



Creation and its Impact on the Strategy of the Modern Organizations

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Abstract: This research deals with creativity and the impact it exercises on modifying the strategies of modern organizations. Creativity here is addressed in terms of the basic approaches, elements and creativity strategies and its characteristics, as well as the relationship of creativity to change by knowing the characteristics of change and its causes and objectives, and then we learn about regulative creativity through studying the indicators and characteristics of regulative creativity as well Characteristics of creative organizations and obstacles to creativity and knowledge of strategies to deal with obstacles and then how to develop regulative creativity.

Keywords: Creativity, Strategy, Change, Development

1. Introduction

The world today is undergoing many accelerated advances and syndicated changes due to knowledge expansion, information technology, and communication revolution. Continuation of scientific progress and the technological development that mankind runs in various fields require a renewal in the view of things and the generation of new ideas for creativity, particularly in states which strive to catch up with scientific and technical progress. It is achieved for them to resort to creativity, which is an imperative for the countries they enjoy, and our research here is creativity at the level of organizations or “administrative creativity”.

The institutions' continual inclination to repeal systems that have always been effective in carrying out their tasks is most significant; yet, it does not mean that the new is always more preferable than the old. It is a matter of good or bad: good stuff spreads and survives while bad stuff inclines. Thus, compatibility with the future is a decisive factor in guaranteeing success and endurance of any organization. This means that future will change what is around us but, unfortunately, no one knows what the future will be like. The importance of expecting specific future events that will certainly shape technology and contribute in changing circumstances and events has become a vital portion of the entity and duties of managers who should learn or adapt to the new; otherwise, they will restrict their growth and abuse their companies. Renewal is the essence of administrative creativity for any organization. Management scientists and administrative practitioners unanimously agree that the contemporary organization lives in changing and complex circumstances, which makes it in urgent need of creativity. Administrative creativity contributes to improving the capabilities of workers to generate ideas, keep abreast of modern technological developments, solve problems and participate in making appropriate decisions at the right time.

2. Defining Creativity

Creativity is a complex phenomenon with multiple faces and dimensions rather than theoretical concept, which is also the presentation of the unprecedented new. And creativity, as it was stated in the tongue of the Arabs and the intermediate lexicon: Whoever invented or created something or meant it created it and started it first. Likewise, it is the creation of something new, the innovation peer. Creativity, according to Al-Haqbani (1997: 1), is a trend of supremacy which is an innate willingness of some people to develop by training, learning skills and education. Creativity is a process that results in new work that satisfies and accepts the group as useful. Creativity is the integrated unit of the set of subjective factors that go back to achieving new, original and valuable production by the individual or group. Creativity is the set of procedures, processes and behaviors that improve the overall climate in the organization and activate creative performance by motivating workers to solve problems and make decisions in a more creative way and in an unfamiliar way of thinking.

It is clear from the above that creativity implies (Assaf, 1995: 2):

1. Developing the tools and methods used in the work to confront the various phenomena or developing the same phenomena to benefit from this in achieving stability and growth.
2. A mental ability varies from person to person and can appear at the individual, group or organization level.
3. The creative process does not happen most of the time, all of a sudden, but it passes through several stages which are the preparation stage, the latency stage, the radiance stage, the investigation stage.

Creativity, as Okeel (1994: 3) defines it, is the process that relates to positive developments and that relate to products of all kinds as well as production methods. Creativity according to this definition requires positivity, meaning that we mean an amendment through which we aim to find improvements related to products or processes with a view to improving Performance i.e. efficiency and effectiveness in resource use.

In this respect, the term “technological innovation” refers to the constant progress and improvement of the consequences of recent invention and discoveries to attain a better result, be it in operation or product.

Madi (1991: 4) considers that "creativity is every work that converges from a new method and reveals the vision of something or a specific relationship and made the method and something with meanings that combine with thought, spirit and heart", meaning that the ability to creativity comes through awareness Relationships between things, ideas and events, linking them and creating new logical relationships between different notes. Therefore, creativity is the overwhelming desire to use what the mind realizes in practical applications that achieve new and distinct results.

Al-Serafi (2003: 5) states that what is meant by creativity is any new idea, new practice or new expression for the individual who adopts it, and therefore the focus is not on the degree of difference of the idea from stable ideas but focus on adopting them.

