



## The Effect of Organizational Creativity in Enhancing Knowledge Management Processes: survey study for a sample of academic staff members at the Technical College of management / Baghdad)

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### Abstract

In many organizations employees who have high mental skills are the main source of organizational creativity. When a firm does not put creativity as a goal, cannot stand solid against competition. Nowadays, knowledge is the path to discover the innovation and creativity aspects, This can assist the firm to stand face to face with competition in the market. The importance of this research comes from detecting and knowing the relation between creativity and knowledge to know and detect the influence of the organizational creativity on backing the management of knowledge and determine the final results. The problem of research is to trace the role of the organizational creativity on knowledge management processes in order to enable the firm to achieve the supremacy in competition. The Administrative Technical College was chosen as a research location . The collected data were analyzed using the statistical program (SPSS) The research has found that there is a relationship between organizational creativity and the knowledge management. Recommendations were on the necessity of developing cases of creativity among workers in educational organizations by relying on training methods and participation in scientific conferences and seminars to obtain higher levels of performance against the corresponding organizations.

Paper type Categorize: Research paper; Case study

**Keywords:** Organizational Creativity, Creativity Development, Stimulate Creativity, Knowledge, Knowledge Management, Knowledge Management Processes

**Introduction:**

Organizational creativity is considered as the ability to create and find new applicable ideas that can contribute to the development of various administrative processes. Creativity is a multi-faceted process in which many variables interact and it is not an emergency event that does not derive to a ground that extends the means of survival and continuity but rather is used by humans for the purpose of adaptation with new conditions and adapted to survive and grow. Creativity is the most important field in enhancing interaction between the organization and achieving its goals derived from the needs of the surrounding environment. Given the rapid changes and developments, this required that the individual also be more creative, able to keep pace with the circumstances and changes surrounding him, which helped advanced societies progress thanks to their intellectuals and creators with brains. Productive, and the strength of countries became dependent on their possession of Science and knowledge, therefore they were able to achieve progress through the optimal investment of their human resource capabilities and the importance of organizational creativity and its link with knowledge management processes.

**The organizational creativity**

The organizational creativity can be defined as new helpful thoughts linked to each other in aim to resolve certain problems to rephrase current understanding and aspects into new shapes of knowledge this can expand its influence to the tools, instruments, methods of production, manufacturing, improvements in management itself, the training results and job satisfaction which leads to an increase in production, plus the improving of the commodities, and market operations (Sultano, 2017). The traditional management which does not come up with the new methods in running the firm and does not pay attention to the skills of its employees will not survive the competition, in contrary to the firm which allows the hidden skills to reveal themselves in order to assist the firm to accomplish steady improvements. It is understood that innovation is a compound aspect shown by a group of indications taking the firm to new horizons of improvements (Gumusluog & Ilsev, 2009)

**Creativity development**

Many recent studies have shown the importance of caring about the creativity thinking which is essential to improve the abilities of the firm to face the market competition. This aspect lead to initiate what can be called (creativity education) which cares about development of skills, information, values and to perform all the activities and providing basic information which is important to the creative work (Hunt et al, 2014). What is of interest to us is the creative work which leads to create a competitive ability to the firm. Many students are taught ways to reach higher innovation standards (Nayak, 2008). The personal factors related to innovation can be summed up to three factors which are skills, abilities incentives and motivations. Putting this in mind, we can observe that skills are concerned, creativity can be trained to gain it. In addition a good environment is important to create as long as there is motivation (Amabile & pratt, 2016). On the other hand, There are other environmental factors which play an important role in creativity education, they are:

For students, study plan and educational programs are vital to increase their mental and scientific abilities. In order for any nation to improve and develop its life, programs of study and education must be revised every now and then and personal initiatives must be encouraged and welcome (Dooly, 2017). The accomplishments of the others are generally a good way to create a notion to do even better by most employees. Any award given to a creative person is most important to him even if it was a moral award (Olszak et al., 2018) it must be understood that any creativity must be given full freedom in order to come to the surface otherwise the firm will be negatively affected. New ideas must be given a chance to prove themselves in the path of development of the firm (Tsal, 2015). Providing new books to college and public libraries would assist the students to be more creative many students look down at creative people and prefer not to mix with them. This is due to the lack of good orientation and guidance (Kletke, 2001).

