential.
- c. Parallel development of groups working on the same problem or similar problems.

First: Statement of the Problem

Through personal interviews with the lab departments, the use of human resources management in the Kufa Cement Laboratory is limited to the necessary methods needed to achieve the concept of management creativity and the absence of clearly defined strategies to achieve creativity. It does not have a clear perception of the importance of an administrative creativity relationship to improving the job performance of employees.

Second: Objectives of the Study

The study seeks to achieve the following objectives:

1. Identify the reality of the elements of administrative creativity and diagnose the administrative methods applied by the management and the level of creativity of the staff of the Kufa Cement Factory.
2. To determine the physical and personal constraints impeding the practice of administrative creativity and prevent it from the point of view of the managers and employees of the cement factory.
3. To learn about the administration's use of administrative methods that achieve, and enhance the concept of administrative creativity.

Third: The Thesis of the Study

The research was launched from the premise of one president:

(There is no significant correlation between the strategies of administrative creativity in the Al-Koufa Cement Factory).

Four: The Hypothetical Study Plan

The study outlines a set of logical relationships that may be in quantitative or qualitative form and bring together the main features of the reality you are interested in (Rivett, 1992: 200), and the current study focused on knowledge of the practical reality of the strategies of the creativity and what are the relationships that bind them and the severity of these relationships, therefore, the hypothetical scheme is represented by three strategies, with the correlation relationships, noted in Figure 1.

Figure 1. Conceptual Framework



Fifth: Study Method

The existing study (Curriculum - Based Research & Meta- Analysis), noting (Bratton & Gold, 2003: 443), adopted this approach as a design through which plans can be developed for the collection of information that makes the study show its effects in a simplified, coherent and systematic way, which is a modern technology that allows researchers to mix the results of research suggesting that different branches and sciences are intertwined, for example, business management studies with their different fields of knowledge, as indicated by a study of (Hoobler& Johnson, 2004: 665 – 676); (Flayyih, 2013), that is a comprehensive approach, as it is based at the same time on other approaches in reaching its goals, for example the descriptive approach, the experimental approach is to provide evidence that takes into account cause and effect (Al-Saidi, 2006: 32-33).

Sixth: The Study Community and Its Sample

The cement factories sector in Iraq has chosen to apply the research to the importance of this sector to the national economy and the life of the citizen. The study community included the Kufa Cement Factory. The sample was selected from directors, department heads, divisional directors and middle management personnel at the Kufa Cement Factory. The sample size of the study (95) was employees, based on the law (Gleen, 2003).

Seventh: Statistical Analysis and Processing Tools

To achieve the objectives of the study and test the validity of its hypothesis, the researchers used the following statistical methods:

- (a) Median: A descriptive value that gives a preliminary idea of the nature of statistical collections and is one of the most non-traded averages for ease of use.
- (b) Rang: Important dispersion measures are used to measure the dispersion of values from their constituencies.
- (c) Kendall's Rank Correlation: The Kendall Act relies on signals, if the grades that are compared with the assigned rank are larger, a positive signal is taken because it is in the order of the normal numbers, although the smallest has taken a negative signal, and the coefficient of the grade correlation is equal to the ratio between the total constraint of signals by their real position on the sum of the signals when the ranks are in ascending or descending order.

Eighth: The Measurement of the Study

The questionnaire was designed based on the literature that was consulted, and then its credibility was tested by presenting it to a group of experts and specialists to arbitrate it in terms of the honesty of the content, the appropriate amendments were made on the basis of their observations finalised and tested for consistency, the (Cronbach's Alpha) test was used to measure internal uniformity, as the measurement instrument is stable if it measures a specific feature measured in terms of "honesty and consistency, and the minimum value of the (Cronbach's Alpha) coefficient should not exceed (0.60) (Cronbach, 1984). The value of (Cronbach's Alpha) to the search variables is shown in Table 1.

Table 1: (Cronbach's Alpha) Coefficient for Study Variable

The variables	Alpha- Kronbach coefficient
Organisational Development Strategy	0.72
Career Specialisation Strategy	0.741
The periodic strategy	0.70

The results indicate the consistency of the measurement tool (questionnaire) and, to an appropriate degree, the occurrence of all values within acceptable limits.

Study variable:

The only variable (management creativity strategies) with a measurement of (22) a paragraph divided by the following sub-variables:

1. Organisational development strategy
2. Career specialisation strategy
3. Periodic strategy



The Applied Aspect of the Research

The applied aspect of the research will provide a description of the study's variables through its paragraphs and a test of its hypotheses as follows:

First: Description and Analysis of Search Variables

After unloading and tabulations of the data obtained by the researchers through the questionnaire and the use of statistical means in the analysis and testing the results were as follows:

1. Analysis of the questionnaire paragraphs relating to the organisational development strategy:

It is noted from the questionnaires of the study sample that most of the answers came under the degree of preference (not agreed) with the exception of paragraph (8), where the sample of the study was expressed in preference (agreed), reflecting the lack of satisfaction of the sample of the contents of the questionnaire regarding the practical reality of the career development strategy as shown in Table 2.

