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The Creative Environment and Its Role in Achieving Organizational Performance Excellence

By

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Abstract

This research addressed two variables: the creative climate and excellence. The research examined the correlation and impact relationship between them through a number of hypotheses. The research's objective was to identify the components of the creative climate of the research community, namely, (Promoting freedom, challenge-support, risk taking, promoting positive atmosphere, trust/openness, Idea support, accepting conflict, enough idea time allocation and openness to healthy debate) and its impact on performance excellence through (strategic planning, leadership, human resources management and operations management). The researcher has adopted the analytical descriptive method, as it is best suited to the reality of the research frameworks. A sample of administrations of a number of university colleges that are enlightened for the purpose of completing the practical framework, has been selected. The questionnaire was prepared as the main tool for collecting data and information. The number of members of the research sample was 93 individuals. Based on the measurement and identification of research variables and the testing of correlation and impact relationships between them, the researcher has reached a number of findings, most notably the leadership pattern has played a role in achieving the performance excellence of individuals to manage human resources, promote positive atmosphere and find effective solutions to organizational problems, The researcher also presented a set of recommendations, the most important of which is to develop and promot the creative and innovative capabilities and support the challenges of the employee so that he or she can generate creative ideas that develop his or her level of career performance.

Keywords: Creative Climate, performance excellence

Introduction

Organizations are currently experiencing persistent challenges as an open system that interacts with the environment, affect and are influenced by the environment. This was reflected this on their leaderships in an attempt to keep pace with successive developments and changes in social and economic conditions, to find that the best ways and methods to achieve that goal are through their subordinates because they represent the organization's most valuable resources, which it has the ability to elevate to excellence if they have an enabling working environment.

This led to the emergence of much research that has been interested in this field and sought to identify the most important reasons and components to make the work climate suitable to guide subordinates towards creativity. One of these trends is what the scholar

(Ekvall) and his colleagues have done to invest in their efforts by developing an instrument aimed at measuring the availability of a number of components necessary for the creative climate.

The researcher tried to examine the extent to which the creative climate influences the performance excellence in organizations because it represents a cumulative structure through which the organization's level of superiority is reflected in comparison with its counterparts. The researcher identified a number of variables (strategic planning, leadership, human resources management, operations management).

Chapter 1

1.1 Methodology

1.2 Problem Statement

Underperformance is one of the most important problems experienced by most organizations in general, especially in cases of development and competition leading them to seek out the most important factors conducive to the better performance of their organizations, Because the availability of a creative climate is one of the most important foundations that help to achieve this. Many studies have explored ways and means of identifying how to guide the work environment and the elements it carries to achieve that performance excellence across the human resource and its potential and capabilities. For the purpose of framing this topic, the researcher has developed a number of questions:

1) What level of components are available for the creative climate of the investigated organization?
2) How interested is the researched organization in achieving performance excellence?
3) How influential is the creative climate in achieving performance excellence?

1.3 Objective

The study has following objectives.

1. Identifying the level of components available for the creative climate in the researched organizations.

1) Determining the extent of researched organizations' interest in performance excellence.
2) Recognizing the impact of the creative climate on achieving performance excellence.
3) Interpreting and clarifying the nature of correlation and impact relationships between research variables to reach performance excellence.

1.4 Significance of the Study

1.5 Current research is important from the following:

1) Highlighting recent significant variables (creative climate, performance excellence), which are influential in an organization's performance output.
2) Attempting to clarify the important role of the creative climate in performance excellence.
3) The results of the research of the interrelationships and effect relationships of variables may help organization's management identify the most influential as well as related components in order to give them due weight.

1.6 Hypotheses

Based on the proposed model of research, its problem and the objectives it seeks to achieve, a

number of hypotheses representing preliminary guesses have been formulated and will be tested later, as follows and as illustrated in figure (1:

H: 1 There is a statically significant and direct correlation between all components of the creative climate and performance excellence.

H: 2 There is a significant effect of all components of the creative climate on performance excellence.

1.7 Proposed Model of Research

The proposed model of research, which includes creative climate as independent variable and performance excellence as a dependent variable subordinate variable and illustrated in figure 1, reflecting the logical relationship between the basic and sub-research variables:

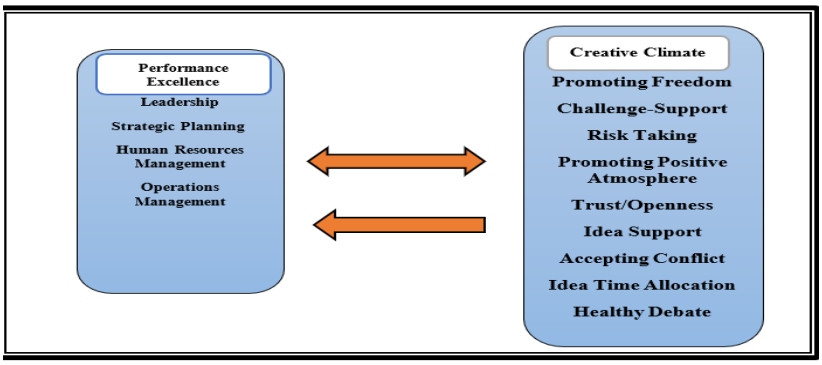

Fig. 1. *Proposed Model of Research*

1.8 Measures and Variables

The questionnaire was used as a basic tool for collecting data and information, and the 7-point Likert scale was adopted for the purpose of measuring the research variables, and for the purpose of measuring the reliability of the questionnaire, the alpha-Cronbach coefficient was used to measure the internal consistency between the items of the questionnaire, and that the threshold should not be less than 0.68 .Its value for the total questionnaire items reached 48, and this indicates a good level of the reliability of the questionnaire and confirms the validity of the scale and its validity for application at different times. Table 1 shows the research scale:

