

The Role of Job Satisfaction in Developing Administrative Performance and Creativity: An Empirical Study in Iraq

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Abstract

This study deals with the role of job satisfaction in developing administrative performance. The analysis was applied at Tikrit University. The study aimed to determine the role of job satisfaction in developing administrative creativity among employees. A sample of 77 heads of scientific departments in the university was randomly surveyed. A 32-question survey was assigned to the sample individuals. The response rate was 90%. SPSS software was used to statistically analyze surveyed data. The results showed the validity of the hypotheses that job satisfaction causes a positive influence on the development of creativity of employees. The statistical analyses of data obtained proved positive morale among individuals' creativity in work at the university. The means and standard deviations revealed the surveyed respondents' tendency to accept the job satisfaction dimensions such as career growth, motivation, work environment, and functional tasks. The means and standard deviations revealed the surveyed respondents' tendency to accept the administrative creativity dimensions such as problem solving, changeability, accept risks, and encourage creativity. Based on the statistical outcomes, the present study recommended rewarding the employees based on their achievements. Also, the university administration should consider and solve the university employees' problems.

Keywords: Career Growth, Creativity, Job Satisfaction, Motivation, Work Environment

JEL Classification Code: M12, M14, M54, C12, O15

1. Introduction

Human resource is considered the main factor in the success and progress of different organizations. Personal skills, intellectual capabilities, and work-desiring are some of the values recognized in human resources. Therefore, organizations must focus on optimal use of their members in terms of job satisfaction and constant improvement of their performance and an appropriate environment. These are the requirements to motivate members to achieve the goals intended (Rafash & Al-Rubaie, 2015).

The importance of job satisfaction is considered a measure of performance effectiveness (Astuti et al., 2020). If employees are completely satisfied, results gained will be contented and comparable with potential increases in the organization's wages. On the other hand, if workers are unsatisfied, this may cause a large number of absences, frequent work accidents, and transfer to other organizations. Job satisfaction decreases the rate of work turnover and increases the level of ambition of the workers (Alsultani, 2017). Many factors affect the level of job satisfaction of workers. These factors can be summarized in the following points (Lamia, 2017):

1. Wages and salaries: Wage is considered a basic means to satisfy an individual's basic needs. Studies have shown a positive relationship between wages and satisfaction.
2. Work and tasks diversity: This factor represents the content of work, including responsibilities and authorities. Feeling significant increases, the satisfaction level of an individual in an organization.
3. Opportunities for development and promotion: Providing chances to upgrade and develop according

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to an individual's efficiency can achieve satisfaction. Improvement and development are necessary for individuals with higher needs.

4. Style of leadership: There is a relationship between leadership style and satisfaction. Democratic leadership develops positive feelings and creates significance for an individual (Alaardhy & Mahdi, 2019). On the contrary, the autocratic leadership style causes frustration and dissatisfaction.

Creativity is a human phenomenon that has existed since the creation of mankind. Human were busy inventing everything new. The concept of creativity has been established since World War II. It became the main topic in western countries during the technological competition. Researchers defined creativity as the initiative an employee or manager exhibits with the ability to act out of the traditional sequence in thinking (Merai, 2014). Creativity can also be defined as finding new valuable things such as ideas, products, services, or methods of work. Administrative creativity is measured based on an individual's excellence and ability to see and solve problems (Al-Nashmi & Aldois, 2017).

The characteristics of administrative creativity can be summarized as follow (Merai, 2014):

1. Creativity is differentiation and being different from others.
2. It brings up everything new, in whole or in part.
3. It is a combination of old things with new things in a new way.
4. Creativity comes up with a new product in the market that differs from the traditional ones.
5. Creativity is the ability to discover opportunities.

As organizations strive to achieve development in competitive conditions, creativity becomes significant. The majority of organizations deal with the intangible economy; they rely on informational economies that depend on speed, flexibility, innovation, and creativity. The value of creativity is unlimited to the organization alone. Indeed, the ability to create unique and appropriate ideas and solutions can benefit the worker as well. Creativity can support the strength of any organization by distinguishing it from other organizations. Traditional management has become incapable due to transforming workers into bureaucrats and taking away their creativity and thinking abilities (Al-Jabari, 2009). Creativity is considered one of the significant and modern topics in administrative science. It has become one of the most essential components of development and improvement for individuals and organizations. It has a significant role in the existence and progress of organizations. An organization that does not innovate or develops can disappear. Creativity helps organizations to adapt to consequent changes and

face various challenges to achieve the features intended. Creativity directs an organization to progress and excellence (Khemisset & Soleimani, 2013).

