



## **Administrative Creativity and its Relationship with Enhancing Administrative Performance Efficiency in Sports Institutions**

**Khadar KHALED**

University of M'Sila Mohamed Boudiaf  
[khaled.khadar@univmsila.dz](mailto:khaled.khadar@univmsila.dz)

**Triche LAHCEN**

University of M'Sila Mohamed Boudiaf  
[lahcen.triche@univ-msila.dz](mailto:lahcen.triche@univ-msila.dz)

**Ali TEBBANI**

University of M'Sila Mohamed Boudiaf  
[Ali.tebbani@univ-msila.dz](mailto:Ali.tebbani@univ-msila.dz)

### ***Abstract***

*The present study aimed to explore administrative creativity and its relationship with enhancing administrative performance efficiency within the sports institution. The descriptive method, deemed appropriate for this type of research, was employed. Two measurement scales were utilized as research instruments. The study sample consisted of 25 employees and administrators at the Directorate of Youth and Sports in the Wilaya of M'sila.*

*The main findings revealed that:*

- \* The level of administrative creativity among employees in the sports institution is high.*
- \* The level of professional performance efficiency among employees in the sports institution is moderate.*
- \* There is a statistically significant relationship between administrative creativity and professional performance among employees in sports institutions.*

**Keywords:** *Administrative creativity, efficiency of administrative performance, sports institution.*

## **La créativité administrative et son lien avec l'amélioration de l'efficacité administrative dans les institutions sportives**

### **Résumé**

*La présente étude visait à explorer la créativité administrative et son lien avec l'amélioration de l'efficacité administrative au sein des institutions sportives. La méthode descriptive, jugée appropriée pour ce type de recherche, a été employée. Deux échelles de mesure ont été utilisées comme instruments de recherche. L'échantillon de l'étude était composé de 25 employés et administrateurs de la Direction de la jeunesse et des sports de la wilaya de M'sila.*

*Les principales conclusions ont révélé que :*

*\* Le niveau de créativité administrative parmi les employés de l'institution sportive est élevé.*

*\* Le niveau d'efficacité professionnelle parmi les employés de l'institution sportive est modéré.*

*\* Il existe un lien statistiquement significatif entre la créativité administrative et la performance professionnelle parmi les employés des institutions sportives.*

**Mots clés :** *Créativité administrative, efficacité administrative, institution sportive.*



## Introduction

The current world is moving toward knowledge economy based on creativity, which in turn is considered a weapon for progress and a perspective to overcome imitation and routine. As mentioned in the Qur'an, Allah says: (The Originator of the Heavens and the Earth) Surah Al-Baqarah, verse 117. This means, as Allah says, that He created the heavens without a precedent and excelled in their creation. Hence, the importance of creativity becomes clear by distancing oneself from all what is traditional. Creativity is defined as the ability to generate new ideas or improve existing methods in innovative ways, which mainly relies on human resources, considered the true wealth of any sports institution. The creative worker, whether a coach, an administrator, or a member of the support team, plays a pivotal role in developing advanced training strategies, improving athletic performance through the analysis of technical and tactical performance, and innovating solutions to the competitive challenges faced by teams and institutions. For example, an innovative coach can develop training plans that rely on modern techniques to improve physical fitness or enhance players' skills, while the marketing team can create advertising campaigns that attract audiences and strengthen the institution's brand. The creative approach has become one of the important and main ways for the advancement of sports institutions. This was confirmed by researchers (Babiker, Hamada), who noted that sports institutions responded to creativity in different ways and with varying degrees of attention. Some

institutions established special organizational units to develop and nurture creativity, while others trained individuals and groups in innovative behavior and thinking, viewing it as a means to gain a competitive advantage, as intense competition continuously leads to the emergence of innovations. **(Amal Babker, Hamada, 2016, p. 31)** Administrative creativity is considered as one of the fundamental pillars for enhancing the performance efficiency of employees in sports institutions, as it enables these institutions to achieve excellence and leadership in an environment characterized by intense competition and rapid changes. Since the dawn of history, humans have instinctively practiced management to meet their basic needs. However, with the advancement of civilization and the complexity of societies, the concept of management has evolved to become a comprehensive science that relies on creativity as a tool to face challenges and achieve strategic goals. In the context of sports institutions, organizational creativity manifests in the innovation of new training methods, the design of effective management strategies, and the development of innovative marketing campaigns, which enhance both individual and collective performance and contribute to building a distinctive institutional identity. Moreover, managerial creativity contributes to enhancing the ability to adapt to external changes, such as technological advancements, changes in sports federation regulations, or shifts in audience expectations. Sports organizations that adopt a culture of creativity are more flexible in facing these challenges, as employees can propose innovative solutions to maintain competitiveness. For instance, developing electronic applications to enhance interaction with fans or



using social media creatively can strengthen the institution's position in the market.

It is worth noting that managerial creativity is not limited to adopting modern tools and techniques, but rather requires a fundamental change in the behaviors and attitudes of employees. Building an organizational culture that encourages calculated risk-taking, acceptance of new ideas, and learning from mistakes is essential to fostering creativity. For example, creating interdisciplinary work teams that bring together coaches, administrators, and marketing experts can lead to the innovation of comprehensive solutions that meet the needs of both the institution and the people.