Table 1. *Items of the questionnaire*

	Sub-Variables	Number of Items	Item Numbers	Source
Questionnaire Respondent Information	Gender, age, educational attainment, number of years of service, job position	7	Unnumbered	Prepared by the researcher
Creative Climate	Promoting Freedom	4	1 -4	(Isaksen et al., 2001)
	Challenge-Support	4	5-8	
	Risk-taking	4	9 - 12	
	Promoting Positive Atmosphere	4	13 -16	
	Trust/Openness	4	17-20	
	Idea Support	4	21 -24	
	Accepting Conflict	4	25 -28	
	Enough idea time allocation	4	29-32	
	Openness To Healthy Debate	4	36-33	
Performance Excellence	Strategic Planning	3	39-37	El- Hariri, 2010 Al-Zaidi, 2007
	Human resources management	3	42-40	
	Leadership	3	45-43	
	Operations Management	3	48-46	

Source: Prepared by the researcher.

1.9 Community and Sample

A number of colleges of Al-Mustansiriya University were selected for application, and it was an intentional sample of a number of administration managers, people and unit officials, where 108 questionnaires were administrated, and the valid questionnaires for statistical analysis were 93.

1.10 *Statistical Analysis Methods*

The researcher adopted a set of statistical methods in order to present the statistical analysis of the results of the research and test its hypotheses. These methods were (frequencies, percentages, arithmetic mean, standard deviation, correlation coefficient, simple linear regression analysis, and Cronbach's alpha coefficient).

Chapter 2

Conceptual Framework

2.1 Creative climate

1. Concept of Creative Climate

Views varied to define the concept of the climate in general, as a result of its multiple levels and the factors on which it is based. In our research, we will address the internal work environment as it is the most influential on subordinates compared to its counterparts towards showing their creative energies and as a result achieving excellence for organizations. The overall external environment of the organization is characterized by generality, and its impact is almost equal in some organizations, unlike the internal work environment factors, as it determines the extent of the organization's ability to adapt to the external environment in a way that increases the degree of its benefit from opportunities and develops its ability to resist the threats surrounding the organization towards achieving success (Klimoviene et al., 2010: 362). It is the general impression generated by the members of the organization towards their surroundings in a way that affects their behavior as well as their performance of the tasks assigned to them, as well as the work groups they deal with (Ben Rahmoun, 2014: 34).

It has been viewed by a number of researchers and writers as a collaborative environment that allows individuals to share ideas and cooperate among themselves, encourages competition situations, works to recognize, evaluate and value creative work, as well as support and assist individuals in their work and tasks. (Morris, 2005; Dieko, 2020). Others considered it as the appropriate atmosphere that aims to obtain new ideas, and helps to encourage participation, challenge and exploit opportunities in new ways (Isaksen & Tidd, 2006: 38). It is also the social and psychological construction aimed at forming a set of social frameworks in the organization to help its members present and discuss ideas and take the necessary means to support those ideas and benefit from them (Isaksen & Ekvall, 2013: 138). It reflects a number of events and variables that may form in a particular environment and the organization's management can control and control, and recently it has been noted that there is interest in the work environment in general because of its fundamental impact on the nature and quality of work, as it is the biggest influence on the performance of employees in the organization and developing their motivation towards achievement (Aker, 2020; Favier & Fontana, 2020; Hajjar, 2020).

2. Components of creative climate:

The creative climate based on Ekvall's view consists of nine components, each of which will be briefly explained as follows:

1) **Promoting freedom:** Freedom is promoted by enabling the spontaneous flow of information among team members and giving them the power to take the initiative and make decisions about their job in order to improve individual performance. According to some authors, the absence of this component in the workplace prevents employees from coming up with novel ideas for how to work, so employees waste time and effort trying to get their ideas approved. On the other hand, excessive freedom can occasionally lead to employees developing attitudes that are at odds with the goals of the company (Haghighil et al., 2011: 587).
2) ***Challenge support:*** the capacity to manage challenging situations at work (Isaksen et al., 2001: 175) and to participate to the establishment of the organization's objectives and plans in a way that strengthens their affiliation with them and the propensity to devote their efforts to work. Many authors have emphasized the significance of this element in the development of the creative climate, and they have emphasized that the low index of this element in the organization may cause subordinates to be uninterested in their work and unmotivated to advance their professional skills. One potential explanation for this could be their lack of interaction with the mission and goals of the organization to which they are affiliated (Axelsson & Sardari, 2011: 12).
3) ***Risk taking:*** the organization allowing its members to take risks, so decisions are made on that basis immediately while allowing opportunities to be taken and discouraging the formation of committees that aim to secure decision-makers themselves before taking any action (Ekvall, 1996: 122). However, if the organization exaggerated the trend towards taking risks, this may lead to the accumulation of a significant number of unimplemented ideas, which may in turn cause a number of problems (Totterdell et al., 2002: 360).
4) ***Promoting positive atmosphere:*** all personal actions and tasks that seek to increase productivity and contribute to the well-being of the organization's members (Lamm & Meeks, 2009: 620), and as a consequence they will be more open to new ideas and responsive to risk. Some leaders use positive environment to lessen the impact of criticism directed by them to subordinates when they fail in their job tasks, or as a tool of persuasion and bringing conflicting perspectives closer together (Martin et al., 2003: 60).
5) ***Trust/openness:*** Working relationships are characterized by trust, the capacity for subordinates to share ideas without fear of cynicism in the event of failure, an open state of communication in an environment of honesty, openness, and mutual respect in a way that leads to openness among them, and not fear of exploiting or stealing their presentations (Ekvall, 1995: 119). Additionally, the organization must believe that its members are trustworthy, reliable, and capable of completing the work entrusted to them (Cabra et al., 2005: 69).
6) ***Idea support:*** the capacity to deal with fresh ideas in a way that allows leaders and subordinates to receive recommendations in an attentive and helpful manner. The importance of attributing ideas varies with subordinates' self-efficacy and its impact on achieving positive results, as the higher their self-efficacy, the easier it will be for them to adopt views that are not supported by others, as well as the search for more information to support ideas with the continuity and focus of efforts (Isaksen & Aerts, 2011:27).
7) ***Acceptance of conflicts:*** Conflicts are supposed to be tensions and emotions that arise inside the organization in the atmosphere of the organization, and to respond in an illogical and mature manner. Opinions differ on the extent to which disputes influence the creation of a creative atmosphere. Some believe that its presence in the organization leads to ongoing tensions between subordinates as well as the accumulation of