#### **Stimulate creativity:**

There are some factors used to stimulate creativity other than the importance of incentive, they are mainly:

1. Deepen the time concept and its importance in life. Time cannot be regained, this is why it must be fully utilized without any waste if the goals of the firm are to be reached (Vasconcellos et al, 2019).
2. When educational conferences are held and employees are invited, thoughts will be exchanged and will certainly enrich the minds of the young employees and make them look for more improvement. Alternatives will be looked at from different angles and discussed.
3. Creativity can be reached by creating new relations between the thought and the factors related to a certain subject. The overall thinking presents a basic entrance to achieve creativity (Olzak et al, 2018).

#### **The concept of knowledge**

Knowledge can be defined as the information that one has in the mind about a certain subject, in the Greek terminology, it is the whole imaginative wide thinking (Al-Emran et al, 2018). (Kaergaard & Kautz, 2008) mentioned that knowledge is an understanding that effects the mental ability and is looked at as the main resource of excellent performance. Webster definition of knowledge is the clear and certain understanding of things, the understanding, learning all what the mind can be aware of, practical experience, skill and the understanding of a firms procedures that are applied to resolve problems (Zhang et al, 2018). It is also defined as mixture of experience, values and information that is not found only in books or regulations but in the routine of work implementation and standards (Wan et al, 2017). Knowledge can be divided into two categories (Birasnav et al, 2013):

1. **Explicit knowledge:** It is the experiences that are put in books and documents. It is easy to get hold of.
- 2-**Tacit knowledge:** this knowledge is hard to get, because it is accumulated in the minds of some people, due to their experiences.

### **Knowledge management**

Can be clarified the method of getting the wisdom and experiences from some employees and use them in the daily work of the firm (Mejia et, 2016). (Varra et al) says that knowledge is:an organized information gathering from inner and outside sources and then analyze them to come up with indications that could be used in the daily work and development of the firm (Verra, et al, 2012). It can also be said that it is an organized and a continuous operation in finding knowledge, storing, transferring, and using it to assist reaching the targets of the firm (Raghu & Vinze, et al., 2012).

### **Knowledge Management Processes**

It is all the activities that are done in aim to produce knowledge. This is a key point to make the firm move steadily toward improvement and successes. There is a semi agreement between thinkers that knowledge can be organized and managed (Fuchino et., 2008) said that this operation contains indicate knowledge, indicate targets, produce it, store and implement knowledge. Others said this operation contains creativity, innovation, organizing, sharing, use and reuse (Fuchino et al., 2008).

### **These Processes can be divided into four major Processes:**

**A-producing knowledge:** This means the gathering of information from different inner and outside resources and the use it in the firm (Chang & Chuang, 2011).

**B-Knowledge storage:** This means to keep the knowledge information handy to anyone in need of it, by storing it in different ways in the firm. All employees are urged to reveal any information concerning the work, to the admiration in order to analyze and store it later (Hahn, & Wang, 2009).

**C-knowledge distribution:** There are two ways to distribute knowledge either through a training program, or through making it available to employees by printing them and urge the staff to read those (Biasutti & Degnhaidly, 2012).

**C-knowledge implementation:** Knowledge information must be utilized for the firms benefit. It can be used in: activities of the firm like human organizing, financial management, decision making, improving quality of goods and services, solving problems (Zhang.et al., 2016).

### **Methodology**

The use of modern information technologies in the work of accounting information systems requires that those who work on accounting information systems have technical knowledge gained through scientific study and practical application that enables them to perform their work efficiently and effectively that can contribute to achieving the goals of the economic unit in which they work, through knowledge management and their ability to take into account recent developments in the business environment, especially with regard to the use of modern information technologies. This research highlight the most important of the two variables, which started from the following questions is made up of a problem: What is the role of the organizational creativity in the knowledge management processes?.Is there a relationship between the two variables? As shown in Table 1, the sample was predominantly made.