Administrative creativity in sports institutions is considered a key driver for enhancing employee performance efficiency and achieving leadership in the sports sector. Through investing in human resources, providing a supportive environment, and adopting a culture of innovation, sports institutions can face challenges, improve performance, and build a sustainable future that reflects ambition and competitiveness. Focusing on creativity is not just an option, but a strategic necessity to ensure success in the ever-changing world of sports.

Job performance is how an employee executes their tasks and responsibilities, and their ability to achieve goals and meet expectations. Organizations resort to periodic performance evaluations to enhance productivity and identify areas for improvement. Performance includes several types such as individual, collaborative, strategic, and creative, leadership, organizational, relational, customer service, and productive performance. Organizations rely on

performance evaluation to improve productivity, boost morale, and develop employees' career paths.

All institutions need to rely on a group of the best employees who possess the skills and experience required to achieve success. Therefore, measuring employee performance is one of the key strategies that organizations rely on to stay ahead of the competition, as it is the way to determine the extent to which these employees have succeeded or failed in achieving the goals they seek. It also helps them identify the best-performing employees who are most deserving of promotions or bonuses. In this article, we explain what job performance is, its types and elements, its obstacles and objectives, how it is measured, its evaluation criteria, and the advantages and disadvantages of performance evaluation. How the work environment affects employee performance, and the importance of performance management. Among the objectives of job performance are those set by the employee and the organization and expected from the employee's performance and the way he or she accomplishes tasks in order to achieve the desired success at work. Clearly defining these objectives helps employees know what is expected of them. And the institution uses them in the employee performance evaluation process...

According to the results of some previous studies that attempted to link management and organizational variables with administrative performance indicators, a study by Saadoudi Cheikh aimed to identify the contribution of administrative performance to sports institutions and its relationship to the application of governance mechanisms in Algeria. The study concluded that most institutions have focused on administrative development through various stages, all with the aim of applying governance mechanisms.



Another study by **Maghribi Al-Said and Al-Eidani Elias (2021)** found that there was a high level of awareness of both creativity and job performance among a sample of Sonelgaz employees. The study showed that creative abilities had an impact on improving job performance in the institution and that creativity had an impact on improving the job performance of Sonelgaz employees, we also find a study by **Talal Nasir Najm and Ali Al-Azzawi (2012)**. The study aimed to determine the impact of managerial creativity on improving human resource performance in Jordanian commercial banks. The study reached a set of results and conclusions, the most important of which is that the transformational leadership style creates high levels of creativity among employees and that it promotes creativity more than the transactional leadership style. In addition, bank employees enjoy a high degree of creativity despite the fact that banks' encouragement of creativity is limited.

Among the foreign studies that addressed this topic is the study by **Dhrgham Ibrahim Kadhim Al-Shukri et al. (2021)**.

The study aimed to clarify the impact of creativity on improving employee performance or the performance of workers in general within a public or private institution. The research problem focused on attempting to reach certain transformative results to enhance employee performance thru the influence of managerial creativity. The study was conducted on a sample from one of the telecommunications companies in Asia in Kirkuk, which are part of the private sector. The researchers collected information thru a questionnaire and used the analytical method for data analysis. The study reached a set of results, the most important of which are: the employees of Seial Telecom have

a high level of creativity, and the continuous improvement of customer service enhances employee performance.

Among the studies whose results differed from those of the various studies we discussed is the study by **Khaled Ali in 2017**.

The study aimed to clarify the impact of administrative creativity on the job performance of employees at the phosphate mining complex in Jebel El Oung, Tebessa, regarding the role of creativity in organizations and the business environment. The results indicated that there is no significant impact of administrative creativity on the job performance of employees at the mining complex in Jebel El Oung. Additionally, the administrative methods at the complex do not encourage employees in any way to use their creative abilities to improve performance further. We observe thru the study that the impact of managerial creativity on the employees at the mining complex is completely absent, which has affected the performance results of the employees.

Through this presentation, theoretical background, and previous studies, we wanted to pose the following question: Is there a relationship between managerial creativity and the efficiency of professional performance among employees in the sports institution?

***Partial questions:***

- 1) What is the level of managerial creativity among the employees in the sports institution?
- 2) What is the level of professional performance efficiency among the employees in the sports institution?



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- 3) Is there a statistically significant relationship between managerial creativity and professional performance among employees in sports institutions?

### ***General hypothesis:***

There is a relationship between managerial creativity and improving the professional performance of employees in the sports institution.

### ***Study Hypotheses:***

- 1) The level of managerial creativity among the employees in the sports institution is high.
- 2) The level of professional performance efficiency among the employees in the sports institution is average.
- 3) There is a statistically significant relationship between managerial creativity and professional performance among employees in sports institutions.

### ***Importance of the Study:***

The importance of the study lies in understanding the relationship between administrative creativity in sports institutions in M'sila and its impact on employee performance. Results have been reached on our topic, with the aim of providing suggestions and guidelines to improve employee performance in order to meet the requirements of the members.

### ***Study Objectives***

- 1) The level of managerial creativity among the employees in the sports institution is high.

- 2) The level of professional performance efficiency among the employees in the sports institution is average.
- 3) Knowing whether there is a statistically significant relationship between managerial creativity and professional performance among employees in sports institutions.