Hawari (1992: 6) believes that creativity is the adoption of a new existing idea, and therefore it is possible to have an innovative individual without creating a new idea.

3. Approaches of Creativity

In order to study creativity, it is necessary to know that it often receives full attention and many basic approaches in its study has been addressed to facilitate understanding the creative process. Some of these approaches can be summarized as follows:

3. 1. Administrative creativity

It can be referred to as “the mechanism of creativity”. It is the creative process that begins with the organization's identification of a problem that causes some kind of imbalance. This process goes through the four stages of preparation, incubation, lighting, and solution (Munir, 2006: 7). It aims to improve relations between individuals and interaction Among them in order to achieve the goals of the organization. Thus, it is concerned with the rules, roles, procedures and structures related to the process of communication and interaction between individuals and the environment in which they work.

3. 2. Artistic creativity

It comes as a result of the creative procedure in which the value of creativity lies in the gains accruing from it. Those gains may be an intensification in production, versatility in performance, and service delivery (ibid).

3. 3. Complementary creativity:

It is the relationship of the organization with the environment in which it operates as it leads to the emergence of programs and services such as awareness campaigns or community service programs (Hammoud 1994: 8).

4. Basic Elements of Creativity

Creativity has two basic elements: strategic planning and building an organizational atmosphere. these can be explained as follows:

4. 1. Strategic Planning

Strategic planning is the ability of the organization to produce future plans for change, development, and adaptation. It is based on predicting programs that depend on advanced technologies.

Strategic planning rests on strategic thinking stemming from a clear and shared vision, and the personnel's alertness of the organization's mission, role and chief objectives. It is concerned with discovering shared values and objectives among the personnel, a matter which is hardly seen in developing countries and their organizations due to the fact that the workers' efforts are lost because of the lack of the right organizational atmosphere. In some Arab organizations, the director's prolongation of his position is subject to a conflict and biased competition. This comes as a result of the absence of regulative awareness, compatibility, harmony and cooperation among its personnel.

Al-Qaryouti (2000: 9) believes that in developing countries in general and the Arab in particular, this is one of the reasons for the organizations' inability to gain progress. He also believes that the issue of administrative retreat lies in the dispersion of efforts and the absence of belonging to the institution in addition to the limitations of legislation and organizational structures. Obviously, all this comes as the result of defective strategic thinking which leads to the employees' failure to focus on achieving the organization's goals and strategies.

In this perspective, attention to behavioral aspects becomes an obligation to create and form a shared organizational atmosphere to reach stability and progress and consequently make a dense basis for professional strategic thinking.

4. 2 Building an Organization Culture

This second element of creativity is basically concerned with discovering common values among employees by concentrating on their needs, and considering them as real partners that must be cared for, respected and trained (Gad 2005: 10). This will allow them to make the future of the organization, and work to establish distinct performance standards based on regulative creativity. The Japanese administration has managed to become a global economic power through this culture: they treat the personnel as if they were members of a single family, that is why the employer there can assign the employees unpaid overtime working hours and no strikes have been seen there.

5. Regulative Creativity Strategy

Regulative creativity strategy (Al-Lawzi 2003: 11) means the regulative policies that plan the creative process and have the appropriate climate within the organization, and these strategies include:

5. 1. Management by Objectives

The model of management by objectives can be defined as an attempt to achieve the goals of the organization by enhancing the employees' commitment and real contribution in attaining the objectives and ambitions of the organization and it focuses on the heads and subordinates, as it provides them with information about the employees in a way that they perform continuously, and also helps them to take the right decisions through a correct database, as well as The system focuses on individual motivation, as this leads to an improvement in the level of performance. It is measured by linking it to results. Thus, there is an opportunity for creativity and innovation.

5. 2. Regulative Development

It is a set of long-term methods and methods inspired by behavioral sciences that aim to increase the organization's ability to embrace change and increase its effectiveness. The focus of regulative development on individuals, relationships and change is an appropriate strategy to promote regulative creativity, as it helps to train the organization's members to accept creativity as a fundamental regulative standard.

5. 3. Specialization

It is the role the organization plays in designing units that carry out certain specialized activities in order to promote regulative creativity, such as creating research and development units or planning groups.

