

# INNOVATIVE LEADERSHIP AND ITS RELATIONSHIP TO CREATIVITY IN JOB PERFORMANCE FROM THE POINT OF VIEW OF EMPLOYEES MINISTRY OF YOUTH AND SPORTS IN IRAQ

*Anmar Ahmed Subhi,*

*Ph.D. Student. Faculty of Physical Education and Sports Sciences / University of Baghdad,  
Iraq.*

[Anmar.ahmed1104b@cope.uobaghdad.edu.iq](mailto:Anmar.ahmed1104b@cope.uobaghdad.edu.iq)

*Assist. Prof. Dr. Ahmed Mohammed Abd*

*Faculty of Physical Education and Sports Sciences / University of Baghdad, Iraq.*

[ahmed.abd@cope.uobaghdad.edu.iq](mailto:ahmed.abd@cope.uobaghdad.edu.iq)

## **Abstract**

The purpose of this paper is to building a standard for innovative leadership and another for creativity in job performance, and identify the relationship between innovative leadership and creativity in job performance for employees of the Ministry of Youth and Sports and what is the extent of its impact on an increase in creativity. To achieve the goals, the researchers adopted the descriptive approach in the survey method on the research sample that he chose in the intentional way for its suitability with the objectives of the research, as it included (300) employees in the Department of Regions and Governorates in the Ministry of Youth and Sports, to then build and prepare a scale for innovative leadership and creativity in job performance through the distribution of questionnaires The experts should choose the most appropriate fields and paragraphs for the scale, and make the special foundations for building and modifying the scales (honesty, stability and objectivity) and after distributing them to the members of the research sample and collecting them, conducting statistical operations and extracting the correlational relationships, and then analyzing the results obtained by the researchers in the statistical bag to identify the relationship between the variables To be studied by the researchers, as the results showed that there is a direct relationship between the two variables and that there is a significant effect of innovative leadership on creativity in job performance, as the researchers recommended relying more on innovative leadership in managing the affairs of the department and the rest of the ministry departments.

**Keywords:** Innovative leadership, creativity in job performance.

## **Introduction:**

The world is witnessing a great development in the field of sports in all logistical, administrative and technical aspects, and all of these joints need good sports management that contributes to the advancement of these aspects, and the main axis in the management process is the manager and his assistant cadre of employees and workers, it became necessary to find new ways for leaders To keep pace with this rapid development, which in turn helps raise their functional capabilities to achieve the best goals in light of these continuous changes, and for the availability of these qualifications, it is necessary to know the types of leadership that suit their work, and what innovative leadership has an impact on the organization as it has interactive

features and variables that accelerate the occurrence of Effective change in the organization requires the presence of an efficient and renewable cadre. This does not happen unless the transformational leader has an effective influence or leadership charisma with a future vision that contributes to the speedy achievement of goals in light of the many changes.

Where he defined it (Iman 2014) as "one of the appropriate administrative methods to lead the process of change in organizations by increasing attention to the capabilities of workers such as delegating responsibilities and enhancing the ability of subordinates to think on their own and help them to come up with new ideas."

Where the importance of the research lies in knowing the extent of the impact of innovative leadership on creativity in job performance and thus reaching the development of the technical and administrative capabilities of employees and achieving better results in achieving the goals of the ministry, as previous studies dealt with, including the study (Al-Aziz), which dealt with the relationship between innovative leadership And the organizational loyalty of the federations of tennis in Iraq, and the study (Mohamed Salem 2020), which dealt with the relationship between innovative leadership and organizational performance on a sample of teachers and supervisors of education in Iraq, and the study (Samia Abdullah Al-Wadawda. 2017), which dealt with the relationship between innovative leadership and its impact on the job commitment of education directorates and education in Jordanian schools where all the results in the previous studies were: There is a positive correlation and a positive direct relationship between the variables that the researchers dealt with, so the researchers decided to study this type of leadership and show the extent of its impact on a sample of employees of the Ministry of Youth and Sports.