information with specific people and withholding it from others, whereas others believe that a lack of conflicts at work leads to similarity of ideas and proposed methods for problem solving, and thus it is preferable that organizations seek to support constructive conflicts while also encouraging the expression of divergent ideas (McShane & Van Glino, 2010: 329).

8) ***Enough idea time allocation:*** This is the time set aside by the organization for its members to submit fresh ideas while allowing for debate and experimentation. Some believe that a certain amount of urgency can sometimes stimulate creative thinking among members of the organization by creating a sense of challenge for them, while others believe that exaggerating the provision of time to present ideas leads to the generation of boredom among subordinates as a result of the mismanagement of those ideas for their abundance (Tan & Peng, 2003:1251).

9) ***Openness to healthy debate:*** Dialogue and exchange of views and ideas with an opportunity for workers to clarify their career realities and have an important role to play in the organization when developing action plans as a form of learning (Tidd et al., 22005: 69), it also helps to develop interactions between leaders and subordinates and their mental motivation through the organization's awareness that the process of discussion is for ideas rather than people. Leaders play a pivotal role by finding an optimal level of discussions through positive listening and revitalizing team building, as well as adopting one of the appropriate means of the organization's work such as brainstorming or quality seminars (Lunden, 2011: 14).

2.2 Performance excellence

1. The concept of performance excellence

Performance is a basic concept in all business organizations, and it has gained a lot of attention because of its link to the organization's success. It reflects the end result and the detection of its capacity to solve the problem and get the correct response (St-amant et al., 2008:5). Excellence is an integrated concept that represents the intellectual evolution of management science and evolved as a result of companies' requirement for a holistic approach to factors that contribute to excellence (Rumane, 2013: 2). Responsibility for achieving qualitatively good performance in record time (Sammoi, 2011: 14), and it is also known as the highest level of performance that is unique to the organization in a formula that achieves a cognitive building that is reflected in its level of excellence and its ability to adapt to the surrounding environment (Kamouna, 2013: 69). The issue of performance excellence in management thought has been of great importance because it expresses the capabilities that distinguish the organization and achieve results that satisfy the interested parties, and because it gives the leadership a renewed vision coupled with the stability of the goal, and it helps the organization to set high standards while contributing to the diagnosis of efficient elements which need support for the purpose of improving the organization. Performance excellence is defined as an integrated strategy that leads in:

Providing value and continuous improvement to customers and stakeholders, contributing to organizational sustainability.

Improving the Organization's organizational effectiveness and capabilities.

Assisting the preparation of personal and organizational evaluation (Al Abadi et al., 2020: 429).

The most important steps the organization should take to achieve performance excellence are:

Adopting and gradually raising high standards for the performance of its members.

Entrusting managers with new tasks to develop them while following a functional rotation method and ensuring that all members of the organization are continuously educated and that the competent ones are not kept in their positions for longer than the permissible limit.

Equipping all levels of the organization with new talents and employing leaders capable of finding solutions to organizational problems (Al-Jabouri, 2012: 80).

2. Excellence Awards:

The Excellence Awards reflect the application of quality standards and contribute to the provision of indicative reference and normative foundations in organizations and also disseminate the concepts of creativity and excellence and play a role in appreciating exceptional achievement and encouraging continuous development in performance. It serves as the framework for organizations' self-assessment and measurement of their strengths and although the names of these awards are different, they are all about the organizations' excellence and aim to achieve common goals (Singh et al., 2012: 210). They typically consist of a number of criteria that oblige organizations wishing to participate to provide evidence by adhering to the approach of excellence and creativity. These requirements constitute essential pillars for the development of the organization's operations and services (Elke, 2001: 12). These awards represent a detailed framework for management activities to achieve performance excellence of the Organization by providing a structural model that improves and changes the Organization's current practices in an analytical manner (Antonaras, 2009: 76).