5. 4. Turnover

It is the organization's ability to use variable and unfixed regulative mechanisms such as the "matrix model" where a cluster of technicians and workers gather to implement a definite plan like forming a momentary regulative structure that is terminated when the project is over. The individuals will then move to build up new projects.

6. Characteristics of Creativity

There are a number of characteristics of creativity that can be summarized as follows (Abdel-Hafez, 1995: 12):

1. Creativity is an individual and group phenomenon. Creativity is not limited to individuals and it is not necessarily an individual process as it may be practiced by groups and institutions.
2. Creativity depends on comprehensive, in-depth thinking that examines the problem in all its aspects and faces several equal solutions to it.
3. Creativity is a general human phenomenon and not a special one, but it differs from one person to another according to instinct and the circumstances in which he lives and deals with.
4. Creativity is related to inherited factors and can be developed.
5. Creativity is an experimental theoretical science that can be changed and changed according to time and space. Some of what is right today may it will be canceled tomorrow, and vice versa
6. Creativity always begins with a systematic analysis of the opportunities presented by change and by thinking about exploiting these opportunities and turning them into creative potentials.
7. Creativity is an effort related to sensory perception, new perceptions and formulations. This requires outstanding capabilities in observation and listening
8. The effectiveness of creativity requires that it be directed to satisfy certain needs or desires at a time when this result must be as easy as saying about new creativity: this is a truism.
9. Effective creations always start small and then evolve progressively according to the results of evaluation and experimentation. 9
10. The effective creative outcome looks to the positions of leadership, excellence and leadership. This means that if the creative effort does not aspire from the beginning to the position of leadership and excellence, it often does not reach a creative result.

7. Creativity and Change

Creativity involves a sharp or non-gradual change in relation to the status quo, that is why it is considered a response to change. The intense competition taking place in the international marketplace, technical progresses, and the burst of knowledge in many sciences have made a quality change in leading and guiding modern organizations which have started to show more attention to change to cope with these developments.

7. 1. Defining Change

Change is a planned effort that includes the entire organization and is managed from the top in order to increase the effectiveness of the organization and strengthen it through deliberate interventions in the organization process according to the theory of behavioral sciences.

French (1978: 13) believes that regulative change is "organized efforts aimed at improving the organization's ability to make decisions, solve problems, and create parallel relationships between it and the environment through the use of behavioral sciences."

Bennis (1965: 14) also defines it as "a sophisticated education strategy that aims to change beliefs, attitudes and values as well as organizational structures to suit new needs and can coexist with the challenges posed by the massive changes in the social, cultural and economic environment."

7. 2. Characteristics of the Change Process

Employees often collide in their facilities with political, economic and social obstacles and difficulties in which the administration needs to adopt new methods that are compatible with contemporary developments, because running the administration in a traditional manner does not make it eligible to accommodate the changes taking place and as a result, this affects the preparation for development and the ability to adapt to events and respond to its requirements . Therefore, the form and approach of management complement and interact and influence the direction of the organization's work and the level of its goals and projects.

The process of change has important characteristics which can be summarized in the following points (Al-Khudairi 2003: 15):

1. Integration or consensual.
2. Participation.
3. Practicality.
4. Competence and efficiency.
5. Teleology: The process of change within the organization is a conscious and intended act away from absurdity, which aims to:

- a) To persuade the current opposing change to adapt to the new situations and to integrate it into the organization's general climate as an actor, not a demolition factor.
 - b) Acceptance of the change process seems difficult for some elements within the organization, which necessitates creating an atmosphere of flexibility on the administrative entity.
6. Legal legitimacy: The change in management must have a legal background so as to sustain its presence in the anti-change inclinations.
 7. Reform: One of the tasks of the process of change is reform: It is working to preserve the structure of the organization
 8. Guidance and responsibility: The degree of profound awareness of the consequences of the change and all steps for change must be considered before making any decision or taking any action
 9. Creativity: The characteristic of creativity is an attribute associated with contemporary organizations that adopt a method of change to preserve their capabilities, so change plays a leading role in instilling the values of innovation and quality within the organization's environment
 10. Absorbing pressures and adapting to events.