### **Research problem:**

The problem lies in the question: What is the extent of the use and impact of innovative leadership in developing the work of the ministry, and what is the real impact of innovative leadership on creativity in the job performance of employees in the ministry?

### **Research objective:**

- Building a standard for innovative leadership and another for creativity in job performance.
- Identify the relationship between innovative leadership and creativity in job performance for employees of the Ministry of Youth and Sports and what is the extent of its impact on an increase in creativity.

### **Research hypotheses:**

- There is a positive relationship and a positive effect between innovative leadership and creativity in the job performance of the employees of the Ministry of Youth and Sports in Iraq.

### **Research methodology and field procedures:**

#### **Research Methodology:**

The researcher adopted the descriptive approach in the exploratory method for its suitability and the method of conducting the research in proportion to the variables and the sample on which the research is to be conducted.

**Community and sample research:**

The researcher selected the sample in a deliberate manner, which numbered (300) employees of the Ministry of Youth and Sports - Department of Regional and Provincial Affairs, as it is appropriate and the nature of his research. Note that this sample constitutes (18%) of the original population represented by the Ministry’s employees, which number (2250) employees. The exploratory sample consisted of (25) employees, the building sample consisted of (150) employees, and the application sample consisted of (100) employees.

Table (1) shows the research sample

No.	Sample type	Number	Percentage
1	Exploratory sample	50 employees	%9.9
2	Building sample	150 employees	%49,8
3	Application sample	100 employees	%43.7

After the complete idea of the nature of the subject and the sample, the researchers built a questionnaire consisting of areas and paragraphs for innovative leadership and another for creativity in performance, and distributed it to the stakeholders from two teachers and specialists to identify these areas and paragraphs and reached the results according to the percentage of fields and paragraphs as shown in the table (2).

Table (2) shows the opinions of experts on the honesty of the proposed field for the innovative leadership scale

Scale	Field	Number of agree	Number of different	Percentage of agree	Decision
Innovative leadership	Perfect dealing	15	0	100	Acceptable
	Innovative behavior	15	0	100	Acceptable
	Dealing with management	15	0	100	Acceptable
	Work environment	15	0	100	Acceptable

Table (3) shows the opinions of experts on the honesty of the proposed field for the performance scale in creativity

Scale	Field	Number of agree	Number of different	Percentage of agree	Decision
-------	-------	-----------------	---------------------	---------------------	----------

Performance in creativity	Management performance	15	0	100	Acceptable
	Organizational performance	15	0	100	Acceptable

**Means and tools used in collecting information:**

Arabic sources - letters and dissertations - personal interviews - questionnaires - the International Telecommunication Network (Internet) - assistant work team - paper and pen - electronic calculator type (HP) - iphone12 phone - printer type hp7260.

**Statistical analysis of the two search criteria:**

For the purpose of achieving honesty in the scales, the researcher used two types of honesty, content honesty and construction honesty, where the honesty of the content was achieved by presenting the scale to experts and stakeholders from the jurisdiction of the sports administration, where the researchers modified some paragraphs that did not obtain the approval of experts.

As for construct honesty, the researcher used the method of the two extreme groups, as shown by (Majzoub 2010) and the internal consistency coefficient to identify the extent to which the phrase's degrees match the concept to be measured, which means the phrase's ability to distinguish between individuals who have a high degree from those who have a lower degree in the concept. Or the characteristic to be measured in order to obtain the discriminatory power, the researcher unloaded the data withdrawn from the questionnaire for the construction sample, which amounted to (150) forms for my two scales (innovative leadership) and another for creativity in job performance. Where the results came as in the table shown below:

**Discriminatory strength:**

Table (4) shows the discriminatory ability of the innovative leadership scale paragraphs