Table (1) Demographic Characteristics of Respondents

Demographic Factor	category	Frequency	percentage
Gender	male	29	19%
	female	13	30.9%
age	30_less	8	19%
	30-45	19	45.2%
	45-more above	15	35.7%
scientific title	Ass.lecturer	29	69%
	lecturer	8	19%
	Asst.professor	4	9.5%
	professor	1	2.4%
Educational achievement	MSc	19	45.2%
	Ph.D	23	54.7%
Service years	1-less than 10 years	22	52.3%
	10-less than 20	14	33.3%
	20 above	6	14.3%

Results of the statistical description of the sample:

By using statistical methods like arithmetic mean, five levels of answers are shown:

1. -1.80-1 very low
2. -2.6-1.81 low
3. -3.40-2.61 moderate
4. -4.20-3.41 high
5. -5-4.21 very high

Dispersion scales including (standard deviation, and mean difference coefficient) are used to indicate the importance of each item on basis of mean difference coefficient,

Whenever the d.c is decreased, the results are like this;

The results of the statistical description of the organizational creativity: t (2) the results as such the results as shown in f (2) confirmed that the first item is checked (owning the ability to rephrase ideas and derive results re creativity in the research work) (lowest m.d.c) is (0.13) and arithmetical mean is (4.25), standard deviation (0.59) this is a top position and a high answer level. Next to it with a high level of answer with a (m.d.c.) (0.20) and arithmetical mean of (3.85) and standard deviation of (0.802). next with a high answer level and a dispersion scale of (0.21). Next the third item with a high answer level but with a low (m.d.c.) and a moderate answer level plus a highest (m.d.c.). In general the results show that the participants complied with the requirements of the questionnaire and showed their determinations to face the hard circumstances in their environment (m.d.c.=mean difference coefficient).

Table (2) Results of the statistical description of the Organizational creativity variable

items	Arithmetic mean	standard deviation	Coefficient of variation	Answer level	Importance of item
I have the ability to formulate ideas and gain results in research work	4.25	0.59	0.138	high	1
I have an ability to closely observe problems before they happen	4.00	0.863	0.215	high	3
I can challenge the the problems in teaching and confront them in an unconventional way	3.65	1.083	0.296	high	4
I find that confronting the teaching problems creatively is a matter of decision, not behavior.	3.25	1.186	0.364	Modern	5
I am ready to pursue the firms goal in teaching even when circumstances are not appropriate.	3.85	0.802	0.208	high	2

#### Results of statistical description of the variable of knowledge management:

From Table (3) management Processes are shown from Table (3) re knowledge production the process of producing knowledge by adopting the exchange of experiences, the lowest value of the coefficient of variation is (0.13), arithmetic mean (4.33), standard deviation (0.585) which by this, gained first rank in the term of importance of the period and a high level of response compared to the rest of the paragraph, which also took place at a high level attainment between high and very high. Table (3) reflects the results related to the variable of knowledge storage., where the higher level is according to the arithmetic mean (3, 75). and (0.968) according to the standard deviation, and (0.25) according to the arithmetic mean, which shows how the answers are in a state of harmony .Compared with the rest of the items where the standard arithmetic mean (2.92) and the dispersion coefficient (1.082) in the fifth item, it is clear that there is a sense of compromise between the participants. The highest level according to arithmetic mean (3.88), and (.855) as standard deviation, the value of the mean difference coefficient was decreased by (0.22), whereas the lowest arithmetic mean was (2.6) in item 5, the levels of answers rated between high, moderate and low. Table three reflects the outputs related to the variable application knowledge which is according to the arithmetic mean (3.96). Which is achieved in the fourth paragraph, according to the standard deviation it is (0.20) which reflects the consistency of answers by the participants in comparison with the other items where the arithmetic mean is (2.96) and the dispersion coefficient scale is (0.969).

Table (3) Results of the analysis of the statistical description of the knowledge management processes

dimensions	items	Arithmetic mean	standard dev.	Coefficient of variation	Level of answer	Level of importance
Knowledge production	Knowledge is generated by experience interchange.	4.33	0.585	0.135	high	1
	Research and studies help generate knowledge for the teacher new	4.52	0.799	0.176	Very high	2
	Seminars contribute to provide the teacher with Knowledge	4.15	0.894	0.215	high	4
	Electronic libraries support the teaching method of the teacher	4.25	0.883	0.207	Very high	3
	Scientific conferences support the generating of knowledge	4.10	0.975	0.237	high	5
Knowledge storage	College uses data base in order to store knowledge	3.4	1.015	0.298	middle	2
	Books and regulations are ways of knowledge storage	3.75	0.968	0.258	high	1
	The teacher depends on his memory to store Knowledge	3.21	1.054	0.32	middle	3
	The ways used in knowledge storage in the college help to restore them easily.	3.48	1.163	0.334	high	4
	College uses advanced ways to store knowledge.	2.92	1.082	0.370	middle	5
Knowledge distribution	Advanced methods are used in the college when distribution of knowledge.	3.38	1.032	0.305	middle	3
	The teacher benefits from the distribution of knowledge.	3.88	0.855	0.220	high	1
	Reports and periodic are used to distribute knowledge between teacher	3.58	1.144	0.319	high	4
	Distribution of knowledge urges the teachers to contribute by his knowledge	3.77	0.854	0.226	high	2