7. 3 Reasons for change

There is no doubt that the reasons for change are multiple and intertwined. The process of change does not take place in a vacuum, as it comes in response to specific circumstances inside or outside the organization (Al-Ayoubi 1986: 16) It can be summarized as follows:

1. Evolution at the level of methods: the methods of work evolve with the development of the times. The laboratories that were operating fifty years ago, for example, have become more like historical shrines.
2. An evolution in policies and regulations: The issuance of new laws and legislations would push organizations to change their strategy and redistribute roles and responsibilities within them.
3. Workers' aspirations: The contributions of workers within the organization over years of hard work increases their ambition to obtain bonuses more than what drives the organization to establish training centers that help them in technical training, rehabilitate them and adapt them to new developments.
4. Changing the public's view of organizations: In the modern era, the consumer's perception of the worker who has been working to satisfy the customer has changed and his awareness and ability to distinguish between good and bad is increasing.

5. Taking advantage of human knowledge: The organizations have benefited from the development of new sciences and knowledge so that they have been employed, which enables human behavior and control to be modified and modified.
6. Intensity of competition between organizations: The fever of competition between institutions made them search for new exits to improve their capabilities and impose their presence in the world of markets.
7. Engaging employees in decisions: changing the perception of the worker from being an enforcer of decisions until he becomes a shareholder in it, makes him feel more belonging to the administrative organization and bears a responsibility that makes him more dedicated and reassuring in his work.

Robbins (1983: 17), in this regard, proclaims that there are both internal and external causes that contribute to change:

A) Internal causes

- a. A change in the organization's goals, mission and/or goals.
- b. Introducing new devices and equipment, advanced information processing systems.
- c. Scarcity of manpower, Low morale of workers.
- d. Merging with other organizations, High turnover percentage.
- e. An internal emergency crisis, Low profits.

B) External causes

- a. Issuing new government laws and legislations, Professional unions and trade unions.
- b. Increased pressure from organized groups, An external emergency crisis.
- c. Rapid changes in the prices of materials., Intense competition.

As for Robinson and Robinson (2009: 18), they believe that there are four reasons that impose and cause change:

1. The crisis: the sense of awareness, meaning that things must move from place to place.
2. The vision: the organization must have a well-designed plan for change which should bring about a better future.
3. Opportunity: refers to the prediction that change will bring what is better for the organization, hence this opportunity should be utilized in the best possible way.
4. Threat: Any negative prediction that something will happen in the future will negatively affect the facility and its continuity.

7. 4. Objectives of Change

The interest of modern organizations in setting goals and strategies is strong indication of their desire for development and change in addition to their rejection of immobility and outdated ideas (Sherwood 1978: 19).

The process of change is distinguishable through a deep development procedure that is based on a precise, clear, thoughtful and planned goals. The objectives of change can be elucidated in the following points:

1. Adaptation to the internal and external environment.
2. The organization seeks to build bridges of cooperation in order to raise its efficiency through cooperation with specialized units to achieve its general goals.
3. The organization tests the employees and helps them to address their demands and push them to achieve the required change and development.
4. Achieving job satisfaction with employees and their regulative goals.
5. Changing traditional management by leadership and adopting management style with goals.
6. The necessity of immunizing organizations from misinformation and employing new knowledge in order to help the organization to solve the problems it faces by providing the necessary information on all forms of the various operations of the organization.
7. Accustom workers to exercise self-censorship, and rely on them as a basis for and complementary to external control.

8. Regulative Creativity

Senior management in many organizations realize that talking about creativity is a kind of modern trend or language of the era that catches the eye. Regulative creativity is the outputs resulting from the interaction that occurs between the strategic plan and regulative building on the one hand and culture and organizational climate from Another side as intermediaries or influencing the creative process (Amer 1998: 20). As the organizational structure leads to the stability of the organization and the continuation of work, while the plan is necessary to determine the direction of creativity and the fundamental change that the organization seeks.

As for culture and organizational climate, they are likely to enhance the stability of the organization, as they are necessary at the same time to facilitate and facilitate the creative process. Therefore, organizations that stress the importance of stability and staying on the status quo can be called static or static organizations. As for organizations that emphasize the need for creative plans and strategies, it can be called creative organizations.