2. Literature Review

Job satisfaction and creativity have been investigated by many researchers. The relations between job satisfaction and creativity with other factors in different organizations were under consideration.

Bangish et al. (2016) studied the impact of human resource practices; in terms of working conditions and compensation, empowerment, and recruitment; on the job satisfaction of Hotel Industry employees in Pakistan. It was founded that human resource practices have a crucial impact on the job satisfaction of employees. Alnawafah (2018) demonstrated the effect of job satisfaction on job loyalty in private Jordanian universities. The study showed the level of job satisfaction job loyalty was low. There was an effect of job satisfaction on job loyalty. Al-Rajih (2017) studied the level of job satisfaction of employees in Kuwaiti press institutions. The study found an effect of age and academic qualification on the level of job satisfaction. At the same time, there was no effect of gender, experience, monthly salary, or type of work on job satisfaction. Ravari et al. (2012) clarified dimensions of the job satisfaction concept based on a methodological study. The results showed that job satisfaction was a multi-dimensional concept. It contains individual abilities, beliefs, and values. To achieve job satisfaction, an employee must have a positive feeling, commitment, and responsibility. Chaturvedi and Raavi (2019) evaluated job satisfaction in various sectors. The results showed that job satisfaction relies on psychological, motivational, and reward factors as well as working conditions. Other factors such as gender had an impact on the job satisfaction of employees. Gender was a significant factor affecting job satisfaction as many female employees were not satisfied with the work conditions. Amalia (2018) studied the relationship between job satisfaction and job performance among faculty members in private Malaysian universities. The performance of faculty members was associated with their satisfaction at work. Islam and Monzur (2018) investigated the factors that affect job satisfaction and improving it. The results have proven interest and care for employees were significant factors to affect job satisfaction. Ability enhancement, fairness, and concern for work conditions were also involved.

Kim (2019) studied the relationship between employee's creativity, self-efficacy, a feeling of energy, and role identity in the hotel industry of Korea. The obtained results recommended that employees' creative roles should be supported to eventually boost the hotel's credibility and reputation. Mubarak and Noor (2018) explored the

relationship between original leadership and employee creativity in project-based organizations. The results indicated that creativity was related to genuine leadership, work participation, and psychological empowerment. Najm (2018) tested the correlation between the variables of transformational leadership and managerial creativity. A respectable correlation was detected between the two studied variables. Abdul-Aal (2018) investigated the concept of administrative creativity among school principals in Sohag city. The results showed creativity level among principals was low due to some obstacles that lack encouragement to adopt this concept. Aburuman (2016) studied the effect of administrative empowerment on creativity at the Jordanian Institute of Public Administration. The findings showed a significant effect at ($\alpha \leq 0.05$) of empowerment dimensions (delegation of authority, employee training, effective communication, motivation) on creativity improvement for employees. of the Institute for Public Administration.

Aforementioned, the importance of job satisfaction and administrative creativity arises from their role in achieving success and progress. The previous studies dealt with both studied terms due to their importance in job performance. However, none of those studies had explored the role of job satisfaction in developing administrative creativity. Also, there were differences and discrepancies in the results obtained by those previous studies. These inconsistencies can be due to the variations in dimensions and conditions in which those studies were carried out. In addition, the present study differs from previous studies in terms of the study model and dimension. These are the gaps that will be covered in this study.

From above, the importance of the present study variables, represented in job satisfaction and administrative creativity, raises from their role in achieving success and progress. The role is extended to the contribution in the development of personal skills and capabilities of workers. This has led to intensive efforts by researchers, organizations, and educational institutions to highlight these terminologies and benefits achieved for both individuals and organizations. Despite the large number of studies that studied job satisfaction and administrative creativity due to their importance in job performance, none of these studies had explored the role of job satisfaction in developing administrative creativity. Also, the results obtained by these published studies are different due to inconsistency resulted from the variations in dimensions and conditions in which those studies were carried out.

According to the researchers' best knowledge, the present study can be considered the first research that deals with the role of job satisfaction in developing managerial creativity among workers. The research sought a clear view of the concept and importance of job satisfaction and its role in developing managerial creativity. This can be

done through findings and recommendations of scientific and academic institutions. Furthermore, the present work earned a practical significance due to the relevance of variables studied to the human resource. This resource is considered the main pillar in the implementation of organizational activities. In particular, the satisfaction of workers gains the majority of that importance. The good performance and creativity resulted from satisfaction are recognized. These outcomes contribute to generating ideas that lead to increase productivity, goal, and development.