	The college uses advanced technology in distribution of Knowledge	2.6	1.089	0.418	low	5
Knowledge application	Knowledge is applied by the teacher by using theoretic methods	3.75	0.925	0.246	high	4
	Knowledge is applied by the teacher by using scientific methods	3.94	0.926	0.235	high	3
	The teacher publishes research in aim to spread knowledge	3.71	0.80	0.215	high	2
	Knowledge must be applied in a fixed time	3.96	0.816	0.206	high	1
	The college uses advanced methods in applying knowledge	2.96	0.969	0.327	middle	5

### The hypothesis of the research:

According to the questions raised in the problem item, these hypothesis might arise:

The first main hypothesis:

There is a moral relation between the Organizational creativity and the knowledge management operation.

From this main first hypothesis, come sub hypothesis, they are there is a moral relation between the Organizational creativity and the knowledge production. There is a moral relation between Organizational creativity and knowledge storage. There is a relation between Organizational creativity and the distribution of knowledge, there is a relation between Organizational creativity and the implementation of knowledge.

The second main hypothesis

There is a moral influence between the organizational creativity and the knowledge management processes. In terms of sub hypothesis there is a moral effect of the organizational creativity on knowledge production. knowledge storage, knowledge distribution, and knowledge implementation.. Results of the research were subject to (SPSS) testing program, the tests showed:

First: The Person method was used to check the relations between research variables (see Table 4) they are as follows:

1. There is a positive moral relation between organized creativity Variable and the knowledge production variable where the relation mean is (0.501) on a level of (0.01).
2. A weak relation between creativity variable with knowledge storage and knowledge distribution (0.217, 0.114, 0.196).
3. There is a positive moral relation between organizational creativity variable and the knowledge management processes (0.381), at the moral level (0, 01).



Table (4) Partial and comprehensive relations between research variables(N=42)

Research variables	Knowledge management Processes				Overall index
	Knowledge application	Knowledge distribution	Knowledge storage	Knowledge production	
Organizational creativity	0.196	0.44	0.217	0.501	**0.381

$P < 0,05$  \*\* =  $P < 0,01$

As according to the previous results the main relation and the secondary relation of the hypothesis is accepted, whereas the second, third and fourth sub relations are rejected (T4).

### Second: Test of effects hypothesis

Simple and multiple regression was used to identify the effects of the dependent variable (organizational creativity) and the dependent factors (knowledge management process), the results were presented in Table (5) which shows that there is a moral effect by the organizational creativity variable on the knowledge production variable (where t value is 1.68) this is confirmed by the calculated level of significance (0.000) which is less by far from the hypothetical significance of the research (0.0)

Table (5) the effect of the organizational creativity on knowledge production (or generation)

the sample	Nonstandard transactions		Standard transactions	Value T	Level of Significance
	Standard error	Value B	Value BETA		
constant	0.622	1.736	0.501	2.792	0.007
Organizational creativity	0.162	0.667		4.098	0.000

The used variable: knowledge production T value (5.11)=1.68

Tables 5, 6, 7, and 8 did not show any moral effect by the organizational creativity on knowledge storage, knowledge distribution and knowledge application (implementation) where tabular (t) 1.57) (0.811), (1, 411) respectively. This is confirmed by the value of significant scale (0.122), (0, 421) and (0.164) which is bigger than the hypothetical default scale which is (0.05).

Table (6) the effect of organizational creativity on knowledge storage ( N=42)

The sample	Nonstandard transactions		Standard transactions	Value of T	Level of significance
	Standard error	Value B	Value of beta		
constant	0.865	1.999	0.217	2.310	0.025
Organizational creativity	0.226	0.256		1.574	0.122

$P < 0,05$  The used variable: knowledge storage T value (51.1)= 1.68

Table (7) the effect of organizational creativity on knowledge distribution (N=42)

The sample	Nonstandard transactions		Standard transactions	Value of T	Significance level
	Standard error	Value of B	Value BETA		
constant	0.960	2.730	0.114	2.842	0.006
Organizational creativity	0.251	0.20		0.811	0.421

