

The Impact of Creativity Management on Employee Performance in Jordanian Telecommunication Companies

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Abstract: The aim of this study is to identify the impact of the creativity management in its dimensions (Problem Solving, Risk acceptance, Ability to change, encouraging creativity) on the employee's performance in the Jordanian telecommunication Companies. The quantitative approach was used by designing a questionnaire distributed to 100 employees from Zain Company in Irbid Governorate. The results of the study proved that the variables affecting employee's performance that were included in the study (Problem Solving, Risk acceptance, Ability to change, encouraging creativity) were high and positive, as encouraging creativity came to occupy the highest arithmetic average this indicates the presence of interest in encouraging creativity in Jordanian telecommunication Companies, also ability to change performance with high arithmetic mean, which indicates that the level of ability to change was medium in Jordanian telecommunication Companies. The study recommends the need to encourage workers in Jordanian telecommunications companies to generate new ideas that contribute to improving their performance. Telecommunications companies must also pay attention to the strength of experience of managers and workers and benefit their employees from the harvest of their work so that they are able to confront problems and develop appropriate solutions.

Keywords: Creativity management, Employee's performance, Telecommunication company, Jordan.

I. Introduction

Realizing competitiveness in modern business operations does not permit the use of traditional methods and techniques to which organizations are accustomed. The key to success is constant change and creative solutions, particularly aimed at adapting to new business conditions, improving existing products, services, and production processes, and developing new products, services, and production processes.

The concept of creativity is defined as the creation of something new, whether it is an idea, a product, or knowledge (Purnamasari, 2020). The ability to develop new ideas and find new ways of looking at problems and opportunities is then defined as creativity (Fredagsvik, 2021) and (Li et al., 2022). Creativity is defined as the ability to create new products, to combine or see new relationships between previously existing elements, data, and variables, and to give birth to something new in the form of ideas and real works that are significantly different from those that have existed previously (Ritter et al., 2020) and (Prayati, 2020).

There is no doubt that the telecommunications industry is a pioneer in introducing scientific achievement, management thought, and technology in terms of using creativity to support all of its business areas and ensure continued progress in various fields. Because creativity assists telecom companies in the Jordan in performing vital tasks, solving problems, and improving performance in order to keep up with rapid developments and meet consumers' needs and desires in the Jordan market. This study was conducted based on these data to determine the relationship between managerial creativity to improve employee performance in Jordan telecom companies and the obstacles they face.

Problem statement

Many studies have confirmed the need for organizations to creativity by emphasizing that creativity has become one of the main functions of the manager, and that it is the duty of every manager to learn how to manage the process of change and creativity, and that creativity has become a necessary and vital matter for the organization, and not just a luxury or a secondary matter, which has an impact on the organization's overall performance and the performance of its

employees. The study came to answer the following main question: What is the impact of innovation management on the performance of employees in Jordanian telecommunications organizations? The following sub-questions arise from this question:

1. What is the maturity level of the concept of creativity in the business environment in general and Jordanian telecommunications companies in particular?
2. What is the impact of problem solving on the performance of employees in Jordanian telecommunications organizations?
3. What is the impact of risk acceptance on the performance of employees in Jordanian telecommunications organizations?
4. What is the impact of ability to change on the performance of employees in Jordanian telecommunications organizations?
5. What is the impact of encouraging creativity on the performance of employees in Jordanian telecommunications organizations?

Important of the study

This study is gaining its importance because of the vitality of the subject under consideration, which is the management of creativity in the business environment and its impact on the performance of employees in Jordanian telecommunications companies, as well as its relationship to some of the changes that included problem solving, risk acceptance, the ability to change, and encouraging creativity. The study is also significant in terms of bridging the research gap and contributing to the theoretical aspect of creativity management in the business environment. Organizations must embrace their concept of creativity at the organizational level as a whole in a rapidly changing environment.

Literature review

Nowadays, in order to be effective and productive, employees in all types of organizations need to work in a conducive, creative environment, but not all organizations have this kind of workplace. The idea of a work environment is more complicated than it first appears; it must pass through several phases before it can be effectively implemented and begin to benefit the company. (Ain and khodeir,2020).