The present study aims to achieve the following objectives:

1. Identify the level of job satisfaction among employees of the university.
2. Identify the extent to which employees of the university enjoy administrative creativity.
3. Knowing the role of job satisfaction in developing administrative creativity at the university.

3. Research Methods

3.1. Research Problem

Achieving success remains the goal of every organization. It is the aim that cannot be accomplished unless workers are satisfied. This goal can be determined through some factors such as incentives and motives. These two factors are considered essential for an organization that pursues to improve individuals' efficiency. Job satisfaction has its function in success (Rafash & Al-Rubaie, 2015).

The development of managerial creativity depends on two principles: creativity in the organizational context can be a controllable phenomenon. It implies rules, procedures, and resources that can be shaped by the organization's goals and policies. The second principle is that creativity is a social phenomenon formed by the interaction of three elements. The individual who has skills necessary to generate ideas, leadership that strategically promotes actions that support creativity, and culture provides essential assist for social cohesion to creativity (Muzzio & Paiva Júnior, 2018).

In light of the importance of job satisfaction and its role in developing managerial creativity, the following three questions can be coined to express the study problem:

1. What is the level of job satisfaction among employees working at the university of the study?
2. To what extent do workers in the university enjoy administrative creativity?
3. What is the extent of the role of job satisfaction in developing administrative creativity in the university?

3.2. Research Model and Variables

The studied variables are divided into two groups:

1. Independent variable: job satisfaction, which includes the dimensions of career growth, motivation, work environment, job tasks (Alnawafah, 2018).
2. Dependent variable: Administrative creativity, which includes the dimensions of problem-solving, ability to change, risks acceptance, encouraging creativity (Muslim & Abu Saleem, 2017).

3.3. Research Hypotheses

In light of the study problem and objectives, the main hypothesis was developed stating that (the existence of a statistically significant effect of job satisfaction on the development of administrative creativity); hence, four sub-hypotheses emerged:

1. Significant effect of career growth on administrative creativity.
2. Significant effect of motivation on administrative creativity.
3. Significant effect of the work environment on administrative creativity.
4. Significant effect of functional tasks on administrative creativity.

3.4. Research Methodology

The study methodology involved data sources, study boundaries, community samples, statistical methods, and measurement tool, as follows:

1. Data sources were divided into:
 - Secondary data: The secondary data are that were published as a literature review.
 - Primary data: The primary data are the personal interviews with university employees to collect data through field visits.
2. Study boundaries were as follows:
 - Objectives' boundaries: Focused on job satisfaction and its role in the development of administrative creativity.
 - Human limits: The research is restricted to the department heads (scientific and administrative) at the university.
3. Community samples: The study community was limited to the heads of scientific and administrative departments working at Tikrit University. A random sample consisting of 77 individuals from the community was selected.

4. Statistical methods used in data analysis: The statistical software package for the social sciences, known as (SPSS) was used.
5. Measurement tool: To measure the variables, the researcher relied on the study of (Alnawafah, 2018) regarding job satisfaction and the research (Muslim & Abu Saleem, 2017) regarding administrative creativity. Accordingly, the questionnaire list was redesigned to coincide with the study methodology.

4. Results

4.1. The Reliability and Validity Test (Cronbach's Alpha Test)

This test indicates the reliability and validity of the items in the questionnaire as well as the strength of the correlation between the questionnaire items. This correlation is acceptable at the level of 60%. From Cronbach's alpha test, it was found that the coefficient of stability is 0.79 and the validity factor, which is the square root of the alpha coefficient, is 0.91. These values indicated the validity of the questionnaire statements and their expression of the research subject at a high level. These values also indicated the high-level consistency between the questionnaire items. Accordingly, the items are highly acceptable, where the number of phrases was 32.

4.2. Descriptive Analysis of the Research Variables

1. Descriptive test for the dimensions of job satisfaction: The descriptive test for job satisfaction dimensions includes statistical measurements (mean, standard deviation, and importance significance).