Although these awards have multiple criteria and different weights, a number of common criteria have been set out and prepared as a basic determinant of the nature of performance and to compare with actual reality in terms of compatibility or difference (Ruwaidi, 2009: 79). A number of which have been adopted by the researcher as follows:

a. ***Strategic Planning:*** the process of preparing the core activities of an organization's management in order to achieve excellence. It consists of a range of analytical tasks aimed at determining the organization's next moves. The quest for performance excellence in modern organizations is typically based on an integrated vision and the conviction that this represents the right approach to maximizing the benefit from its current capabilities and resources to achieve customer satisfaction, so that the strategic orientation is the right professional tool for the organization's survival and stability, as well as achieving its performance excellence (Al-Fatlawi, 2013: 85).

b. ***Human Resource Management:*** Human Resource Management: It is the optimal model for managing subordinates, with the goal of achieving excellence via the development of a plan to get the elements capable of offering the greatest performance. Organizational excellence is generally achieved by the knowledge possessed by their subordinates, as well as the number of ideas they present, because they are the focus of the work that takes place within the organizations, leading to the organization being innovative and distinct from other organizations (Drucker, 1998: 212). There are many practices taken by human resource management in organizations that aim to achieve success and excellence (Comes et al., 1998: 237), and these practices are carried out according to specific foundations with the aim of changing the behavior and achievements of the organization's members towards achieving its goals with distinction, through which it seeks to win With new human capabilities and ensuring that they perform the tasks entrusted to them at the highest level (Greer & Plunkett, 2007: 122).

c. ***Leadership:*** the process of persuading subordinates and establishing an environment

favorable to the achievement of organizational goals (Mc Shane & Glinow, 1997:434). The environmental developments confronting organizations today have heightened interest in the problem of leadership, and it has become clear that there is a fundamental shift in the function of leaders in them. The role of the leader, which was once associated with maximizing the optimal use of material resources through the use of subordinates, has evolved into ensuring the development and refinement of human resources as they are the primary reason for maximizing the benefit of materials rather than the other way around. The tasks of the leader who is committed to excellence center on defining the organization's future vision and working to spread a culture of creativity and development, as well as serving as a good role model for his subordinates, and the pivotal element that drives the management of the organization and directs it to excellence through its influence on subordinates, guiding and motivating them towards work to achieve the agreed goals (Schutzler, 2009: 4).

d. ***Operations Management:*** a significant and influential pillar of the firm when identifying trends, future plans, consumer demands and preferences, and rival performance (Slack et al., 1996: 687). It transforms the organization's resources into goods and services to satisfy consumer expectations in a timely way by addressing the organization's resources from raw materials, technology, and energy. Organizations require a dynamic system that effectively affects their overall basic operations, contributes to clarifying their interdependence, and provides continuous attempts for the development and improvement process to meet the needs of all parties in order to achieve performance excellence (Al-Rubaie, 2013: 62).

Chapter 3

The Practical Framework

Table 2. *Arithmetic means, standard deviations and relative importance of creative climate*

#	Items	Answer Scale							Arithmetic mean	standard deviation	Relative importance %
		T %	T %	T %	T %	T %	T %	T %			
1	Work tasks are performed in the manner that the employee in question sees fit.	4	20	29	4	11	9	16	4.29	1.37	57.0
2	The organization grants staff the freedom to act in day-to-day activities.	3	13	17	12	15	17	16	3.80	1.38	50.0
3	The organization allows information to be exchanged among staff at different levels.	10	34	14	12	10	10	3	4.53	1.53	67.0
4	The manager shall grant different powers to qualified staff.	12	19	33	12	7	4	6	4.71	1.51	68.0
	Dimension of promoting freedom								4.33	1.44	60.5
5	The organization allows its staff to participate in decisions concerning their work.	11	11	16	7	17	24	7	4.15	1.21	54.0
6	The organization's work is an opportunity to demonstrate capabilities and potential.	13	25	29	6	11	5	4	4.91	1.13	71.0
7	Self-employed staff are committed to participating in the organization's success and contributing to the achievement of its objectives.	18	26	24	9	5	3	8	4.92	1.17	70.5
8	The Organization assigns some difficult tasks to its elite staff.	22	31	16	14	2	4	4	3.31	1.05	75.0
	Challenge Support Dimension								4.32	1.14	67.8
9	Employees avoid presenting new uncertain ideas.	9	11	7	10	28	18	10	3.65	1.47	51.6
10	Risk-taking at work yields positive results.	3	11	16	21	18	15	9	3.81	1.32	54.0
11	The Organization supports staff members' initiatives no matter how easy.	12	16	14	10	11	13	17	4.08	1.82	56.0
12	Decisions of interest are made by	8	8	9	11	13	30	14	3.12	1.55	48.0