## **1. Definition of concepts and terms:**

### **Definition of creativity:**

**Creativity linguistically:** In the language, the word "creativity" appears in dictionaries such as the Al-Mawrid Dictionary and the Mukhtar Al-Sahih Dictionary with several meanings that converge on the idea that: the creativity of something is its invention without a prior example and its creation without a previous model, making it an ultimate goal in its purity. (Al-Sayrafi, 2008, p. 152). Among the meanings of "al-Badi" are: the newness of things, the example, and the end in everything.

The word "creativity" here involves inventing or creating new things, but not based on any previous example or the purest form. As stated in the Almighty's words: "The Originator of the heavens and the earth" (**Qur'an, Surah Al-Baqarah, verse 117**), He is its creator and maker without any prior example, and in the utmost precision, clarity, beauty, and creativity.

**The Arabic Encyclopedia defines creativity as:** the production of something new or the reformation of existing elements in a new way in one of the fields.

The new British Encyclopedia defines creativity as the ability to create something new, such as finding a solution to



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a problem, a new tool, an artistic work, or a new style. **(Adhib Al-Harbi, 2003, p. 25).**

Termed: Creativity is defined as a more useful, efficient, and effective response to a stimulus that arises in the social and cultural environment and is influenced by the external environment. It consists of several complex, interrelated processes through which influence and behavioral change occur, followed by application. Creativity requires originality, flexibility, modernization, and a degree of fluency and expansion to consider alternatives and possibilities. **(Bamia Salwa, 1986, p. 69)**

#### **The concept of managerial creativity:**

It is represented by the manager's ability to adapt the organization according to the internal and external environmental factors and to make the organization capable of performing its tasks and achieving its goals at a better level in light of the new changes. **(Najeeb Zarouak: 2022, p. 332).**

**Daft (2021)** defined it as the process of harvesting a new idea or behavior in the context of the workplace, the institution's market, or its general environment **(Ben Hamou Najat, 2022, p. 644).**

**Operational definition of creativity:** Administrative creativity can be defined as a managerial approach that primarily relies on the human element by proposing distinctive solutions to problems and performing work using new methods and techniques, while utilizing the following elements: originality, fluency, flexibility, risk-taking, analytical ability, sensitivity to problems, and breaking away from the conventional, whether for the individual themselves or organization they work for.

**Sports institutions:By definition:** they are the official structures that oversee the management and development of sports activities, organize the rules and regulations related to sports, and also organize sports matches and competitions at the national, regional, continental, and international levels.

## **2. The practical aspect:**

### **2.1. The methodological approaches followed:**

#### **Exploratory study:**

The first step we took in our research was the exploratory study, which is of great importance as it serves as the foundation upon which the researcher builds their initial perceptions about the study and its field of application. Through it, we also interpret the aspects subject to study from field practice. An exploratory study was conducted by interviewing a sample of five (05) administrators from the research community and distributing a questionnaire to this sample to ensure the study community aligns with the research we will conduct.

The aim of the exploratory study is to ensure the suitability of the study location for the research and the validity of the tool used regarding the research topic. In order to understand the various aspects to be studied, we visited the Directorate of Youth and Sports in the Wilaya of M'sila to familiarize ourselves with the aspects of the problem addressed in our research. This was done by exploring the relationship between administrative creativity and enhancing the efficiency of administrative performance. Among the most important results obtained are the following:



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- Adjusting the study population and sample and determining the most appropriate method for selecting that sample.
- The correlation coefficients for all the statements are statistically significant, indicating that the survey statements are valid for measuring what they were intended to measure in this study.
- The reliability coefficients are high and statistically significant, indicating the potential stability of the results that will be obtained using the questionnaire.

## **2.2. Data and information collection tools:**

The researcher relied on the questionnaire in this study.

### **Steps to Designing a Managerial Creativity Questionnaire:**

Management Creativity Questionnaire: The Management Creativity Questionnaire was designed in its initial form by reviewing the literature, research, and questionnaires found in previous studies related to the topic of management creativity.

### **Validity of the managerial creativity questionnaire:**

The validity of the questionnaire was estimated using the "internal consistency validity" coefficient, and the internal consistency of the questionnaire items was calculated on a pilot study sample of 50 individuals by calculating the correlation coefficients between each item and the total score.

- **Measurement Scale:** The responses of the study sample were coded by assigning a set of weights that reflect the different opinions of the study sample according to the five-point Likert scale (Rensis Likert). The cell lengths were also determined by calculating the range between the scale scores

(5-1=4) and dividing it by the highest value on the scale to obtain the cell length ( $4/5=0.80$ ), after adding this value to the lowest value on the scale (the starting point of the scale, which is one). Thus, the cell length became 0.80. The following table illustrates this:

**Table (01): symbolizing study sample preferences**

| <b>Weight</b> | <b>Preferences</b> | <b>Weighted average</b> | <b>Direction</b>                             |
|---------------|--------------------|-------------------------|--|
| <b>1</b>      | Strongly disagree  | From 1 to 1.79          | Very low level of approval and acceptance    |
| <b>2</b>      | Disagree           | From 1.80 to 2.59       | Low level of approval and                    |
| <b>3</b>      | Neutral            | From 2.60 to 3.39       | A moderate level of approval and acceptance  |
| <b>4</b>      | Agreed             | From 3:40 to 4:19       | A high level of approval and acceptance      |
| <b>5</b>      | Strongly agree     | From 4:20 to 5.         | A very high level of approval and acceptance |

**Source:** Rensis Likert, **Method for the Study of Attitudes**, Archives of Psychology, 1932, p. 140.

**The psychometric properties of the study tool**

- **Validity of the study tool:** The validity of the study tool means that the questionnaire items measure what they are intended to measure. There are many types of validity, and in our study, we will focus on two types of validity: criterion-related validity and construct validity.