Table 2: Analysis of Questionnaire Paragraphs on the Organisational Development Strategy

Sequence	The paragraphs	Frequencies					Median	The range	Coefficient of variation	Order
		Fully agree	agree	I agree to some extent	I don't agree	I don't agree at all				
1	The Lab Department develops training programs to strengthen the behavioural patterns of employees that work to achieve the right performance	5.5	9.9	8.8	71.4	4.4	2.407	0.931	38.68	9
2	Human resources management is geared towards organisational change, and is working to remove impediments to change in order to achieve the required functional performance	6.6	9.9	8.8	65.9	8.8	2.396	1.01	42.15	10
3	The department allows radical changes to the organisational structure to adapt to future changes	2.2	2.2	7.7	79.1	8.8	2.10	0.667	31.76	6
4	Management enhances staff self-confidence to resist fear of failure	7.7	17.6	59.3	11.0	4.4	3.132	0.872	27.84	3

5	The HR department adopts a policy to encourage employees to introduce new ideas and methods to develop the job performance of employees	3.3	4.4	6.6	74.7	11.0	2.143	0.76	35.46	8
6	The policies and procedures adopted provide the appropriate environment for the execution of the duties of the employee	5.5	7.7	64.8	13.2	8.8	2.879	0.878	30.50	5
7	The procedures and systems in the lab support creativity and adopt it even if it cost a relatively high test	1.1	4.4	9.9	73.6	11.0	2.109	0.690	32.72	7
8	The proportion of resources allocated for research and development is high	13.2	62.6	15.4	5.5	3.3	3.77	0.870	23.08	2
9	The creativity in the lab grows from one year to another	7.7	19.8	57.1	9.9	5.5	3.143	0.902	28.70	4
10	Employees are interested in the ideas and suggestions of others to benefit in the field of work	7.7	17.6	68.1	5.5	1.1	3.253	0.724	22.26	1

2. Analysis of the Questionnaire Paragraphs Relating to the Functional Specialisation Strategy

It is noted from the questionnaires of the study sample that most of the answers came under the degree of preference (agreed to some extent), as in paragraphs (two, four, and five) while paragraphs (one and five) came under the degree of preference (not agreed) and paragraph

(three) under the degree of preference (agreed) and this reflects the relative lack of satisfaction of the sample paragraphs, the functional specialisation strategy as shown in Table 2 .

Table 3: Analysis of the Resolution Paragraphs Related to the Functional Specialisation Strategy

Sequence	The paragraphs	Frequencies					Median	The range	Coefficient of variation	Order
		Fully agree	Agree	I agree to some extent	I don t agree	I don t agree at all!				
1	Lab management actively seeks to establish research and development units, to improve job performance	12.0	76.1	8.7	1.1	1.1	2.0 22	0.5 96	29. 48	5
2	Includes organisational structure for the lab specialist planning teams to develop career plans and improve production	2.2	2.2	68.5	17. 4	8.7	3.2 86	0.7 5	22. 82	3
3	Lab management focuses on creating specialised functional activities to do the job to the fullest	1.1	5.4	10.9	73. 9	7.6	3.8 24	0.6 93	18. 12	1
4	Lab Manager provides hardware and logistical means necessary to allow complete specialised teams to work efficiently and adequately	1.1	10.9	75.0	10. 9	1.1	3.0 00	0.5 58	18. 6	2
5	Lab Management encourages creative competition between teams	10.9	70.7	15.2	1.1	1.1	2.0 99	0.6 33	30. 16	6
6	Specialty Administration	2.2	16.3	56.5	20.	3.3	3.0	0.7	25.	4

	awards for creative ideas for teams and help to publish				7		66	7	11	
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3. Analysis of the Questionnaire Paragraphs Relating to the Periodic Strategy

It is noted from the calculations of the sample study that most of the answers came under the degree of preference (agreed to some extent), as in paragraphs (four, five, six) while paragraph (one) came in high frequency under the degree of preference (agreed) and paragraph (two) under the degree of preference (not fully agreed), and paragraph (three) by a large majority poor satisfaction with the contents of the questionnaire regarding the practical reality of the periodic strategy as shown in Table (4).