	committees formed for this purpose.										
	Risk-taking dimension								3.66	1.54	65.9
13	The organization's climate is serious and rigorous.	4	8	11	13	33	17	7	4.52	1.22	61.0
14	The manager 's guidance to staff is stringent.	2	11	19	5	25	27	4	3.19	1.92	50.6
15	Employees act spontaneously and automatically during work.	3	27	27	11	4	17	4	5.54	1.19	75.0
16	The organization seeks to provide positive initiatives that enrich working life.	8	21	18	11	14	15	6	3.91	1.31	49.1
	Dimension of promoting positive atmosphere								4.29	1.41	58.9
17	The success of colleagues at work is not intended to harm others.	19	40	17	7	3	5	2	3.57	1.44	50.7
18	Respect and mutual trust prevail among employees.	29	23	19	7	7	5	3	3.45	1.48	50.0
19	The achievements of some privileged staff are marginalized.	11	10	10	15	17	20	10	4.53	1.21	63.3
20	The work environment encourages positive relationships with colleagues.	15	33	19	9	8	5	4	4.08	1.23	65.0
	Trust/Openness Dimension								3.90	1.33	57.2
21	Management accepts new ideas provided by staff.	12	20	16	17	11	8	9	5.45	1.20	77.4
22	Proposals for action are discussed in a democratic setting.	11	24	19	5	14	8	12	4.35	1.29	74.5
23	Encouraging and supporting colleagues helps to provide constructive ideas and suggestions.	19	34	11	15	10	3	1	3.69	1.51	59.3
24	New ideas are met with cynicism and indifference by others.	16	12	13	10	23	11	8	4.91	1.26	72.0
	Dimension of idea support								4.6	1.31	70.8
25	Colleagues deal effectively with the diversity of other people's opinions and trends.	5	25	26	14	11	7	5	4.44	1.35	63.4
26	There are conflicts in the Organization over office and influence.	9	8	8	9	15	20	24	4.40	1.41	62.9
27	Personal and professional differences exist between employees.	3	6	15	19	17	20	13	5.16	1.22	73.7
28	Conflicts are managed positively.	8	20	18	17	8	13	9	4.25	1.49	61.0
	Accepting Conflict Dimension								4.6	1.36	65.3
29	Follow routine instructions without any flexibility.	3	16	11	6	21	24	12	4.53	1.14	64.9
30	Official working time is invested in a fully positive manner.	11	25	21	5	12	12	7	3.23	1.35	46.1
31	Action plans sometimes change depending on new proposals and ideas.	10	33	22	9	10	3	6	3.44	1.21	49.0
32	Training courses hamper the daily workflow and affect the speed of its completion.	15	23	18	4	18	13	2	4.24	1.28	59.0
	Dimension of enough idea time allocation								3.61	1.24	52.2
33	The management discusses all ideas presented, although they conflict with working contexts.	6	17	22	16	14	14	4	3.65	1.73	51.0
34	Useless Side Dialogues Occur During Meetings	2	12	5	10	24	29	11	4.62	1.63	70.0
35	Diverse perspectives are put forward by staff at meetings.	13	40	22	8	3	3	4	4.78	1.22	66.5
36	Orders and instructions are subject to without discussion with the organization's management.	4	5	11	9	30	22	12	4.24	1.23	67.2
	Dimension of openness to healthy debate								4.32	1.45	63.6
	Total Creative climate								4.18	1.35	63.4

Overall, the data in Table 2 indicate that the arithmetic mean value of the creative climate variable was 4.18, which is greater than the hypothetical mean value that represents the boundary between agreement and disagreement, which is 4. This confirms that the level of importance of the sample answers to the independent variable tended towards agreement with a standard deviation of 1.35, which indicates that there is a dispersion in the answers of the sample regarding the items of the creative climate. The relative importance of the creative climate variable was 63.4%, which shows the agreement of most of the study sample on the

items of the independent variable. From this, we infer that the organization in question clearly depends on each of the dimensions of Promoting freedom, challenge-support, risk-taking, promoting positive atmosphere, trust/openness, Idea support, accepting conflict, enough idea time allocation and openness to healthy debate in the researched organization, but in varying proportions.

3.1 *Statistical description of performance excellence*

Table 3. *Arithmetic means, standard deviations and relative importance of performance excellence*

#	Items	Answer Scale							Arithmetic mean	standard deviation	Relative importance %
		T	%	T	%	T	%	T			
37	There is a specific action plan in the organization that he adheres to.	10	37	21	9	6	7	3	4.3	1.32	69.9
38	The organization seeks, through its plans, to satisfy the needs of society	3	31	21	14	9	10	5	4.6	1.13	64.2
39	The organization achieves performance excellence.	9	23	28	12	9	10	2	4.5	1.27	66.3
	Strategic Planning Dimension								4.46	1.24	66.8
40	The organization seeks to attract skilled and competent persons.	6	23	31	8	9	12	4	4.5	1.23	63.5
41	The numbers of current employees are commensurate with the size of the business and the tasks required.	9	23	15	6	19	13	8	4.2	1.31	63.4
42	The organization considers its employees the source of its performance excellence.	13	28	20	7	8	12	5	4.7	1.32	65.3
	Human resources management dimension								4.46	1.28	64.0
43	Leadership encourages creative thinking in the performance of work.	9	28	23	7	9	8	9	4.5	1.32	65.2
44	The organization lacks objective hiring criteria when selecting leaders.	4	11	7	8	22	23	18	3.4	1.35	47.3
45	The leader strives to set a good example in front of others.	17	32	17	7	3	7	10	5.0	1.36	71.3
	Leadership dimension								4.3	1.34	61.2
46	The organization's management works to review and improve work steps on an ongoing basis.	10	25	21	13	11	8	5	4.9	1.34	67.2
47	The organization obliges its members to perform their work correctly and from the first time.	8	28	30	9	6	4	8	4.7	1.22	68.5
48	The organization disregards the complaints, opinions and suggestions of the auditors.	9	13	19	8	18	14	12	4.0	1.36	56.0
	Operations Management Dimension								4.5	1.30	63.9
	Total performance excellence								4.43	1.29	63.9

Overall, the data in Table 2 indicate that the arithmetic mean value of the performance excellence variable reached 4.43, which is greater than the hypothetical mean value that represents the boundary between agreement and disagreement, which is 4. This confirms that the level of importance of the sample's answers to the dependent variable tended towards agreement, with a standard deviation of 4.43, which indicates a dispersion in the sample answers regarding the items of this variable. The relative importance of the performance

excellence variable was recorded 63.9%, which shows the agreement of most of the research sample on the items of the dependent variable. From it, we infer that the organization in question clearly depends on the items of performance excellence in all its plans, but in varying proportions.