Accordingly, regulative creativity is defined as the process that entails the emergence of a new idea, practice or service that can be adopted by workers in the organization or imposed on them by decision-makers so that it has to bring about a kind of change in the environment, processes or outputs of the organization. " There is another definition as "adopting a new idea or behavior for the organization" and this definition includes the following points:

1. Regulative creativity is a process that is carried out by the organization, whether it is at the level of the individual or the group or the organization itself.
2. This process leads to a product that may be an idea, behavior, production or service, provided that this product is experienced
3. That this product resulting from the creative process can be adopted by the organization or imposed on its employees by decision makers.
4. The creative product must result in a kind of change in the organization's environment, processes and outputs, otherwise it cannot be considered innovation and is more beneficial to the organization or environment in which it operates.

8. 1. Regulative Creative Development

Al-Sarn (2001: 21) defines it as a long-term process that aims to raise the efficiency of organization through a number of stages and by relying on various methods and methods for development events at the individual, group or organization level where the difference between regulative development techniques and other methods Development is the focus on organization as an integrated system in which many elements of mutual interaction interact, development

Regulative creative development is an application of the systems approach to jobs, the regulative structure, the technological component and human relations in the organization aiming to achieve the interaction of individuals with the organization and develop their capabilities and preparations and expand opportunities for thinking capable of diagnosing problems and search for new solutions to confront them and create an atmosphere of trust among workers at various regulative levels, which entails providing An enabling environment for creativity and innovation. Emphasis has been placed on regulative effectiveness, and in a more accurate sense the goal is to bring about a comprehensive change in the whole organization.

Creating a comprehensive development in the prevailing climate in it and focusing on increasing the effectiveness of working groups, with the help of an external component that plays the role of a tool for change that promotes new ideas among members of the organization.

It also includes the material and human elements in the organization with an interest in the behavioral aspects of its members including activities, interactions, feelings, beliefs, attitudes, and values that control the behavior of these members.

8. 2. Characteristics and Elements of Regulative Creative Development

A set of distinct characteristics of regulative creative development processes can be stated as (Al-Zuhri 2002: 22):

1. Regulative creative development focuses its attention on developing the internal climate of the organization, which consists of a group of human elements and the interactions and relationships between them.
2. Regulative creative development processes use the concept of systems as a basis for attempts to effect change
3. Regulative creative development processes depend on increasing the activities of persons with influence in the organization and raising their capabilities to draw strategies and make decisions.
4. Regulative creative development processes are directed mainly to the future, by preparing managers to learn from the present situations and experiences how to treat potential problems in the future.

As for the elements of regulative creative development, they are divided into three components:

- A. Organization description and diagnosis process.
- B. The process of intervention or effecting change.
- C. The process of managing the regulative creative development.

Regulative development is a tool to bring about development and is intended to study the conditions and patterns prevailing in a project in order to achieve the following basic purposes:

- a) Description of works, procedures, and regulative divisions, and clarification of their accomplishments and the resources and capabilities that they implement.
- b) Diagnosis and identification of strengths or weaknesses in the organization that result in high cost of performance or low efficiency.
- c) Designing the amendments and changes that must be made to the existing organization to enable more efficiency and economy in performance.

Regulative development is a continuous and renewed process that is based on the study and analysis of all aspects and indicators of work by organizing and detecting problems and tracking their causes down to suggesting appropriate solutions to them. In the sense that it does not take place once and the matter ends, but rather it is a kind of permanent and renewed activity in any project and there are reasons that necessitate this continuation, the most important of which are:

- a) Change in project objectives and policies, available capabilities and resources.
- b) Change in the duties and terms of reference of the project departments.

- c) Change in management personnel and workers at all levels.
- d) Change in known methods, methods, and methods of performance.
- e) Change in conditions surrounding the project, whether local or external.

All of these changes mean that the existing organization may not be commensurate with the change in the conditions or possibilities of work, and its continuation leads to basic undesirable results, namely:

- a) The high cost of performance, Low performance efficiency.
- b) Missing opportunities to improve efficiency, reduce the cost of performance.
- c) Not taking advantage of the available capabilities to reduce workloads and hardships.