Paragraphs	Upper group		Lower group		T value calculated	Level Sig	Type Sig
	Arithmetic mean	Standard deviation	Arithmetic mean	Standard deviation			
1	5	0	3.561	0.708	12.999	0.00	Sig
2	4.853	0.357	2.317	0.849	17.617	0.00	Sig
3	5	0	3.317	0.819	13.146	0.00	Sig
4	5	0	3.585	0.740	12.227	0.00	Sig
5	5	0	3.585	0.706	12.826	0.00	Sig
6	5	0	2.512	0.711	22.392	0.00	Sig

7	5	0	3.487	0.637	15.194	0.00	Sig
8	5	0	3.609	0.627	14.184	0.00	Sig
9	5	0	3.243	0.799	14.066	0.00	Sig
10	5	0	3.487	0.810	11.954	0.00	Sig
11	5	0	3.561	0.776	11.871	0.00	Sig
12	5	0	2.950	1.036	12.506	0.00	Sig
13	5	0	3.634	0.661	13.218	0.00	Sig
14	5	0	3.317	0.722	14.916	0.00	Sig
15	5	0	3.780	0.652	11.969	0.00	Sig
16	5	0	3.268	0.837	13.242	0.00	Sig
17	5	0	3.268	1.049	10.566	0.00	Sig
18	5	0	3.512	0.637	14.949	0.00	Sig
19	5	0	3.219	0.908	12.547	0.00	Sig
20	5	0	3.292	0.843	12.954	0.00	Sig
21	5	0	3.463	0.777	12.651	0.00	Sig
22	5	0	3.414	0.706	14.374	0.00	Sig
23	5	0	1.878	0.780	25.600	0.00	Sig
24	5	0	3.073	0.818	15.078	0.00	Sig
25	5	0	3.292	0.955	11.446	0.00	Sig
26	5	0	2.829	0.863	16.102	0.00	Sig
27	5	0	3.097	0.916	13.289	0.00	Sig
28	5	0	3.243	0.888	12.659	0.00	Sig
29	5	0	3.122	0.842	14.274	0.00	Sig
30	5	0	3.414	0.740	13.703	0.00	Sig
31	5	0	3.073	0.787	15.675	0.00	Sig
32	5	0	3.487	0.869	11.136	0.00	Sig
33	5	0	3.268	0.949	11.680	0.00	Sig
34	5	0	3.512	0.637	14.949	0.00	Sig

35	5	0	3.390	0.833	12.374	0.00	Sig
Significant when the significance value $\leq 0.05$ under degree of freedom of 80							

Table (5) shows the discriminatory ability of creative expressions in performance

Paragraphs	Upper group		Lower group		T value calculated	Level Sig	Type Sig
	Arithmetic mean	Standard deviation	Arithmetic mean	Standard deviation			
1	5	0	3.024	1.012	12.499	0.00	Sig
2	4.561	0.634	1	0	35.943	0.00	Sig
3	5	0	2.512	0.778	20.461	0.00	Sig
4	4.780	0.419	2.561	0.672	17.933	0.00	Sig
5	4.902	0.300	2.073	0.818	20.784	0.00	Sig
6	5	0	2.512	0.506	31.478	0.00	Sig
7	5	0	2.317	0.722	23.779	0.00	Sig
8	4.878	0.331	1.853	0.792	22.545	0.00	Sig
9	5	0	2.073	0.818	22.904	0.00	Sig
10	5	0	2.658	0.656	22.851	0.00	Sig
11	5	0	3	0.316	40.497	0.00	Sig
12	4.975	0.156	3.219	0.689	15.902	0.00	Sig
13	5	0	3.317	0.649	16.589	0.00	Sig
14	5	0	3.219	0.821	13.870	0.00	Sig
15	5	0	2.341	0.761	22.343	0.00	Sig
16	4.756	0.434	2.365	0.733	17.952	0.00	Sig
17	5	0	3.219	0,758	15.027	0.00	Sig
18	5	0	3.170	0.667	17.556	0.00	Sig
19	5	0	3.122	0.842	14.274	0.00	Sig
20	5	0	3.487	0.596	16.226	0.00	Sig
Significant when the significance value $\leq 0.05$ under degree of freedom of 80							