3.2 *Hypotheses Testing*

First: The relationship between the nine dimensions creative climate and performance excellence

To find out the strength and direction of the correlation between the research variables (the independent variable) represented by the nine-dimensional creative climate; Promoting freedom, challenge-support, risk-taking, promoting positive atmosphere, trust/openness, Idea support, accepting conflict, enough idea time allocation and openness to healthy debate, with the dependent variable represented in performance excellence, Spearman's correlation coefficient was used, and the researcher will use the Z-test TEST, as the hypothesis of correlation between the two variables will be accepted if the calculated value of Z is greater than the tabulated value of Z of 1.96 at the 95% confidence level. At the same time, the probability value of the level of significance corresponding to the calculated Z value is less than the level of significance adopted in the study, which is 0.05, and the results were as follows:

1. Overall, Table 3 shows the acceptance of the first main hypothesis which states (there is a statistically significant correlation between the creative climate and performance excellence) with a confidence percentage of 95%, as the calculated Z value reached 5.308194, which is significant, because it is greater than the tabular Z value of 1.96 at the level of Significance 0.05. While the value of Spearman's simple correlation coefficient between creative climate and performance excellence was 0.697. This establishes a strong direct relationship between the independent and dependent variable, thus confirming the significant correlation between the creative climate and performance excellence. Table 3 also showed the acceptance of nine secondary hypotheses emanating from the first main hypothesis, bringing the number of accepted correlation hypotheses to ten significant hypotheses out of ten, bringing the percentage of the accepted hypotheses to 100%
2. Table 3 confirmed the significant correlation between the prompting freedom and performance excellence because the value of Z calculated which shows the significance of the correlation between them recorded 4.37907, which is significant, especially that the calculated value of Z is greater than the tabular Z value of 1.96 at the 95% confidence level. With this result, the first sub-hypothesis which states that there is a significant statistically significant correlation between prompting freedom and performance excellence, is accepted, while the value of the simple correlation coefficient between promoting freedom and performance excellence is 0.413, which confirms the strong correlation between them.

3. Table 3 showed a significant correlation between challenge support and performance excellence, especially that the calculated z-value to show the significance of the correlation between them was 10.32727, which is significant, especially that the calculated value of z is greater than the tabular z value of 1.96 at the 95% confidence level. This result leads to the acceptance of the second sub-hypothesis, which states that there is a statistically significant correlation between challenge support and performance excellence, while the value of the simple correlation coefficient between challenge support and performance excellence is 0.775, which confirms the strong

correlation between them.

4. Table 3 shows that there is a significant correlation between risk taking and performance excellence, especially that the calculated Z value to show the correlation between them recorded 7.87516, which is significant, especially that the calculated value of Z is greater than the tabular Z value of 1.96 at the 95% confidence level. This result leads to the acceptance of the third sub-hypothesis, which states that there is a statistically significant correlation between risk taking and performance excellence, while the value of the simple correlation coefficient between risk taking and performance excellence was 0.657, which confirms the strong correlation between them.
5. Table 3 shows that there is a significant correlation between promoting positive atmosphere and performance excellence, especially that the calculated Z value to show the correlation between them was 2.041027, which is significant, especially that the calculated value of Z is greater than the tabular Z value of 1.96 at the 95% confidence level. This result leads to the acceptance of the fourth sub-hypothesis, which states that there is a statistically significant correlation between promoting positive atmosphere and performance excellence, while the value of the simple correlation coefficient between promoting positive atmosphere and performance excellence is 0.322, which confirms the acceptable correlation between them.

6. Table 3 shows that there is a significant correlation between trust/openness and performance excellence, especially that the calculated Z value to show the correlation between them was 3.145314, which is significant, especially that the calculated value of Z is greater than the tabular Z value of 1.96 at the 95% confidence level. This result leads to the acceptance of the fifth sub-hypothesis, which states that there is a statistically significant correlation between trust/openness and performance excellence, while the value of the simple correlation coefficient between trust/openness and performance excellence is 0.268, which confirms weak correlation between them.
7. Table 3 shows that there is a significant correlation between the idea support and performance excellence, especially that the calculated Z value to show the significance of the correlation between them recorded 13.08912, which is significant, especially that the calculated value of Z is greater than the tabular Z value of 1.96 at the 95% confidence level. This result leads to the acceptance of the sixth sub-hypothesis, which states that there is a statistically significant correlation between the idea support and performance excellence, while the value of the simple correlation coefficient between the idea support and performance excellence is 0.864, which confirms the strong correlation between them.

8. Table 3 shows that there is a significant correlation between conflict acceptance and performance excellence, especially that the calculated Z value to show the correlation between them was 2.452279, which is significant, especially that the calculated value of Z is greater than the tabular Z value of 1.96 at the 95% confidence level. This result leads to the acceptance of the seventh sub-hypothesis, which states that there is a statistically significant correlation between conflict acceptance and performance excellence, while the value of the simple correlation coefficient between conflict acceptance and performance excellence was 0.575, which confirms the strong correlation between them.