Creative management Concept

Creative Management is the study and practice of management that draws on theories of creative processes and their application at the individual, group, organizational, and cultural levels. (Janáková, 2012). Management of creativity encompasses various managerial practices such as challenge, freedom, resources, work-group characteristics, supervisory encouragement, and organizational support (Kačerauskas, 2016.)Some scholars (West, 1990) believe that managing creativity requires a team's social environment and its factors such as increased vision, participatory safety, task orientation, and support for innovation.

The process of creative management is inextricably linked to the process of innovation. Typically, new technologies are associated with innovation. The amount of money spent on research and development is frequently used to measure innovation. Of course, R&D spending is a proxy for innovation (Molnar, 2008). It has the advantage of being easily measured, but innovation is something entirely different. Many successful company executives are embarrassed to admit that they do not understand the reasons for their companies' success (Wojnicka, 2008).

Employee Performance

Companies that want to succeed must have employees who can provide qualified performance. The contributions made by employees to complete all of their duties properly demonstrate the quality of human resources. Optimal performance is one of the goals that can determine the company's success, because the company makes employees a factor that can realize effectiveness in task completion. (Syamsuri,2022).

Employee performance is focused on activities that are directly related to the company, such as work quality, work quantity, and responsibilities as a form of task implementation. According to (Kalsoom et al.,2018), employee performance is an individual's capacity for efficiency in achieving a goal. Employee performance, according to (Rodriguez and Walters, 2022), can be measured in several ways, including productivity, efficiency, effectiveness, quality, and attendance. Employee performance was measured using indicators such as: a) work quality, b) work quantity, c) attendance, d) efficiency, and e) effectiveness. Creativity is another factor that influences employee

performance. Creativity is defined as the willingness to try new ideas and methods of doing things (Syamsuri et al., 2022). The same thing was stated (Zimmerer et al., 2015)

Employee Creativity Concept

Creativity is defined as the ability to create new combinations based on existing data, information, or elements. The outcomes are not always new, but can also be a combination of previously existing elements. According to Munandar (2002), creativity or creative thinking is the ability to see various possible solutions to increasingly complex problems where individuals must be able to think about, form new ways, or change old ways creatively. to keep up with the increasingly fierce competition.

Employees as human resources are a critical resource (Hasibuan, 2003) for all organizations, whether they are private or public (Widjinarko, 2015). Employees are a very valuable organizational asset (Kuncoro, 2006) as human capital (Ghorbanhossein, 2013) because it contributes optimally and optimally to the success of the organization itself and the organization is able to exist in the face of increasingly rapid and complex environmental changes. According to Ulrich (1998), the key to successful change is in human resources, specifically as initiators and agents of continuous change, forming processes and cultures that together enhance organizational change ability. Grant's (1994) research concluded that an organization's resources can be a factor of excellence and can improve organizational performance.

Employee capability is demonstrated by his ability to complete the tasks and work assigned to him, including the implementation of innovative and productive ideas as a form of creativity in carrying out his duties and work. (Bogar ,2023).

Employees who are creative generate new and useful ideas (Zhou & Shalley, 2003), which contribute to organizational innovation and competitive advantage in dynamic environments (Amabile, 1988). Work culture factors and organizational commitment influence creativity (Andriopoulou, 2001; Robbins, 2002). Andriopoulou et al., 2001; Hou et al., 2011, Wang,2022).

In a study entitled: "Creativity Management: From the Ad Agency Perspective". Aimed at a better understanding of how an organization adds value through enhancing creativity in the workplace. On the subject of the creativity process, six steps are considered, which initiate from a situation analysis of the client or the customer. Furthermore, we have found that it is important for creativity managers to discourage status quo, create a vision, support the employees and develop flexibility of the structure.(Forsgren, Tregern, and Westernlund, 2004).

Another study aimed to identify the level of creativity of the workers in Jawwal in its different dimensions (problem solving and decision making, changeability, acceptance of risks and encouragement of creativity). The study concluded with a number of results: Jawwal's interest in creativity, where he obtained a high approval rate according to the opinions of the company's employees. The order of the dimensions of creativity was as follows: It ranked first after "problem solving", followed by "encouraging creativity, then after accepting the risk" and finally solving "changeability." There were also no statistical differences between the sample of the study Jawwal Company (Gender, qualification, and years of service). The researchers recommend a number of recommendations, the most important of which are: to find the appropriate organizational climate for creativity and to encourage employees to come up with new ideas, and to promote the culture of creativity among employees. (Msallam, et al., 2018).