**The internal consistency coefficient of the expressions:**

The discriminatory ability between the upper and lower groups measures the power to distinguish each statement, and does not determine the extent of the homogeneity of the statement in its measurement of the phenomenon to be measured. For Pearson, and this was explained by (Farhat 2001) "The higher the correlation coefficient with the total score of the test, the evidence of the availability of internal consistency." In order to extract the internal consistency coefficient for the two research scales, the researcher relied on questionnaires for the construction sample amounting to (150) employees, and the results were as shown in the table (6):

Internal consistency

Table (6) shows the values of the correlation coefficient for the expressions of the creativity measure in performance with the total score of the scale

Paragraphs	correlation coefficient simple	Level Sig	Type Sig	Paragraphs	correlation coefficient simple	Level Sig	Type Sig
1	0.633**	0.00	Sig	11	0.520**	0.00	Sig
2	0.405**	0.00	Sig	12	0.392**	0.00	Sig
3	0.589**	0.00	Sig	13	0.513**	0.00	Sig
4	0.729**	0.00	Sig	14	0.560**	0.00	Sig
5	0.691**	0.00	Sig	15	0.491**	0.00	Sig
6	0.767**	0.00	Sig	16	0.439**	0.00	Sig
7	0.752**	0.00	Sig	17	0.512**	0.00	Sig
8	0.663**	0.00	Sig	18	0.348**	0.00	Sig
9	0.737**	0.00	Sig	19	0.414**	0.00	Sig
10	0.755**	0.00	Sig	20	0.513**	0.00	Sig
Significant when the significance value $\leq 0.05$ under degree of freedom of 148							

Table (7) shows the values of the correlation coefficient of the innovative leadership scale expressions with the total score of the scale.

Paragraphs	correlation coefficient simple	Level Sig	Type Sig	Paragraphs	correlation coefficient simple	Level Sig	Type Sig
1	0.718**	0.00	Sig	19	0.813**	0.00	Sig
2	0.497**	0.00	Sig	20	0.735**	0.00	Sig
3	0.705**	0.00	Sig	21	0.829**	0.00	Sig
4	0.750**	0.00	Sig	22	0.618**	0.00	Sig
5	0.763**	0.00	Sig	23	0.651**	0.00	Sig
6	0.468**	0.00	Sig	24	0.801**	0.00	Sig
7	0.736**	0.00	Sig	25	0.794**	0.00	Sig

8	0.680**	0.00	Sig	26	0.743**	0.00	Sig
9	0.768**	0.00	Sig	27	0.823**	0.00	Sig
10	0.740**	0.00	Sig	28	0.797**	0.00	Sig
11	0.710**	0.00	Sig	29	0.806**	0.00	Sig
12	0.799**	0.00	Sig	30	0.807**	0.00	Sig
13	0.715**	0.00	Sig	31	0.816**	0.00	Sig
14	0.703**	0.00	Sig	32	0.800**	0.00	Sig
15	0.767**	0.00	Sig	33	0.819**	0.00	Sig
16	0.773**	0.00	Sig	34	0.850**	0.00	Sig
17	0.792**	0.00	Sig	35	0.867**	0.00	Sig
18	0.725**	0.00	Sig				
Significant when the significance value $\leq 0.05$ under degree of freedom of 148							