**The validity of the extreme comparison:** This measure was calculated using the extreme comparison method by arranging the scores in descending order, then taking one-third from both the highest and lowest selection ends, which corresponds to 6 high scores and 6 low scores, and then comparing them using the statistical significance test (**T.test**) for two independent samples. After that, this value is interpreted according to two conditions:

**If the difference value for the T.test** is significant at the significance level Picture, this means that this test is valid because it was able to distinguish between the two parties.

**If the difference values for the T.test** are not significant at the significance level ( $\alpha=0.05$ ), it means that this test is not valid because it did not distinguish between the two sides.

**Table No. (02): shows the validity of the peripheral comparison of the scale.**

| The two parties | The arithmetic mean | Standard deviation | Degree of freedom | Value of t | Level of significance | The decision |
|-----------------|---------------------|--------------------|-------------------|------------|-----------------------|--------------|
| The lowest      | 78.25               | 3.615              | 14                | -16.272    | 0,05                  | Function     |
| The highest     | 99.50               | .755               |                   |            |                       |              |

And looking at the significance test value (**T.test**) as shown in Table No. (), it is clear that this measure is valid for its intended purpose, as the T value (-16.272) is significant at the degree of freedom (14) and the error or significance level  $\alpha 005$  as shown in the table above.

- **Construct validity:** It is represented by the extent to which the dimensions of the study measure the objectives for which they were set and are consistent with the framework to which they belong.
- **Reliability of the study tool:** The reliability of the questionnaire means that it gives the same results if the questionnaire is redistributed multiple times under the same conditions and circumstances. In other words, if the questionnaire is redistributed after certain time periods and multiple times, we find stability in the results and no significant changes. To verify the reliability of the study tool, we relied on the Alpha Cronbach method. The Alpha Cronbach reliability coefficient is used to judge the accuracy of the measurement, to measure the degree of agreement of the answers with each other, and the reliability of the results, meaning that the scale gives close readings when used repeatedly at different times. The Alpha Cronbach coefficient should be greater than the standard value (0.6). The following table shows the results of the Alpha Cronbach test.

**Table No. (04): Results of the Cronbach's Alpha Test for the Study Data**

| Study axes  | Cronbach's alpha                          |       |
|---|---|-------|
| Axis of managerial creativity                                   | From phrase 1 to phrase 07                | 0.800 |
| Axis of employee performance efficiency                         | From phrase 07 to phrase 14               | 0.908 |
| The axis of the relationship between creativity and performance | From phrase 15 to phrase 21               | 0.900 |
| Study data as a whole   | All the survey statements (21 statements) | 0.914 |

The table reflects a high level of reliability for the questionnaire axes as indicated by the Cronbach's alpha values. All axes exceeded the minimum acceptable reliability threshold (0.7), with values ranging between 0.800 and 0.914, indicating very good to excellent internal consistency among the statements of each axis. This enhances the credibility of the research tool and confirms that the statements used accurately and objectively measure the targeted concepts.

## 2.2. Study Population and Sample:

- **Study population:** The larger group to which the study results are supposed to be generalized, and it represents our study population among all employees of the Directorate of Youth and Sports in the Wilaya of M'sila.

- **Study Sample:** The choice of sample type must be made in a way that ensures a true representation of the community. We relied on the simple random sample due to its suitability for our study, as this method allows for equal opportunities for all members of the community and is characterized by a low bias error. Determining the sample size is also an important matter that the researcher should give attention to. The sample size for the study consists of 25 individuals from
- **Characteristics of the study sample**

### 2.3. Distribution of the study sample according to the gender variable

#### **The rules and methods used in statistical analysis**

To achieve the study's objectives, analyze the data, and interpret it, a set of statistical methods were relied upon, which include:

- **Frequencies and percentages:** To understand the primary data of the study population and sample and to determine their responses to the statements included in the study tool.
- **The arithmetic mean:** It is considered one of the most important and widely used measures of central tendency. It reflects the significance of the survey statements among the sample members and indicates the concentration of the sample's responses around a certain value, according to the scores assigned to the alternatives of the scale used.
- **Standard deviation:** One of the measures of dispersion, it is used to measure and indicate the dispersion of study responses around their arithmetic



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mean, and its value is considered good the closer it is to zero.

- **Pearson correlation coefficient:** A parametric test used to determine the strength of a bivariate relationship, with values ranging between -1 and 1. The following table specifies the ranges of correlation coefficient values, the strength of the relationship, and its direction.