In a study entitled "Creativity Management: An Approach for Achieving Efficient Workplace Environment". Workplace environment is defined as the current conditions of the surroundings of a workplace. More than 80% of performance problems are influenced by the workplace environment where efficiency of workplace environment represents the total amount of work done by one employee in a single day. Findings of this paper took the form of impact analysis, where the effect of creativity management approach on achieving efficient workplace has been identified. (Ain and Khodeir,2020)

Also, in a study entitled "Employee Performance Determination with Creativity, Work Experience and Engagement: Empirical Study". Explained the employee performance determination with creativity, experience and work involvement: The theoretical implication of this research showed that creativity becomes a behavior that turns ideas into innovations that can be applied in work. Employees who have quality work experience will be able to conduct work while also having the responsibilities given by the company. The employee work involvement will also contribute to sustainable business development, enable the development of personal skills and assist the company's business in achieving the realization of the targets to be achieved. (Syamsuri,2022)

In a study determine the influence Partially and simultaneously, Work Culture and Organizational Commitment to Employee Creativity. The results of the study show that Work Culture and Organizational Commitment has a positive and significant effect, both partially and simultaneously, on Employee Creativity. This confirms that the stronger the work culture and organizational commitment, the higher the employee's creativity. Work Culture and Organizational Commitment have a positive and significant effect, either partially or simultaneously, on Employee

Creativity.(Boger,2023)

Methodology and Design

There are four independent variables (IV) and one Dependent variable (DV) for this research, which is:

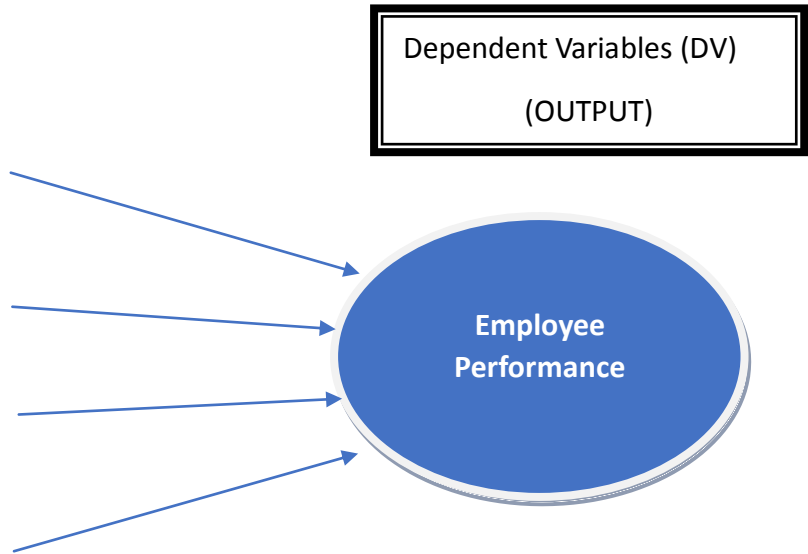


Figure (1-1): Research model

Source: Prepared by the researchers based on previous studies, such as (Muslim and Abu Saleem,2017), (Mahdi, Ahmed, and Rasheed, 2021)

- Problem Solving
- Ability to Change
- Risk acceptance
- Encouraging Creativity

Definition of Variables
Independent Variables

- **Problem solving:** Refers to an employee's ability to discover problems and develop new solutions to them during a specific time period despite a lack of information.
- **Ability to change:** Refers to the employee's willingness to discuss work activities, obtain clarity from his superiors, and the possibility of change through the implementation of new methods and methods at work.
- **Risk acceptance:** is a decision to accept risk rather than eliminate, avoid, or mitigate it.
- **Encouraging Creativity:** Refer to supporting employees and inspiring them to present new ideas, and provide creative solutions, which leads to improved performance at the level of the employee and the organization as a whole.

Dependent Variable

- **Employee Performance:** Refers to an employee's capacity for efficiency in achieving a goal.

Hypothesis

Based on the conceptual framework construct in figure (1.1) the hypotheses for this study are as follow:

H1: There are no statistically significant differences in the impact of creativity management on employee performance in Jordanian telecommunication companies due to the gender, age, and experience variable.