### Stability check for two search metrics:

Stability can be extracted in many ways, including the half-segmentation and the Cronbach's alpha equation, where the researcher relied on the Cronbach's alpha coefficient, after adopting the questionnaires and deleting the statement that did not meet the conditions of validity. When this coefficient was applied to the construction sample of (150) employees for the innovative leadership scale, it was found that the stability coefficient is (0.974), which is a high value for stability at the level of significance (0.05), and when calculating the stability by the split-half method, it was at a value of (0.920). Half the number of paragraphs and as explained by (Salama 2000), "It is the relationship to find the total correlation coefficient by using the correction equation or what is called the prediction equation (Spearman-Brown)", As the total correlation or correction factor has become a value of (0.958), which indicates that all the items of the scale have a high stability coefficient, and when this coefficient is applied to the construction sample of (150) employees of the creativity measure in performance, it turns out that the stability coefficient is (0.889), which is a high value For stability at the level of significance (0.05), and when calculating the stability by the split-half method, it was a value of (0.693), and because this correlation refers to half of the number of paragraphs, the researcher sought to find the total correlation coefficient by using the correction equation or what is called the prediction equation (Spearman-Brown). The total correlation or correction coefficient became (0.818).

The researcher also relied on the objectivity procedure for his research standards, which was explained by (Al-Awad 2008), where it "means to remove the corrector's opinion or personal wisdom from the correction process, or the examinee's mark does not stop at the one who corrects his paper, or his mark does not differ according to the different correctors."

After conducting the statistical operations and extracting them, the results of the correlations were obtained using the correlation coefficient (Pearson) at the level of significance (0.05) and the degree of freedom (24). The results showed as follows:

Table (8) shows the values of the correlation coefficient and the error rate for creativity in performance and innovative leadership

No.	Variables	Arithmetic mean	Standard deviation	correlation coefficient	Level Sig	Type Sig
1	creativity in performance	74.2400	12.74846	0.639*	0.047	Sig
2	innovative leadership	162.2000	9.62635			

The results of the correlation of the innovative leadership variable with the creativity variable in job performance showed a positive correlation of (0.639), and this confirms that innovative leadership is directly proportional to creativity in performance, that is, the more innovative leadership they have, the higher the quality of creativity in job performance and this correlation indicates the existence of a relationship Significance between the two variables.

The researcher concludes that the positive relationship between the innovative leadership enjoyed by employees has a positive impact on creativity in job performance, this is what you also see (Khalil 2002) “The focus of the administrative process is the human element and how we can achieve cooperation between individuals and coordination between their efforts It is this fact that gives management a special character as a social and human process on the one hand, and an economic and political process on the other, as it requires in good management to become rational and achieve its goals with the most efficient use of the available capabilities while providing the best possible environment for the work of the human element, with fewer sacrifices on his part.

This is what was indicated by (Al-Ajmi 2009) that “administration” is the process of exploiting the available resources, organising and coordinating collective efforts in a way that achieves the specified goals efficiently and effectively and by humane means, which contributes to improving human life, whether he is a member of the organization or a beneficiary of its services and whatever. It was the field in which it practiced."

The researchers instructed this because of the characteristics of transformational leadership and the interrelationship between the manager and subordinates, which contributes to raising their abilities to perform and achieve the desired goals with higher efficiency. He also believes that the use of new methods and methods, including innovative leadership, because of its flexible characteristics that contribute to a good deal with variables, thus raising the employee's ability to be creative in job performance while performing the duties and tasks assigned to him. In addition, trust in the employees also contributed to the positive relationship between the Westerners, because the advantages that exist in innovative leadership contain such principles.

This is what he also sees (Al-Aziz 2019), as “innovative leadership helped to create a high level of creativity, due to the nature of innovative leadership, which tends to move away from traditional and stereotyped, and create the appropriate atmosphere that helps the emergence of new ideas and prevent obstacles to the development of creativity.”

**Statistical methods:** The search data was processed through the Statistical Package for the Social Sciences (SPSS).

### **Results and discussion:**

Through the results obtained by the researchers, it was concluded that there is a direct correlation between the two variables and that there is a significant effect between innovative leadership and creativity on the job performance of the employees of the Ministry of Youth and Sports, and it was recommended that this type of leadership (innovative leadership) be used in departments and departments The Ministry because of its effective influence on its ability to take a correct decision and thus achieve the interest and objectives of the Ministry.