### 3. Presentation and analysis of the study results in light of its hypotheses (Test of Hypotheses)

After measuring the responses of the study sample toward the questionnaire statements, an important stage follows, which is verifying the validity of the formulated hypotheses.

#### 3.1. Analysis of the results of the first partial hypothesis test of the study: Analysis of the results of the first partial hypothesis test of the study:

The first partial hypothesis of the study states: The level of administrative creativity among the employees of the sports institution is high in the Directorate of Youth and Sports of M'sila.

To answer this hypothesis and verify its correctness or incorrectness, we calculated the arithmetic means.

And the standard deviations of the responses of the study sample members to the representative statements that measure the axis of administrative creativity.

**Table No. (05): Values of the arithmetic means and standard deviations of the sample members' responses regarding the axis of organizational creativity**

| <b>Statement Number</b> | <b>statements</b>   | <b>The arithmetic mean</b> | <b>Standard deviation</b> | <b>Order</b> | <b>The overall trend of the sample</b> |
|-------------------------|---|----------------------------|---------------------------|--------------|--|
| 01                      | Are you seriously striving to present creative ideas?   | 4.21                       | 1.021                     | 4            | Very high approval                     |
| 02                      | Are you trying to explore the weaknesses and shortcomings in your field of work in order to address them with creative solutions? | 4.08                       | .830                      | 7            | High approval                          |

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|    |   |      |      |   |                    |
|----|---|------|------|---|--------------------|
| 03 | Do you consider generating new ideas to be one of your areas of interest?         | 4.21 | .833 | 6 | Very high approval |
| 04 | Do you have the ability to suggest quick solutions to address your work problems? | 4.29 | .690 | 2 | Very high approval |
| 05 | Do you come up with ideas that help you solve problems in your job performance?   | 4.17 | .868 | 5 | High approval      |

|  |   |             |             |   |                           |
|--|---|-------------|-------------|---|---------------------------|
| 06   | Do you complete the tasks assigned to you in a renewed and advanced manner? | 4.21        | .779        | 3 | High approval             |
| 07   | Do you want to solve job's problems far from routine and repetition?        | 4.22        | .776        |   | Very high approval        |
| <b>Axis of managerial creativity sports institutions</b> |   | <b>4.22</b> | <b>.561</b> |   | <b>Very high approval</b> |

It is clear from the extrapolation of the above table ,which shows the results of the statistical analysis of the axes ,the following:

### **3.2. The axis of managerial creativity in sports institutions**

This axis recorded a mean of 4.22 a standard deviation of 0.561 ,reflecting a very high agreement from the sample members on the statements related to creativity .Individual statements recorded averages ranging between 4.08 and 4.42 ,such as "Do you try to solve work problems in ways that are far from routine and repetition?" which had an average of 4.42 ,and "Do you try to explore the weaknesses



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and shortcomings in your work in order to address them with creative solutions?" With an average of 4.08. This indicates a clear consensus on the importance of creativity in educational work.

**Table No.6: Results of the first partial hypothesis test of the study**

| The arithmetic mean | Standard deviation | Hypothetical average | The weighted score corresponding to a very high approval. | The decision confirmed the hypothesis. The first part of the study |
|---------------------|--------------------|----------------------|---|--|
| 4.22                | .561               | 3                    | From 4.20 to 5  | The hypothesis is confirmed.                                       |

It is clear from the extrapolation of the above table that the standard deviation value (0.561) is less than the critical value of 1. The closer its value is to zero, the more it indicates the homogeneity of the data (responses), their convergence, and the low dispersion from their arithmetic mean, reflecting the alignment of the study sample's perspectives. The arithmetic mean reached (4.22). By comparing the arithmetic mean with the hypothetical mean

(3), we find that the sample strongly leans toward high agreement with the study variable, as the arithmetic mean falls within the range of the weighted average for high agreement (from 4.20 to 5), which enhances the reliability of the results and supports the decision to validate the hypothesis.

### **3.3. Presentation of the results:**

The study results showed that the overall mean for the organizational creativity axis reached (4.22) with a standard deviation of (0.561), indicating a relatively high level of organizational creativity among the employees in the sports institution. The results also showed that the individual statements recorded averages ranging between (4.08) and (4.42), with the statement: \* "Do you try to solve work problems in ways that are far from routine and repetition?" \* In the first place with an average of (4.42), while the statement: \* "Do you try to explore the weaknesses and shortcomings in your work field in order to address them with creative solutions?" \* A lower average (4.08). The standard deviation value was also less than (1), reflecting a high degree of homogeneity in the respondents' opinions and the convergence of their views on this axis.

This result aligns with the findings of Al-Shammari's study (2021), which indicated that sports institutions often reflect a high level of organizational creativity, particularly in their ability to avoid routine and seek new alternatives in problem-solving. The results of this study also support what Al-Hamami (2020) pointed out, which confirmed that employees in the sports field tend to adopt innovative practices in addressing administrative problems, contributing to the enhancement of their professional



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efficiency. However, the low average in the statement regarding the search for areas of deficiency aligns with what Al-Haddadi (2018) mentioned, indicating that Arab sports institutions focus more on finding immediate and urgent solutions to problems rather than systematically diagnosing weaknesses.