H2: There are no statistically significant differences in the impact of creativity management on employee performance in Jordanian telecommunication companies.

Design and procedure

The study population consisted of all employees in Zain Telecom Company in Irbid Governorate in Jordan, and the

total study population consisting of all employees in this company, according to the information obtained by the researcher from the company, was (1000) male and female employees. The research followed the descriptive approach. The convenience sampling was used, and a self-administered questionnaire was distributed the study sample consisted of (managers, assistant managers, heads of departments, and employees), where the questionnaire was distributed to (100) employees of the company in Jordan.

Sources of data collection

The study relied on two main sources to collect the data and information of the study as follows:

1. Secondary Data

It refers to information gathered from previous studies on the concept of creativity management and its impact on employee performance in the business environment, using books, periodicals, magazines, and scientific studies published in international journals, with the goal of constructing the general background of the study and the theoretical framework.

2. Primary Data

It means the data collected through the development of a questionnaire by the researchers and its distribution to Zain Telecom employees in Irbid Governorate in Jordan.

Description of the study sample

The study sample consisted of (100) individuals. Table (1) shows the distribution of sample members according to demographic factors.

Table (1): Distribution of sample members according to demographic factors

Variables	Category	Frequency	Percentage
Gender	Male	66	66%
	Female	34	34%
	Total	100	100%
Age	20 – 30 years	40	40%
	31 – 40 years	22	22%
	41 – 50 years	28	28%
	Above 51 years	10	10%
	Total	100	100%
Experience	Lower than 2 years	28	28%
	3 – 5 years	46	46%
	6 – 10 years	18	18%
	Above 10 years	8	08%
	Total	100	100%

Table (1) shows the following:

- The analysis of the gender variable revealed that the majority of the study sample members were male (66%), while the percentage of females was (34%).
- It was also revealed through the analysis of the age variable that the largest number of individuals in the study sample were from the age group (20-30 years) at a rate of (40%), while the smallest number of individuals were from the age group (Above 51 years) at a rate of (10%).
- Regarding the analysis of the experience variable, it was found that the majority of the study sample members had experience ranging between (3-5 years) at a rate of (46%), while the percentage of individuals with experience (Above10 years) was (8%).

- It was found, through analysis of the scientific qualification variable, that the majority of the study sample members held bachelor's degrees, at a rate of (54%) of the study sample members, while the percentage of individuals holding under primary stage reached (5%).
- Analysis of the managerial level variable revealed that the largest percentage was of workers reaching (60%), while the percentage of the head of department was (8%), managers (16%), and supervisors (12%).

Descriptive Analysis of Study Variables:

The researchers used arithmetic mean, standard deviation, and importance level. The questionnaire consisted of (16) questions, where the researchers used the Likert scale for the gradient to measure the opinions of the members of the study sample. The degree of practice was classified as follows: strongly agree (5), agree (4), Neutral (3) disagree (2), strongly disagree (1).

Analysis of study:

1. What is the impact of problem solving on the performance of employees in Jordanian telecommunications organizations?

Table (2): means and standard deviations for each item (Problem - Solving)

No.	Statement	Min	Max	Mean	SD
1	Plans for dealing with potential problems	1.00	5.00	3.1395	0.8768
2	I experiment with different methods and techniques to solve problems	1.00	5.00	3.2442	0.7748
3	When there is a lack of information, I can make a decision to solve a problem	1.00	5.00	3.2242	0.8694
4	Working together to solve problems	1.00	5.00	3.3140	0.8584
Total				3.3115	0.8726

Table (2) shows the range of means for items of this domain is between (3.13 - 3.31), the higher means for item (Working together to solve problems), but the lower means for item (Plans for dealing with potential problems). Total means was (3.31) by moderate agreement.

2. What is the impact of risk acceptance on the performance of employees in Jordanian telecommunications organizations?

Table (3): means and standard deviations for each item (Ability to change)

No.	Statement	Min	Max	Mean	SD
1	When my opinion differs from that of my boss, I can change my attitude	1.00	5.00	3.4186	0.8731
2	I want to try out new approaches and methods at work	1.00	5.00	3.2931	0.7626
3	I am looking forward to working with my specialist.	1.00	5.00	3.3154	0.9118
4	I am looking forward to learning from other people's perspectives and criticisms of my work	1.00	5.00	3.5110	0.8722
Total				3.3421	0.8972

Table (3) shows the range of means for items of this domain is between (3.29 - 3.51), the higher means for item (I am looking forward to learning from other people's perspectives and criticisms of my work), but the lower means for item (want to try out new approaches and methods at work). Total means was (3.34) by moderate agreement.