Table 1 illustrates the following results:

- The averages related to career growth ranged from 3.88 – 4.7, with a standard deviation, ranged 1.211–1.253. The highest value of expressions, according to the surveyor, was statement No. (1), while statement No. (3) had the least value. The values also indicated the tendency of the respondents to agree with the statements related to career growth.
- The averages related to the motivation dimension ranged 3.92–4.11, with a standard deviation ranged 1.069–1.126. The highest value of the expressions was of statement No. (5), while statement No. (7) was the least valuable from the point of respondents' view. The values also indicated the respondents' tendency to agree with statements related to the dimension of motivation.
- The averages related to the working environment ranged from 3.98–4.20, with a standard deviation

Table 1: Statistical Descriptive of the Sample Individuals' Opinions about Job Satisfaction

N	Expressions (Items)	Mean	Standard Deviation	Phrase Importance	Importance Significance
Career Growth					
1	I want to stay in the university in the future	4.7	1.231	1	High
2	The university provides adequate training to perform my work effectively	3.92	1.253	3	High
3	Get career development to achieve efficient Performance	3.88	1.211	4	High
4	Excellence in performance was the reason for my job promotion at the university	3.97	1.237	2	High
	Overall rate	4.11	0.0173		
Stimulus					
5	Get rewards for doing well	4.11	1.098	1	High
6	Get a good wage compatible with my work	3.98	1.069	3	High
7	I receive help when I encounter a specific problem	3.92	1.126	4	High
8	The university provides me with job security	4.00	1.109	2	High
	Overall rate	4.00	0.0239		
Work Environment					
9	The university provides safe protection for public safety	4.20	0.870	3	High
10	The university provides protection from functioning hazards	3.98	0.903	4	High
11	I feel good in my space at work	4.12	0.790	2	High
12	All my business supplies are available	4.20	0.922	1	High
	Overall rate	4.12	0.0582		
Functional Tasks					
13	I feel satisfied with the tasks assigned to me	3.87	1.092	4	High
14	I feel my work at the university is productive and enjoyable	3.96	1.063	2	High
15	I feel independent when doing my tasks	4.12	1.089	1	High
16	I feel good about my responsibilities because it matches my capabilities	3.94	1.057	3	High
	Overall rate	3.97	0.0178		

between 0.790–0.922. The highest value of the expression was statement No. (12). However, statement No. (10) was the least valuable for the respondents. There was also the respondents' tendency to agree with statements related to the dimension of the work environment.

- The averages related to career growth ranged from 3.87–4.12. The standard deviation was between 1.057–1.092. The highest value of expressions was for statement No. (15), while the statement (13) had the least value according to the respondents. There was a tendency of the respondents to agree with the statements related to the career growth dimension.

2. Descriptive test of administrative creativity:

The descriptive test of administrative creativity includes description tests of a description of statistical estimation (mean, standard deviation, and importance significance).

The following results can be concluded from Table 2:

- The range of the mean that related to problem-solving was 3.84–4.16, standard deviation between 1.069–1.079, and the highest level to the phrases according to the respondents' opinions was phrase No. (20). While phrase No. (18) was the least value according to the respondents' opinions. It also refers that the respondents' tendency to accept the phrases that related to late problem-solving.

Table 2: Description of the Sample of Person Opinion of Administrative Creativity Statically

N	Expressions (Items)	Mean	Standard Deviation	Phrase Importance	Importance Significance
Problem-Solving					
17	Plans to face the problems that may happen	3.93	1.097	2	High
18	I do test ways and techniques to solve problems	3.84	1.069	4	High
19	I can make a decision to solve problems when there is a lack of information	3.85	1.079	3	High
20	Group working to solve problems	4.16	1.087	1	High
	Overall rate	3.94	0.0188		
Changeability					
21	I can change my attitude when my opinion differs from my boss's	4.10	0.992	1	High
22	I wish to apply new ways and methods in work	3.89	1.087	4	High
23	I look forward to doing work out of my specialist	3.94	0.897	3	High
24	I look forward to getting benefit from other opinions and criticism on my work	4.90	1.092	2	High
	Overall rate	4.20	0.0922		
Accept Risks					
25	I incline to do highly dangerous work	3.97	1.072	1	High
26	I accept failure as a step before success	3.84	0.882	4	High
27	I take responsibility for my work, and I can face the results	3.88	0.985	3	High
28	I am ready to do my work even if it is highly dangerous	3.94	1.094	2	High
	Overall rate	3.90	0.0964		
Encourage Creativity					
29	The administration encourages the opinion provided by others	3.98	0.976	3	High
30	the administration encourages attracting talented employees and takes care of them	3.86	0.893	4	High
31	The administration has the ability to oversee the creativity	4.20	0.884	2	High
32	The administration is keen to take care of people seeking creativity	4.18	1.088	1	High
	Overall rate	4.05	0.0974		