### **References:**

- 1- Al-Ajmi, Muhammad Hassanein. 2009. “Educational Administration and Planning.” Armisara for printing, publishing and distribution, Cairo 8.
- 2- Al- Aziz , Manaf Abd. 2019. “The innovative leadership of chiefs and its relationship to organizational loyalty and creativity from the point of view of members of the tennis federations in Iraq.” PhD thesis, College of Physical Education and Sports Sciences - University of Babylon 133.
- 3- Al-Awad, Muhammad Mahmoud Abu. 2008. “Specifications of a Good Test.” Urging publication of the Manhal website for the electronic educational culture 240.
- 4- Iman, Ziani. 2014. “The impact of innovative leadership on the performance of the organization.” Muhammad Khudair University and Faculty of Economic and Commercial Sciences 3.
- 5- Khalil, Shukria. 2002. “For Management in the Sports Field.” Technical Printing and Publishing Cairo 5.
- 6- Salama, Ibrahim Ahmed. 2000. “An Applied Introduction to Measurement in Physical Fitness.” Dar Al Maaref Publishing House, Egypt, Alexandria
- 7- Samia Abdullah Al-Wadawda. 2017 . “Innovative leadership and its impact on organizational commitment” on the Jordanian Education Directorates, Al al-Bayt University.
- 8- Farhat, Laila El-Sayed. 2001. “Mathematical Cognitive Measurement.” Book Center for Publishing, Cairo 68.
- 9- Majzoub, Farouk. 2010 . Methods and methodology of research in psychology
- 10- Muhammad Salem, 2020 .“The innovative leadership of sports and scouting activity managers and its role in organizational change for teachers and supervisors of education in Iraq, PhD thesis. Tikrit University.”

Appendix (1)

The Innovative Leadership Scale Finalized

Baghdad University

Faculty of Physical Education and Sports Sciences

Graduate Studies

Innovative Leadership Scale

After greeting ..

The virtuous professor... the virtuous six

The researcher (Anmar Ahmed Subhi), a doctoral student at the College of Physical Education and Sports Sciences - University of Baghdad, intends to conduct his research tagged:

Innovative leadership and its relationship to creativity in job performance from the point of view of employees

Ministry of Youth and Sports in Iraq

In addition, as you are one of the employees of the Department of Regions and Governorates Affairs, please put a tick (✓) in front of the choice you deem appropriate in front of the paragraphs below, freely. Note that the questionnaire is used for scientific research purposes only.

Please accept our utmost respect and appreciation

Researcher

No.	Paragraph	Always	mostly	Sometimes	Little	never
1	Working with my boss makes me feel proud and confident					
2	Speaks enthusiastically about the things that need to be done					
3	It provides the employees' needs to develop the work before providing its own needs					
4	The manager helps in raising awareness and enthusiasm among employees to make work more accurate and faster					
5	The responsible department manager at your workplace sets standards for workers that are achievable and achievable					
6	The manager presents a comprehensive vision of the work, leaving the largest margin for the workers to implement it					
7	The manager helps me solve complex situations that I face at work through his personal experience					
8	The manager is on the front lines with us in solving the changes that face us at work					
9	It is considered a model in the performance and good ability of employees					
10	The department manager encourages and supports his employees to take responsibility and to exercise each individual's powers					
11	The director of the department in the department delegates some of his powers to those working with him					
12	The manager proves to me that mutual trust helps me overcome problems and new changes at work					
13	The director assures that teamwork contributes to reaching the ministry's goals faster					