3. What is the impact of ability to change on the performance of employees in Jordanian telecommunications organizations?

Table (4): means and standard deviations for each item (Risk Acceptance)

No.	Statement	Min	Max	Mean	SD
1	I am prone to doing dangerous work	1.00	5.00	3.2251	0.8295
2	I accept failure as a necessary step toward success	1.00	5.00	3.3248	0.8361
3	I accept responsibility for my work and am willing to accept the consequences	1.00	5.00	3.3445	0,8073
4	I am willing to do my job even if it is extremely dangerous	1.00	5.00	3.3310	0.8623
Total				3.3056	0.8776

Table (4) shows the range of means for items of this domain is between (3.22 – 3.34), the higher means for item (I accept responsibility for my work and am willing to accept the consequences), but the lower means for item (I am prone to doing dangerous work). Total means was (3.30) by moderate agreement.

4. What is the impact of encouraging creativity on the performance of employees in Jordanian telecommunications organizations?

Table (5): means and standard deviations for each item (Encourage Creativity)

No.	Statement	Min	Max	Mean	SD
1	The administration encourages other people's opinions	1.00	5.00	3.2909	0.7786
2	The administration encourages and promotes the hiring of talented staff members	1.00	5.00	3.5274	0.8976
3	The administration is able to oversee the creativity	1.00	5.00	3.4927	0.7997
4	The administration is keen to assist those who are looking for creative expression	1.00	5.00	3.2664	0.8094
Total				3.4201	0.8235

Table (5) shows the range of means for items of this domain is between (3.26 – 3.52), the higher means for item (The administration encourages and promotes the hiring of talented staff members), but the lower means for item (The administration is keen to assist those who are looking for creative expression). Total means was (3.42) by moderate agreement.

Stability of the study instrument:

To ascertain the stability of the tool, the internal consistency was calculated according to the equation of the Cronbach Alpha, it shows these coefficients, and these ratios were considered suitable for the purposes of this study where the Cronbach Alphacoefficients for the forth variables included in the instrument scored (83%) which is an indication for internal consistency of the instrument.

Correlation:

Table (6): calculation of correlation coefficient Pearson

Item	Pearson coefficient of correlation	Probability Value (Sig.)
Problem - Solving	0.582	0.000*
Ability to change	0.643	0.000*
Risk Acceptance	0.554	0.000*
Encourage Creativity	0.601	0.000*

Table (6) shows that the correlation coefficient between (Problem - Solving, Ability to change, Risk Acceptance, Encourage Creativity) and the individuals of sample is (0.582, 0.643, 0.554, 0.601) and that the probability value (Sig) is 0.000 which is less than the significance level ($0.05 \geq \alpha$) this indicates a statistically significant relationship between all variables and the sample of study.

Test hypotheses of the study:

H1: There are no statistically significant differences in the impact of creativity management on employee performance in Jordanian telecommunication companies due to the gender variable

Table (7) :T-test to check if difference means between gender (N. 100)

		Mean	SD	T	Sig.
Problem - Solving	Male	3.4619	0.95547	0.760	0.449
	Female	3.2908	0.99584		
Ability to change	Male	3.3380	0.98845	0.562	0.199
	Female	3.0065	0.99887		
Risk Acceptance	Male	3.5612	0.95451	0.466	0.079
	Female	3.4451	0.96351		
Encourage Creativity	Male	3.0215	0.93254	0.562	0.225
	Female	3.5891	0.96545		

The previous table shows there are no statically significant differences between gender on the impact of creativity management on employee performance in Jordanian telecommunication companies because the P-Value is more than 0.05 (significant level).

H2: There are no statistically significant differences in the impact of creativity management on employee performance in Jordanian telecommunication companies due to the age variable

Table (8) :One way ANOVA to check if difference means between age (N. 100).