These results align with what the theoretical literature has presented, as Amabile (1996) confirmed in her theoretical framework for creativity in the workplace that organizational innovation manifests in the ability to provide new solutions away from routine. However, the real challenge lies in the employees' ability to transform the process of diagnosing weaknesses into opportunities for improvement. Robbins & Judge (2019) believe that organizational creativity is not limited to generating new ideas, but also requires their practical application to address shortcomings and achieve positive change. In the same context, Daft (2018) emphasizes that the most successful organizations are those that combine encouraging their employees to innovate with adopting a continuous culture of analyzing organizational gaps and finding sustainable solutions for them.

Based on that, it can be said that the employees in the studied sports institution demonstrate a good level of organizational creativity, which is manifested in moving away from routine and generating innovative solutions to problems. However, the need remains to promote a culture of constructive criticism and to diagnose weaknesses through systematic scientific methods, as this is a fundamental step preceding the process of generating creative solutions. This would contribute to raising the level of organizational

creativity to more effective and comprehensive levels. Yes, there is a high level of administrative creativity in the sports institution.

### **3.4 Presentation and Analysis of the Results of the Second Partial Hypothesis Test of the Study:**

The second partial hypothesis of the study states: The level of professional performance efficiency among the employees of the sports institution is average.

To answer this hypothesis and verify its correctness or incorrectness, the student calculated the arithmetic means.

And the standard deviations of the responses of the study sample members to the representative statements that measure the axis of the efficiency and effectiveness of employees in sports institutions.

**Table No. (07): Values of the arithmetic means and standard deviations of the sample members' responses regarding axis of efficiency and employee performance**

| <b>No of statement</b> | <b>Statements</b>  | <b>The arithmetic mean</b> | <b>Standard deviation</b> | <b>Order</b> | <b>The overall trend of the sample</b> |
|------------------------|--|----------------------------|---------------------------|--------------|--|
| <b>08</b>              | Do we offer useful suggestions to improve work positively? | 4.42                       | .717                      | 3            | Very high approval                     |
| <b>09</b>              | Do you try to do work hard?                                | 4.58                       | .584                      | 1            | Very high approval                     |



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|  |  |      |             |              |                           |
|--|--|------|-------------|--------------|---------------------------|
| 10   | Does your work bring you satisfaction and experience?  | 4.46 | .509        | 2            | Very high approval        |
| 11   | Do you do extra work if told to?   | 4.37 | .770        | 4            | Very high approval        |
| 12   | Do you plan to face problems at work?  | 3.92 | .974        | 7            | High approval             |
| 13   | Do you have the ability to order your problems and solve them according to their importance? | 4.21 | .588        | 6            | Very high approval        |
| 14   | Do you have the ability to predict problems at work?   | 4.25 | .676        | 5            | Very high approval        |
| <b>Axis of efficiency in sports institutions</b> |  |      | <b>.445</b> | <b>4.315</b> | <b>Very high approval</b> |

It is clear from the extrapolation of the above table, which shows the results of the statistical analysis of the axes, the following:

- **The efficiency axis** in sports institutions: The overall arithmetic mean of the axis reached 4.315, with a standard deviation of 0.445, which also reflects a very high level of agreement. Individual statements such as "Do you make sure to perform all the tasks assigned to you?" Recorded the highest average (4.58), while "Do you plan to address the work problems you encounter?" It recorded the lowest average (3.92). This indicates a high commitment to assigned tasks, with room for improvement in proactive problem planning.

**Table No. (08): Results of the Second Partial Hypothesis Test of the Study**

| <b>The arithmetic mean</b> | <b>Standard deviation</b> | <b>Hypothetical average</b> | <b>The weighted score corresponding to a very high approval.</b> | <b>The decision confirmed the hypothesis.</b> |
|----------------------------|---------------------------|-----------------------------|--|---|
| 4.315                      | .445                      | 3                           | From 4.20 to 5   | The hypothesis is confirmed                   |

It is evident from the extrapolation of the above table that the standard deviation value (0.445) is less than the critical value of 1. The closer its value is to zero, the more it indicates the homogeneity of the data (responses), their



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proximity, and the less their dispersion from the arithmetic mean, reflecting the agreement of the study sample's perspectives. The arithmetic mean was (4.315), and according to the criterion adopted in the study, it falls within the range of 4.20 to 5.

**Discussion:** The overall arithmetic mean for the axis of employee efficiency and effectiveness was 4.315, with a standard deviation of 0.445. Individual statements such as "Do you make sure to perform all the tasks assigned to you?" Recorded the highest average (4.58), while "Do you plan to address the work problems you encounter?" Recorded the lowest average (3.92). The standard deviation is less than the critical value (1), indicating data homogeneity and convergence of viewpoints. The results of this study are consistent with the findings of **Al-Hamami (2020)**, which indicated that employees' commitment to completing assigned tasks reflects a high level of professional performance efficiency in sports institutions. Our results also support what **Al-Zahrani (2019)** indicated, as he confirmed that discipline in daily tasks is one of the most important indicators of professional competence.

On the other hand, the low average for the phrase "planning to face problems" aligns with what **Al-Haddadi's** study (2018) indicated, which pointed out that employees in sports institutions often focus on completing routine tasks more than proactive planning, highlighting the need for training programs in strategic thinking and planning skills.