Regulative development officials can be divided into two levels:

- A. Each head of a regulative unit (whatever his level) is primarily responsible for the regulative development process and he has the greatest responsibility for completing the development procedures.
- B. The Department of Organization and Methods of Work is formally responsible for the overall regulative development process at the project level as well as is responsible for supporting the efforts of different heads in the practice of regulative development in their regulative units and coordinating these efforts and collecting their results.

The elements of the organization are divided into three main groups:

- 1. Resources, capabilities, and information are called entries
- 2. Jobs, relationships, methods, and procedures, all of which are combined by the organizational structure or organizational structure and called activities
- 3. Results, achievements, and any problems that may accompany them, and they are called the outputs.

These three groups have a general framework within the circumstances surrounding the project with its political, economic, cultural, social and technological dimensions.

8. 3. Indicators of regulative creativity

Regulative creativity has a number of indicators such as:

- a) The presence of a large number of creative individuals, Availability of services
- b) Creating and spreading creativity rings, A system for all operational operations
- c) High level of satisfaction with workers and those who benefit from opportunities for regulative creativity

The organization innovates, if there are opportunities for progress and satisfaction for its employees and works to build a sophisticated organizational culture and if it has future plans for all its activities.

8. 4. The Main Characteristics of Creative Organizations:

Abdel-Wahab (1998: 23) states that each organization, through its leadership and employees, aspires to become a creative organization and there are a number of characteristics that can be found in any organization called a creative organization such as, let's take these characteristics in some detail:

1. The size of the organization: The larger the size of the organization, the more it adopts the concept of creativity, because large organizations are more creative than small organizations.
2. Organizational structure: The organizational structure is considered one of the foundations for identifying and distinguishing creative organizations, through three main dimensions of the organizational building dimensions:
 - a) Centralization: Centralization works to limit creativity in organizations because it narrows communication channels and reduces the volume of information exchange available.
 - b) Formal formulas: Following official formulas impedes the creative process in the organization because adhering to strict rules and procedures may hinder decision makers from searching for new sources of information.
 - c) Complexity: The complexity refers to the type and degree of job specialization and the variation of tasks in organizations. Organizations with a highly specialized function, as well as a variety of functions, are more creative than organizations with generalities in their functions and limited tasks.

The bottom line is that creative organizations have major characteristics that distinguish them from other traditional organizations. Among the most important of these are:

1. Considering the bureaucratic method as the main enemy of achievement.
2. Motivating all workers for experimentation.
3. Supporting organizational values that represent an element of impetus for the organization and are compatible with the values of change and creativity
4. Giving a distinct precedence to develop the capabilities of workers and motivate them for outstanding performance and creativity.
5. The process of communication and centralization is flexible and open.
6. Forming work teams and creating the appropriate environment for creative thinking.
7. The presence of a number of creative individuals who have the internal motivation to put forward creative ideas and continue the effort to solve the problems of the organization.
8. Investing scientific research in the field of the organization's work and encouraging flexible strategic planning and supporting new ideas.

9. Availability of conscious leadership that believes in the importance and promotion of creative work
10. Creating the appropriate internal environment for creative thinking, which is characterized by the existence of a specific message for the organization and a precise strategy or plan that translates this message and clear and encouraging values for the creative process, while ensuring decentralization in decision-making.
11. The organization's keenness to establish a strong relationship with the external environment in which it operates, especially with regard to the close relationship with the beneficiaries of the service or commodity provided by the organization to the extent that makes all development, renewal and creativity processes geared towards achieving the wishes of those dealing with the organization.
12. Increasing affiliation with the organization's values and goals and working in an atmosphere of trust and flexibility.
13. Encouraging calm and constructive discussions and dialogue for the purpose of criticism and construction, not for criticism and demolition.

Regulative creativity has to be understood as a process or a series of processes necessary for the success and survival of the organization as the initiation of the creative process is a result of the employees' feeling that there is a performance gap that represents the difference between what actually exists and what is expected in terms of performance, which leads them to try to reach creative solutions.