		Mean	SD	F	Sig.
Problem - Solving	20 - 30 years	3.5543	0.87483	0.878	0.333
	31 - 40 years	3.3246	0.87292		
	41 - 50 years	3.4543	0.76652		
	Above 51 years	3.5698	0.87110		
Ability to change	20 - 30 years	3.4410	0.90018	0.343	0.353
	31 - 40 years	3.4565	0.78820		
	41 - 50 years	3.4460	0.87352		
	Above 51 years	3.4519	0.92792		
Risk Acceptance	20 - 30 years	3.5543	0.86483	0.764	0.192
	31 - 40 years	3.4674	0.90990		
	41 - 50 years	3.6544	0.87635		
	Above 51 years	3.2653	0.78294		
Encourage Creativity	20 - 30 years	3.3929	0.93999	0.505	0.104
	31 - 40 years	3.5083	0.88959		
	41 - 50 years	3.5456	0.77577		
	Above 51 years	3.5109	0.89512		

The previous table shows there are no statically significant differences between ages on the impact of creativity management on employee performance in Jordanian telecommunication companies because the P-Value is more than 0.05 (significant level).

H3: There are no statistically significant differences in the impact of creativity management on employee performance in Jordanian telecommunication companies due to the experience variable

Table (9) :One way ANOVA to check if difference means between experiences (N. 100).

		Mean	SD	F	Sig.
Problem - Solving	Lower than 2 years	3.6049	0.73828	0.404	0.187
	3 - 5 years	3.4372	0.89303		
	6 - 10 years	3.6221	0.72930		
	Above 10 years	3.5632	0.83929		
Ability to change	Lower than 2 years	3.4939	0.85939	0.278	0.117
	3 - 5 years	3.4942	0.74200		
	6 - 10 years	3.5645	0.82829		
	Above 10 years	3.6424	0.69930		
Risk Acceptance	Lower than 2 years	3.3242	0.85773	0.566	0.105
	3 - 5 years	3.4764	0.77462		
	6 - 10 years	3.6099	0.78435		
	Above 10 years	3.3424	0.73924		
Encourage Creativity	Lower than 2 years	3.5460	0.90391	0.339	0.339
	3 - 5 years	3.5299	0.81839		
	6 - 10 years	3.5281	0.89493		
	Above 10 years	3.6444	0.89993		

The previous table shows there are no statically significant differences between experiences on the impact of creativity management on employee performance in Jordanian telecommunication companies because the P-Value is more than 0.05 (significant level).

II. Conclusions and recommendations

The results of the study proved that the variables affecting employee’s performance that were included in the study (Problem Solving, Risk acceptance, Ability to change, encouraging creativity) were high and positive, as encouraging creativity came to occupy the highest arithmetic average of (3.42) and a standard deviation (0.823) this indicates the presence of interest in encouraging creativity in Jordanian telecommunication Companies, also ability to change performance with an arithmetic mean of (3.30) and a standard deviation of (0.877), which indicates that the level of ability to change was medium in Jordanian telecommunication Companies. (Msallam, et al., 2018) The results of this study concluded with a number of results: Jawwal's interest in creativity, where he obtained a high approval rate according to the opinions of the company's employees. The order of the dimensions of creativity was as follows: It ranked first after "problem solving", followed by "encouraging creativity, then after accepting the risk" and finally solving "changeability."

The results of the study indicated that there are no differences in the opinions of the study sample individuals about the impact of creativity management on employee performance in Jordanian telecommunication companies, as it was found that there is no difference in the opinions of males and females, also it was found that there is no difference in opinions according to age and experiences. It was also found that there is a positive correlation relationship with statistical

significance between creativity management and employee performance, which indicates the existence of a positive relationship.

The study recommends the need to encourage workers in Jordanian telecommunications companies to generate new ideas that contribute to improving their performance. Telecommunications companies must also pay attention to the strength of experience of managers and workers and benefit their employees from the harvest of their work so that they are able to confront problems and develop appropriate solutions. The importance and role of human resources development must be emphasized as one of the strategies that can be adopted by telecommunications institutions in the field of improving supplier performance. Humanity is working in it, as creativity represents great importance in improving the performance of the human resource, as it motivates the employees of the organization and helps them in carrying out their work. The study recommends the necessity of increasing attention to training and incentives for employees on an ongoing basis to maintain their performance because of its impact on their creative behavior.

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