Table 4: Analysis of the Resolution Paragraphs on the Periodic Strategy

Sequence	The paragraphs	Frequencies					Median	The range	Coefficient of variation	Order
		Fully agree	agree	I agree to some extent	I don't agree	I don't agree at all				
1	Lab management resorted to using temporary organisational building of professionals and workers, and their solution at the completion of the project	12.0	65.2	13.0	2.2	6.5	3.747	0.938	25.03	1
2	Adopt the policy of transferring senior management personnel to work in operational environments are	1.1	1.1	8.7	9.8	78.3	1.352	0.78	57.69	6

	similar but with different functional responsibilities									
3	Lab management tracking method for periodic recruitment of new staff with different expertise	2.2	3.3	13.0	69.6	10.9	2.154	0.74	34.35	5
4	The Administration is keen to appoint or transfer highly qualified staff for positions that possessed extraordinary creative potential	7.6	16.3	54.3	10.9	9.8	3.011	0.99	32.88	4
5	Employ lab management for continuous parallel development teams working on the same problem or similar problems	7.6	19.6	55.4	13.0	3.3	3.153	0.87	27.59	3
6	Lab Management encourages teamwork and joint participation in views	4.3	16.3	60.9	15.2	2.2	3.153	0.77	25.2	2

Test and Analysis Imposed by the Study

As is evident from the previous analysis, in which the most important phrases that obtained the non-agreement of the majority of respondents to the questionnaire paragraphs, the hypothesis of the study will be tested according to correlation relationships and knowledge of the relationship between the three strategies based on (Kendalls Tau-b) and tests (t-test). Notes from Table (5) indicated that there is no significant correlation between the three management creativity strategies (organisational development strategy, functional specialisation and cyclical strategy), as the results indicate:

Table 5: Kendalls tau-b Correlations Matrix

Var.		Organisational Development Strategy	Career Specialisation Strategy	The periodic strategy
Organisational Development Strategy	Kendalls Correlation	1	.211	.222
	Sig. (2-tailed)		.688	.672
	N	91	91	91
Career Specialisation Strategy	Kendalls Correlation	.211	1	-.053-
	Sig. (2-tailed)	.688		.920
	N	91	91	91
The periodic strategy	Kendalls Correlation	.222	-.053-	1
	Sig. (2-tailed)	.672	.920	
	N	91	91	91

1. The correlation between the organisational development strategy and the functional specialisation strategy was (0.211) at a morale level (0.668) and this leads to the rejection of the hypothesis.
2. There is also a correlation between the organisational development strategy and the periodic strategy (0.222) at a morale level (0.672), which leads to rejection of the hypothesis.
3. There is also a correlation between the functional specialisation strategy and the periodic strategy (-0.053) at a level of morale (920) and this leads to rejection of the hypothesis.

Conclusions

Based on the findings of the statistical analyses, the conclusions may be limited to the following:

1. Although the resources allocated for research and development are high, the management of resources in the Kufa Cement Factory does not support or encourage creativity and does not adopt it in a serious way.
2. The department does not encourage creative competition between teams within the lab.
3. Management is also not interested in establishing R&D units to improve functionality.
4. The regulations and rules adopted in the laboratory do not contribute to the efficient and effective completion of the work.
5. The Human resources department in the lab does not work towards organisational change; it does not remove the impediments to change in order to achieve the desired functionality.

6. Although the management has strengthened the self-confidence of laboratory personnel to resist fear of failure, it does not allow drastic changes to its organisational structure.
7. The employee in the Kufa Cement Factory has the necessary capabilities to adapt to the new variables and circumstances, as well as his interest in the ideas and suggestions of others to benefit from them in the field of work. He also performs clear and specific actions and tasks.
8. The management of the plant focuses on the establishment of units whose mission is to carry out specialised functional activities to complete the work.
9. The Lab Management provides the necessary equipment and logistics to complete these specialised teams in a qualified and convenient manner. This indicates the direction of resource management towards the achievement of a career specialisation strategy.
10. The management of the plant is geared towards using a temporary organisational building of specialists and employees to work on a specific project and be resolved upon completion of the project.
11. The management of the laboratory encourages joint teamwork and participation in the presentation of opinions, but does not follow the method of periodic appointment of new staff with different experiences.
12. The management of the lab does not adopt the policy of transferring senior management personnel to work in similar operational environments with different functional responsibilities.
13. There is a lack of a meaningful correlation between the creativity strategies of organisational development strategy, functional specialisation and periodic strategy .

Recommendations

1. Establishment of a specialised unit for creativity in the laboratory, which is responsible for the attention of new creative ideas and work to study and evaluate them, determine the extent of their use and the applicability of them, and to supplement the unit with researchers and specialists, propose methods, laws and instructions to sponsor and support creativity .
2. To give the creators and staff members additional financial and moral incentives with the aim of encouraging them to be more creative and encourage others to be creative.
3. The management of the plant is geared towards supporting and encouraging creative competition between the teams within the laboratory.
4. Creating research units by the management of the laboratory to develop and improve the performance of the job they create and develop rules to be adopted in the lab in order to accomplish the work efficiently and effectively.
5. To work with organisational change programs, as they are the foundation for the achievement of managerial creativity and thus achieve effective functional performance .



6. Remove all obstacles that stand in the face of change, and make the necessary organisational changes to achieve the desired job performance.
7. Establishment units to carry out specialised career activities, expertise and skills that can be obtained by the department by following the method of periodic appointment of new staff with different experiences.
8. The management of the plant is geared towards providing current senior management with the necessary skills to perform their work in similar operational environments with different functional responsibilities.



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