9. Table 3 shows that there is a significant correlation between enough idea time allocation and performance excellence, especially that the calculated Z value to show the

significance of the correlation between them recorded 2.041027, which is significant, especially that the calculated value of Z is greater than the tabular Z value of 1.96 at the 95% confidence level, This result leads to the acceptance of the eighth sub-hypothesis, which states that there is a statistically significant correlation between enough idea time allocation and performance excellence, while the value of the simple correlation coefficient between enough idea time allocation and performance excellence is 0.268, which confirms the weak correlation between them.

10. Table 3 shows that there is a significant correlation between openness to healthy debate and performance excellence, especially that the calculated Z value to show the correlation between them was 3.906892, which is significant, especially that the calculated value of Z is greater than the tabular Z value of 1.96 at the 95% confidence level. This result leads to the acceptance of the ninth sub-hypothesis, which states that there is a statistically significant correlation between openness to healthy debate and performance excellence, while the value of the simple correlation coefficient between openness to healthy debate and performance excellence is 0.513, which confirms the strong correlation between them.

Table 4. *Testing the linking hypotheses between the nine dimensions creative climate and performance excellence*

Hypothesis		Variables Independent	Variables Dependent	Simple Correlation Coefficient	Z – Test Calculated Z-Value	Researcher's Comment
	1-1	Promoting freedom	Performance Excellence	0.413	4.37907	Hypothesis accepted with 95% confidence level
	2-1	Challenge-support	Performance Excellence	0.775	10.32727	Hypothesis accepted with 95% confidence level
Sub	3-1	Risk-Taking	Performance Excellence	0.657	7.87516	Hypothesis accepted with 95% confidence level
	4-1	Promoting Positive Atmosphere	Performance Excellence	0.322	2.041027	Hypothesis accepted with 95% confidence level
	5-1	trust/openness	Performance Excellence	0.268	3.145314	Hypothesis accepted with 95% confidence level
	1-6	Idea support	Performance Excellence	0.864	13.08912	Hypothesis accepted with 95% confidence level
	1-7	Accepting Conflict	Performance Excellence	0.575	2.452279	Hypothesis accepted with 95% confidence level
	1-8	Enough idea time allocation	Performance Excellence	0.268	2.041027	Hypothesis accepted with 95% confidence level
	1-9	Openness to healthy debate	Performance Excellence	0.513	3.906892	Hypothesis accepted with 95% confidence level
First Main Hypothesis		Creative climate	Performance Excellence	0.697	5.308194	Hypothesis accepted with 95%confidence level
Accepted Hypotheses			Number Percentage of acceptable hypotheses The tabular Z value at the 95% confidence level is 196.		Ten out of ten significant hypotheses 100 %	

Second: The impact of the nine dimensions creative climate on performance excellence

The F-TEST test will be used to determine the acceptance or rejection of the hypotheses of the impact of the creative climate with its dimensions on performance excellence. The effect hypothesis will be accepted when the calculated F value is greater than its tabular counterparts of 4.0303 at a level of significance of 0.05, i.e., the hypothesis is accepted by 95%, otherwise the effect hypothesis will be rejected. As for the percentage of interpretation of the independent variable, the creative climate for performance excellence, the researcher took advantage of the coefficient of determination R2%. In order to find out the amount of change in the value of the dependent variable in the event of a change in the value of the independent variable by one unit, the researcher used the value of the beta regression coefficient.

Overall, Table 4 confirmed the acceptance of the second main hypothesis, which states that there is a statistically significant effect of the creative climate on performance excellence. The impact hypothesis with a confidence of 95%, while the percentage of the impact of the creative climate on performance excellence was 63.7%, which is reflected by the value of R2%.

1. Table 4 indicates the acceptance of the first sub-hypothesis, which states that there is a statistically significant effect of promoting freedom on performance excellence. It confirms acceptance of the effect hypothesis with a confidence of 95%, while the effect of promoting freedom on performance excellence was 26.3%, which is reflected by the value of R2%.

2. Table 4 showed the acceptance of the second sub-hypothesis, which states that there is a statistically significant effect of challenge support on performance excellence. Acceptance of the impact hypothesis with 95% confidence, while the impact of challenge support on performance excellence was 47.1%, which is reflected by the value of R2%.

3. Table 4 shows the acceptance of the third sub-hypothesis, which states that there is a statistically significant effect of risk taking on performance excellence. It confirms acceptance of the impact hypothesis with a confidence of 95%, while the impact of risk taking on performance excellence was 38.5%, which is reflected by the value of R2%.

4. Table 4 indicates the acceptance of the fourth sub-hypothesis, which states that there is a statistically significant effect of promoting positive atmosphere on performance excellence. The calculated F value recorded 11.740, which is a significant value, especially that the calculated value of F is greater than the tabular F value of 4.0847 . This confirms the acceptance of the impact hypothesis with a confidence of 95%, while the percentage of the impact of promoting positive atmosphere on performance excellence was 17.1%, which is reflected by the value of R2%.

5. Table 4 indicates the acceptance of the fifth sub-hypothesis, which states that there is a statistically significant effect of trust/openness on performance excellence. It confirms acceptance of the impact hypothesis with a confidence of 95%, while the effect of trust/openness on performance excellence was 10.3%, which is reflected by the value of R2%.