Theoretically, these results align with the model of managerial creativity and performance efficiency, which asserts that professional performance does not solely depend on commitment and achievement, but also requires

flexibility and proactivity in facing problems (Amabile, 1996). The theory of professional competence also assumes that true competence is achieved thru the combination of good execution and prior planning, which explains the gap shown by the current results in the planning axis.

Therefore, it can be said that the results of this study support the hypothesis of high efficiency among employees in sports institutions, with a clear area for improvement related to proactive planning. This requires sports administrations to focus on training programs in planning and problem-solving skills so that efficiency transforms from mere effective execution to comprehensive strategic performance. Thus, the hypothesis proposed in the following study can be accepted: **there is efficient and effective performance by employees in sports institutions.**

### **3.5 Presentation and analysis of the results of the third partial hypothesis test of the study:**

**The third partial hypothesis of the study states:**

There is a statistically significant relationship at the significance level  $\alpha \leq 0.05$ . Between managerial creativity and employee performance in the sports institution

To answer this hypothesis and to verify its validity or lack thereof, we calculated the correlation coefficient between the independent variable (organizational creativity) and the dependent variable (employee performance).



**Table No. (09): illustrates the correlational relationship between creativity and the performance of administrative employees.**

| <b>Study variables</b>           | <b>The arithmetic mean</b> | <b>Correlation coefficient</b> |
|----------------------------------|----------------------------|--------------------------------|
| <b>Administrative creativity</b> | <b>4.226</b>               | <b>** .641</b>                 |
| <b>Employee performance</b>      | <b>4.315</b>               | <b>** .641</b>                 |
| <b>Level of significance</b>     | <b>Less than 0.001</b>     |                                |

Through the table above, the study results highlight a strong and statistically significant correlation between organizational creativity and employee performance in the studied sports institutions, where the Pearson correlation coefficient ( $r = 0.641$ ) was at a significance level of less than 0.001. This indicates that enhancing organizational creativity within the institution is likely to significantly contribute to improving employee performance, which aligns with the expectations of the study's third partial hypothesis. The high arithmetic means of both organizational creativity (4.226) and employee performance (4.315) indicate that the overall perception level of the two variables among the sample members is relatively high. These results provide empirical

evidence supporting the importance of enhancing creative work environments to improve job performance, reflecting the significance of integrating organizational creativity strategies into human resource management in sports institutions.

**Table No. (10): Values of means, standard deviations, and correlation coefficients for the responses of the sample individuals regarding the relationship between creativity and performance**

| No of statement | The arithmetic mean   | Standard deviation | Standard deviation | Order | Correlation coefficient | The overall trend of the sample |
|-----------------|---|--------------------|--------------------|-------|-------------------------|---------------------------------|
| 15              | Do you provide meaningful suggestions to develop and accomplish work effectively? | 4.461              | .658               | 1     | ** .719                 | Very high approval              |



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|    |  |       |      |   |         |                    |
|----|--|-------|------|---|---------|--------------------|
| 16 | Do you contribute to achieving the institution's goals and accomplishments?  | 4.29  | .806 | 6 | ** .732 | Very high approval |
| 17 | Does the organization work on improving employee performance thru training and guidance to increase your efficiency? | 4.380 | .647 | 4 | ** .855 | Very high approval |
| 18 | Does the institution   | 3.96  | .908 | 7 | ** .804 | Very high          |

|    |  |       |      |   |        |                    |
|----|--|-------|------|---|--------|--------------------|
|    | have individual competencies that achieve the goals?   |       |      |   |        | approval           |
| 19 | Do you have the ability to express your ideas fluently even if they don't align with your superiors' opinions at work? | 4.46  | .721 | 2 | **893. | Very high approval |
| 20 | Do you have the ability to present more than one idea in a short period of time?                                       | 4.381 | .711 | 3 | **868. | Very high approval |



|  |  |             |                           |   |        |                    |
|--|--|-------------|---------------------------|---|--------|--------------------|
|  |  |             |                           |   |        |                    |
| 21   | Do you clearly feel your responsibilities at work? | 4.33        | .637                      | 5 | **722. | Very high approval |
| <b>The axis of the relationship between creativity and performance</b> | <b>4.321</b>                                       | <b>.581</b> | <b>Very high approval</b> |   |        |                    |

It is clear from the extrapolation of the above table, which shows the results of the statistical analysis of the axes, the following:

- **Axis of the relationship between creativity and performance:** The overall arithmetic mean of the axis reached 4.321, with a standard deviation of 0.581, which is the highest among the axes. Statements such as "Do you

make meaningful suggestions to develop and accomplish work effectively?" It recorded an average of 4.461, while "Does your facility have individual competencies that achieve the facility's goals?" It recorded an average of 3.96. This confirms the sample's awareness of the importance of creativity in improving performance, noting that the availability of individual competencies needs more attention.