$P < 0,05$  The used variable: knowledge distribution T value (5.11)=1.68

Table (8) the effect of organizational creativity on application of knowledge (N=42)

The sample	Nonstandard transactions		Standard transactions	Value B	Level of significance
	Standard error	Value B	Value BETA		
constant	0.413	3.085	0.196	7.461	0.000
Organizational creativity	0.108	0.153		1.412	0.164

$P < 0,05$  Variable used: knowledge application T value: (51.1)=1.68

According to Table (9) organizational creativity variable has an effect on knowledge management processes where the value of (t) is (1.68) less than the calculated (t) (2.913). This is confirmed by the value of the significance level's scale is (0.005) which itself is less than acceptable level.(0.050)

Table (9) The effect of organizational creativity on knowledge management processes (N=42)

The sample	Non-standard transactions		Standard transactions	T- Value	Significant level
	Standard error	Value B	Value BETA		
constant	0.523	2.205	0.382	4.386	0.0000
Organizational creativity	0.132	0.383		2.913	0.005

$P < 0,05$  the variable used: knowledge management process T value (51.1)=1.68

From the results of Tables 5, 6, 7, 8 and 9 we can notice:

- 1- The hypothesis of influence of both main and the first hypothesis of influence..
- 2- According to the hypothesis of influence of second, third and fourth, there is no influence on creativity variable, storage process management, knowledge distribution and application of knowledge.

**Conclusion:**

Given the importance of organizational creativity and knowledge management processes, organizations should focus on these points and take advantage of them in achieving further improvements and a stronger competitive position. There is a positive relation between the organizational creativity and the production (generating) of knowledge. Here is an influence (moral) for the organizational creativity on the knowledge management process. The sample does not use modern techniques in knowledge storage, distribution of knowledge and applying knowledge which lead to a lack of relation between the organizational creativity and those operations. Based on the results of the research, this research a set of recommendations, among which the research sample organization should give more attention to re-improvement methods and techniques in restoring, distribution and applying knowledge .Studying the effective factors to urge the employees to give more efforts in their work, by using effective incentives. The firm should prepare a useful training program to help the employees show their hidden abilities and skills. It is avital importance to develop the creativity notions of the employees in order to reach an advanced level of performance.

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## تأثير الابداع التنظيمي في تعزيز عمليات ادارة المعرفة دراسة استطلاعية لعينة من الكوادر الاكاديمية في الكلية التقنية الادارية

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### مستخلص البحث:

يعد الأفراد ذوي المواهب والقدرات الذهنية العالية المصدر الأساسي للإبداع التنظيمي ، حيث أذ إن المنظمة التي لا تضع الإبداع هدفاً من أهدافها فإنها حتماً تختلف عن المنظمات المنافسة ، تعد المعرفة في الوقت الحاضر الطريق لاكتشاف جوانب الابتكار والإبداع ، وهذا سيساعد المنظمة على الوقوف وجهاً لوجه للمنافسة في السوق. تأتي أهمية هذا البحث من كشف ومعرفة العلاقة بين الإبداع والمعرفة ، وكذلك معرفة وكشف تأثير الإبداع التنظيمي على دعم إدارة المعرفة وتحديد النتائج النهائية. تتمثل مشكلة البحث في تتبع دور الإبداع التنظيمي في عمليات إدارة المعرفة لتمكين الشركة من تحقيق التفوق في المنافسة ، وقد تم اختيار الكلية التقنية الإدارية عينة البحث. تم تحليل البيانات التي تم جمعها باستخدام برنامج (SPSS) الإحصائي . أظهر البحث أن هناك علاقة بين الإبداع التنظيمي وإدارة المعرفة. وكانت التوصيات حول ضرورة تنمية حالات الإبداع لدى العاملين في المؤسسات التربوية بالاعتماد على أساليب التدريب والمشاركة في المؤتمرات والندوات العلمية للحصول على مستويات أعلى من الأداء مقابل المنظمات المناظرة.

نوع البحث: تصنيف الورقة الخاصة بك تحت أحد هذه التصنيفات: ورقة بحثية ؛ دراسة حالة؛ مراجعة ادبية.

**المصطلحات الرئيسية للبحث:** الإبداع التنظيمي ، تنمية الإبداع ، تحفيز الإبداع ، المعرفة ، إدارة المعرفة ، عمليات إدارة المعرفة.