6. Table 4 indicates the acceptance of the sixth sub-hypothesis, which states that there is a statistically significant effect of idea support on performance excellence. This confirms the acceptance of the effect hypothesis with a confidence of 95%, while the percentage of the effect of supporting and attributing ideas on performance excellence was 55.7%, which is reflected in the value of R2%.

7. Table 4 shows the acceptance of the seventh sub-hypothesis, which states that there is a statistically significant effect of conflict acceptance on performance excellence. It confirms acceptance of the impact hypothesis with a confidence of 95%, while the impact of conflict acceptance on performance excellence was 33.1%, which is reflected by the value of R2%.
8. Table 4 shows the acceptance of the eighth sub-hypothesis, which states that there is a significant effect of enough idea time allocation on performance excellence. This confirms the acceptance of the effect hypothesis with a confidence of 95%, while the percentage of the effect of enough idea time allocation on performance excellence was 7.2%, which is reflected in the value of R2%.
9. Table 4 confirmed the acceptance of the ninth sub-hypothesis, which states that there is a statistically significant effect of openness to healthy debate in the performance excellence. It confirms acceptance of the impact hypothesis with a confidence of 95%, while the percentage of the impact of openness to healthy debate on performance excellence was 32.1%, which is reflected by the value of R2%.

Table 5. *Testing the hypotheses of the nine dimensions creative climate impact on performance excellence*

Hypotheses		Variables		Beta Regression Coefficient B	Coefficient of Determination R^2 % Interpretation Ratio	F - Test Calculated F Value	Researcher's Comment
		Independent	Dependent				
Sub	2-1	Promoting freedom	Performance Excellence	0.632	26.3%	20.343	Hypothesis accepted with confidence level 95%
	2-2	Challenge support	Performance Excellence	0.627	47.1%	64.879	Hypothesis accepted with 95% confidence level
	2-3	Risk-taking	Performance Excellence	0.558	38.5%	45.739	Hypothesis accepted with 95% confidence level
	2-4	Promoting Positive Atmosphere	Performance Excellence	0.598	17.1%	11.740	Hypothesis accepted with 95% confidence level
	2-5	Trust/openness	Performance Excellence	0.483	10.3%	6.6575	Hypothesis accepted with 95% confidence level
	2-6	Idea Support	Performance Excellence	0.745	55.7%	91.770	Hypothesis accepted with 95% confidence level
	2-7	Accepting conflict	Performance Excellence	0.487	33.1%	36.147	Hypothesis accepted with 95% confidence level
	2-8	Enough idea time allocation	Performance Excellence	0.411	7.2%	4.428	Hypothesis accepted with 95% confidence level
	2-9	Openness to healthy debate	Performance Excellence	0.855	32.1%	28.214	Hypothesis accepted with 95% confidence level
Second Main Hypothesis		Creative climate	Performance Excellence	0.826	63.7%	127.926	Hypothesis accepted with 95% confidence level
Accepted Hypotheses				Number		Ten significant hypotheses out of ten	
				The percentage of the accepted hypotheses		100%	
				Tabular F value at 95% confidence level(4.0303)			

Source: Statistical analysis results using spss v.25

Chapter 4

Conclusions and recommendations

4.1 Conclusions

1. Through the findings reached in tables 3, we have found that the tendency of staff to assert that individual capacity and the promoting freedom play a role in achieving individuals' performance excellence in human resources management.

2. Business systems and procedures and risk reduction play a role in achieving the performance excellence of individuals of the human resources of the research sample.

3. Leadership has a role to play in achieving the performance excellence of individuals to manage human resources, support the positive climate and find effective solutions to organizational problems.

4. Career performance plays a role in achieving the performance excellence of individuals to manage the human resources of the research sample.

5. The modern strategic orientation is working to outline the organization's strategy, which is the main reason for differing levels of performance among business organizations.
6. Creating an atmosphere and organizational climate that encourages benign conflict, dominated by competition, and more productive work that benefits both people and the organization. As well as the development of employees' attitudes toward the notion of diversity, and that disagreements do not disrupt excellent relationships. The organization's performance is dependent on the harmony of the gifts and teaching employees the proper notion of conceding to the other party for the benefit of the job, since the waiver does not imply profit or loss.

4.2 Recommendations

1. Increasing working interest in effective behavioral patterns that contribute to enhancing the position of the research company's human resources management.

2. Working to enhance and develop the creative and innovative capabilities and support the challenges of the employee in order to be able to generate creative ideas that develop his level of career performance.

3. Increasing the participation of workers, supporting their ideas and supporting them in the decision-making process in order to improve coordination, consultation and complementarity between different levels of administration by promoting the principle of opinion and other opinion, as well as the need to ensure the adoption of constructive views, ideas and proposals of workers, which in turn contributes to the promotion and development of working relations between presidents and subordinates.

4. Working on the development of the performance appraisal system to contribute effectively to the development and management development process through the development of the criteria for the performance appraisal system, which focuses on aspects related to the levels of performance excellence.

5. Increasing workers' concern and promoting the positive atmosphere and adherence to general working regulations and procedures in the performance of their functions, by

following the instructions and texts of approved working regulations and procedures. This is done through constant follow-up by the officials and supervisors of the task forces by guiding workers towards adherence to working procedures and regulations.

a. Creating harmony in the work of the various members of the institution, which is based on friendship and respect.

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