Obstacles to creativity: are the environmental, regulative and personal obstacles and difficulties that limit administrative creativity in the organization. The most important impediments to creativity in the organization are regulative variables that affect administrative creativity as follows:

- a. Leadership style, systems and procedures, Fear of challenge and failure
- b. Raise the slogan of keenness on the known and familiar to us.
- c. The hasty evaluation of ideas and urgency in trying to reach a solution.
- d. Fear of appearing and confronting others with new solutions.
- e. Lifting the slogan "Cannot be creative," Lack of training
- f. The dominance of legal and traditionalists over many administrative leaders.
- g. A narrow view of the problem, Lack of trust between superiors and subordinates
- h. Lack of support, support and encouragement.
- i. Regulative conflict between workers and their resistance to development.

8. 5. Strategies for Dealing with Obstacles to Creativity:

To deal with obstacles to creativity, the following strategies must be followed (Amer 1998):

1. Encouraging individuals to express their ideas freely, Participation in decision-making.
2. Providing support in developing creative ideas, Encouraging individuals to take risks.
3. Providing privacy for individuals for creative thinking.
4. Encouraging interaction with others outside the group's members.
5. Encouraging constructive competition between individuals and groups.
6. Encouraging individuals to use creativity to solve problems facing them.

7. Reducing excessive supervision of individuals and groups while performing tasks.
8. Improving the general climate and making it more open and exchanging experiences and accepting other opinions.
9. Getting rid of the complex routine procedures that prevent ideas from being creative.
10. Encouraging the use of scientific methods that contribute to stimulating thought, creating creativity and presenting new ideas.
11. Directing the efforts of individuals in the right directions.
12. Use the skills, abilities and ideas available to individuals to achieve desired goals and solve problems related to the job. Developing skills and abilities to achieve future goals.
13. People are realistic to work on achieving important goals, especially in goal management programs

8. 6. Developing Regulative Creativity

Assaf (1995) claims that regulative creativity development is a means for organizations to achieve excellence, excellence and precedence in their field of work by working to develop human cadres and increase their capabilities and refine their expertise scientifically and practically, as well as developing plans and strategies necessary to achieve the goals of the organization And working methods while providing an regulative environment that encourages creativity and innovation, because neglecting one of these elements reduces opportunities for creativity and excellence. The development of regulative creativity requires taking into account the requirements of creative behavior which are:

1. Organizational loyalty.
2. Realizing economic and social relations between things and people.
3. Following the scientific method.
4. Faith in opinion and other opinion.
5. Attention to the human element in management.
6. Belief in the necessity of change and the importance of continuous development.
7. Planning.
8. Organizing.

Creative management has invented a new style of organizational structure, which has characteristics that distinguish it from traditional hierarchical organizations, and among these characteristics:

1. Flexibility and freedom in internal relations that are based on the principles of general coordination, not daily administrative dependency
2. The introduction of forms of administrative decentralization with the delegation of powers to achieve sufficient flexibility for decision-making and speedy delivery
3. The role of the general leadership is limited to coordination, support, and strategic planning, without dictating tactical decisions
4. The dominance of parallel side relations between the components of movement is more than the vertical hierarchical relationships that are common in traditional organizations

5. Relationships are changed according to practical needs, flexibly, without submitting to a stable or rigid structural bureaucracy that the movement unnecessarily depends on.

9. Conclusions

Drawing on what has been mentioned above, it can be concluded that creativity as a new variable that enters an organization will change its strategies in handling new markets. This means that it will change its organizational structure, and may create new departments and define other tasks or cancel some of them. Through research it appears that there is a relationship between creativity and change that makes us realize that they constitute a two-way pattern and are an ideal strategy in setting public policies and entering the circle of creative organizations. Some of the conclusions this study arrives at are:

1. The strategic vision helps in widening the areas of regulative creativity.
2. The change in the regulative structure of organizations of all dimensions and components contributes in the process of regulative creativity.
3. Each component of regulative creativity has a direct impact in enhancing the creativity of the organization.
4. The managers' experience and skills in motivating employees, creating the high spirit, and their state of satisfaction make the organization more creative.

10. Recommendations

Building on the conclusions set above, the following recommendations can be offered:

1. The administration must use democratic and contemporary patterns in work because it provides high flexibility and reduces the restrictions of traditional management in order to generate creative ideas.
2. It is necessary to build a strategy that enables the global community to present their ideas and opinions, because this has a major role in enhancing creative capabilities.
3. The necessity of adopting the principle of organized thinking and partnership to confront the various environmental changes facing organizations in general.

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