#### **4. Discussion of the results:**

The study results showed a strong and statistically significant correlation between managerial creativity and employee performance, with a Pearson correlation coefficient of (0.641) at a significance level of less than (0.001). This confirms the hypothesis that enhancing organizational creativity directly contributes to improving the professional performance level of employees within the sports institution. The results showed that the mean score for organizational creativity was (4.226), while the mean score for employee performance was (4.315). The overall mean score for the relationship between the two variables was (4.321) with a standard deviation of (0.581), reflecting a relatively high level of perception of the relationship between organizational creativity and job performance efficiency. The results also showed that some individual statements, such as: "Do you make constructive suggestions to develop and accomplish work effectively?" \* It recorded a high average of (4.461), while the statement "Does your facility have individual competencies that achieve the facility's goals?" \* It recorded the lowest average (3.96), which indicates that developing creative work environments is often associated with motivating employees to present



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practical suggestions, while the issue of individual competencies still requires greater attention from the institution.

These results are consistent with the findings of Al-Shammari's study (2021), which confirmed that managerial creativity is one of the most significant factors explaining the improvement in employee performance in sports institutions. The study indicated that employees with innovative abilities are more committed and effective in completing their tasks. The results also support what Al-Hamami (2020) found, that a higher level of organizational creativity is positively correlated with increased professional performance efficiency, especially in work environments that encourage the adoption of new ideas. Conversely, the relative decrease in the average statement regarding individual competencies aligns with what Al-Haddadi (2018) pointed out, who noted that many Arab sports institutions suffer from a lack of optimal investment in human competencies, which affects the sustainability of high performance.

Theoretically, these results align with what Amabile (1996) presented in her framework on creativity in the workplace, where she explained that a work environment supportive of creativity contributes to raising the levels of intrinsic motivation among employees, which positively reflects on their professional performance. Robbins & Judge (2019) also confirm that job performance is inseparable from managerial creativity, as the most creative employees are the most capable of adapting to changes and achieving effectiveness in task completion. In the same context, Daft (2018) believes that organizations that provide an

encouraging environment for innovation can significantly improve their employees' performance, as creativity offers new solutions to work problems and enhances the effectiveness of human resource investment.

Based on this, it can be said that the current results provide empirical evidence proving the importance of managerial creativity as a fundamental mechanism for improving the professional performance of employees in sports institutions. Enhancing creative work environments contributes to increasing efficiency and effectiveness, with the necessity of paying greater attention to employing and developing individual competencies as a fundamental pillar for achieving the institution's goals and ensuring its continued excellence.

## **Conclusion**

This study concluded that managerial creativity is a pivotal factor in enhancing the professional performance efficiency of employees within sports institutions. The results showed that the mean scores for both organizational creativity (4.226) and professional performance efficiency (4.315) were relatively high, reflecting a positive perception among employees toward these two dimensions. The Pearson correlation coefficient ( $r = 0.641$ ) also demonstrated a strong and statistically significant correlation between the two variables, which supports the validity of the study's general hypothesis and confirms that enhancing organizational creativity practices clearly contributes to improving the professional performance level of employees.



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The results indicated that employees tend to move away from routine and adopt innovative solutions to address problems. However, there is a relative deficiency in proactive planning and diagnosing weaknesses, which requires administrative intervention to develop these skills. The study also showed that employees are keen to complete their assigned tasks efficiently and effectively, but the issue of optimal investment in individual competencies remains one of the most prominent challenges facing the sports institution.

These results are consistent with the findings of previous studies (Al-Shammari, 2021; Al-Hamami, 2020; Al-Haddadi, 2018) and with what theoretical literature has confirmed (Amabile, 1996; Robbins & Judge, 2019; Daft, 2018), which emphasized that managerial creativity is inseparable from job performance, and that institutions that foster a creative work environment are capable of achieving higher levels of efficiency and sustainability.

Based on the above, the study recommends the necessity of adopting training programs aimed at enhancing strategic planning skills and solving problems creatively, in addition to focusing on developing individual competencies and better utilizing them to achieve the goals of the sports institution. It also recommends establishing an organizational culture that encourages constructive criticism and the exchange of creative ideas, which contributes to enhancing the integration between managerial creativity and professional performance efficiency.

Thus, it can be said that this study has provided empirical evidence highlighting the importance of managerial creativity as one of the fundamental approaches to

improving performance in sports institutions, opening the door for further future studies that can address this topic from new angles, such as the impact of transformational leadership or emotional intelligence on the relationship between managerial creativity and professional performance.

In conclusion of this study that addressed the relationship between administrative creativity and improving the efficiency of employee performance in sports institutions, it can be said that administrative creativity is one of the main factors that contribute to enhancing institutional performance and achieving excellence in the sports work environment. Thru analysis and results, it was found that encouraging employees to adopt new and innovative ideas leads to improved service quality, increased productivity, and enhanced team spirit. The study also showed that a supportive environment for creativity, which provides continuous training and moral and material incentives, plays a crucial role in enabling employees to reach their full potential.

### **Recommendations and suggestions**

It is recommended to develop an institutional culture that encourages creativity by holding workshops and regular brainstorming sessions to motivate employees to present new ideas.

Providing training programs that focus on developing creativity and innovative problem-solving skills, with an emphasis on practical applications in the sports field.

- Establishing a reward system linked to creative performance, whether material or moral, to enhance employee motivation.



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Improving the work environment by providing the necessary resources and modern technology that enable employees to effectively implement their ideas.

Encouraging collaborative work between different departments in sports institutions to exchange experiences and innovative ideas.

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