14	The manager focuses on building the foundations of cooperation and love among the ranks of one team to solve new problems					
15	The department manager encourages and supports his employees to take responsibility and to exercise each individual's powers					
16	He shares my opinion and puts forward new ideas for deliberation with employees					
17	During the meetings, the manager listens to new ways and mechanisms to solve the problems we face at work					
18	He believes that flexibility at work is necessary to solve the problems and variables facing us					
19	He talks with optimism and continuously about everything related to the future of the ongoing goals					
20	The department manager contributes to setting appropriate standards to measure the job performance of his employees					
21	Presents motivational words and phrases to the distinguished employee in front of his fellow employees					
22	The department manager contributes to his employees getting promotions and rewards when the tournaments and festivals held by the department are successful					
23	The department manager encourages me to take responsibility in difficult situations					
24	The department manager helps me develop my strengths					
25	He believes that the mutual trust between the manager and the employee contributes to solving the problems facing the work					

26	Spends more time with employees who need to grow their capabilities more					
28	He directs words of praise and appreciation to all employees without discrimination for presenting a distinguished work					
29	The manager is concerned with developing functional capabilities professionally and personally					
30	He is interested in setting and stimulating common goals for all employees to achieve the best achievement for the department					
31	The department manager is keen on the necessity of equalizing authority with responsibility when delegating some of his powers					
32	The department manager distinguishes between employees on the basis of efficiency and accuracy of performance while assigning tasks and duties					
33	The department manager provides material and moral rewards to the employee in proportion to his performance away from personal relationships					
34	The manager takes into account the experiences and capabilities of the employees when assigning them tasks or duties at work					
35	He is interested in setting and stimulating common goals for all employees to achieve the best achievement for the department					

Appendix (2)

A measure of creativity in job performance

Baghdad University

Faculty of Physical Education and Sports Sciences

Graduate Studies

A measure of creativity in job performance

After greeting..

The virtuous professor... the virtuous six

The researcher (Anmar Ahmed Subhi), a doctoral student at the College of Physical Education and Sports Sciences - University of Baghdad, intends to conduct his research tagged:

Innovative leadership and its relationship to creativity in job performance from the point of view of employees

Ministry of Youth and Sports in Iraq

And as you are one of the employees of the Department of Regions and Governorates Affairs, please put a tick (✓) in front of the choice you deem appropriate in front of the paragraphs below, freely. Note that the questionnaire is used for scientific research purposes only.

Please accept our utmost respect and appreciation

Researcher

First	Field of Management creativity					
No.	Paragraph	Always	mostly	Sometimes	Little	never
1	The management is based on increasing the employees' self-confidence by continuously enhancing the principle of trust					
2	The management grants material rewards to the creative employee to continue his creativity					
3	Management allows employees to freely express their new ideas and take them					
4	The management adopts the principle of competition in completing the work and tasks assigned to them					
5	The management encourages the ideas and opinions provided by the employees to increase their creativity					
6	Management gives enough time for employees to express their opinions that help in the development of the work					
7	The management takes the advice given by the employees and studies and analyzes them					
8	The administration seeks to find new alternatives and solutions to reuse the tools, equipment and devices of the department					
9	The administration follows up on all the work and tasks assigned to the employees and motivates them until the goals of the department are achieved					
10	The administration grants letters of thanks and appreciation to the creative employee in appreciation of his distinguished work					
second	Field of organizational creativity					
11	I have the ability to solve more than one problem or variable at work in a short period of time					

12	I have the ability to convince others of new solutions to solve problems					
13	I have the ability to solve problems in an easy, organized and simple way					
14	Research and inquire about the laws and administrative contexts of the ministry before assigning me something					
15	I am looking for ways and serious areas to help me solve problems in an unfamiliar way					
16	I help my colleagues in understanding some administrative and legal matters related to the work of the Ministry					
17	Develop my administrative and cognitive abilities by working to solve the problems I face at work					
18	I have the spirit of risk in providing new opinions to the directors and officials of the department					
19	I have the ability to follow up on the work entrusted to me outside working hours to reach the best results					
20	I have the ability to find quick solutions to solve the problems I face at work					