- The range of the mean that related ability of change between 3.89–4.10, standard deviation between 0.992–1.092, and the highest value of phrases depends on the respondents' opinions was phrase No. (21). While phrase No. (22) was the least value according to the respondents' opinions. It also refers to their tendency to accept phrases that related to the ability to change.
- The range of the mean that related to the phrase of accepting the risk 3.84–3.97, standard deviation 0.882–1.094 and the highest value for the phrase was

- No. (25). While phrase No. (26) was the lowest value based on the respondents' opinions. It also refers to respondents' tendency to accept the phrases of risks.
- The range of mean that related to encourage the creativity 3,86–4.18, standard deviation between 0.884–1.088, and the highest value of phrases based on the respondents' opinions was phrase No. (32). While phrase No. (30) was the lowest value. It also refers to respondents' tendency to accept the phrase of encouraging creativity.

Table 3: Job Satisfaction as the Development of Administrative Creativity Independent Variable Through Pearson’s Test

Job Satisfaction Dimensions	Correlation Coefficient, <i>R</i>	Sig	Effect
Career growth	0.773	0.01	Significant
Motivation	0.792	0.01	Significant
Work environment	0.862	0.01	Significant
Functional tasks	0.722	0.01	Significant

4.3. Correlation Coefficient Analysis and Hypothesis Test

The hypotheses that were assumed for the answered questions of the study problem were tested. The Pearson’s test was adopted to analyze the regression and test the hypotheses, as shown in Table 3.

The statistical analysis results in Table 3 can be summarized as follows:

- Results proved that the first sub-hypothesis that states (Significant effect of career growth on administrative creativity) is correct. The correlation coefficient of career growth reached 0.773; it is a high ratio with a significant effect at 0.01, which shows the impact of career growth, as one of the job satisfactions dimensions, on the development of administrative creativity of employees.
- Results proved that the second sub-hypothesis that states (Significant effect of motivation on administrative creativity) is correct. The correlation coefficient of motivation reached 0.792; it is a high ratio with a significant effect at 0.01, which shows the impact of motivation, as one of the job satisfactions dimensions, on the development of administrative creativity of employees.
- Results proved that the third sub-hypothesis that states (Significant effect of the work environment on administrative creativity) is correct. The correlation coefficient of the work environment reached 0.862; it is a high ratio with a significant effect at 0.01, which shows the impact of the work environment, as one of the job satisfactions dimensions, on the development of administrative creativity of employees.
- Results proved that the fourth sub-hypothesis that states (Significant effect of functional tasks on administrative creativity) is correct. The correlation coefficient of functional tasks reached 0.722; it is a high ratio with a significant effect at 0.01, which shows the impact of the functional tasks, as one of the job satisfactions dimensions, on the development of administrative creativity of employees.

From the above results, it can be concluded that the main hypothesis of the present study states that (There is a positive significant effect of career satisfaction on the development of employees’ administrative creativity) is correct. As a result, the study aims are reached, and the study problem questions are answered. In addition, job satisfaction and its dimensions (career growth, motivation, work environment, and functional tasks) were found to significantly affect developing the employees’ administrative creativity.

5. Conclusion and Recommendations

5.1. Conclusion

The key results that have been obtained through processing the statistical data are as follows:

1. The main hypothesis of the present study states that (There is a significant positive effect of career satisfaction on the development of administrative creativity of employees) is correct.
2. A significant positive effect of job satisfaction and its dimensions (career growth, motivation, work environment, and functional tasks) on developing administrative creativity at Tikrit University was found.
3. All the means and standard deviations show the inclination of investigated respondents to accept the dimensions of job satisfaction (career growth, motivation, work environment, and functional tasks) and its compatibility with the reality of their job at the university, place of study, and job place.
4. All the means and standard deviations show the inclination of investigated respondents to accept the administrative creativity dimensions (problem-solving, changeability, accept risks, and encourage creativity) and its compatibility with the reality of their job at the university, place of study and, job place.

5.2. Recommendations

Based on the present study statistical results, the following is recommended:

1. Establishing a good motivation system based on performance evaluation away from mediation and favoritism.
2. Distribute the work tasks to the employees according to their abilities and skills.
3. Limit the financial rewards based on achievements, not on belonging to the university or college.
4. Provide all facilities to accomplish the work and improve the work environment.
5. Maintain a relation between the high administrative and employee and consider their problems and stand up to solve them.
6. Provide an organized environment to creative employees and help them to present their creative opinion.
7. Reward the creative employees at the university level.
8. Spread the creativity culture and develop the creative employees' talents.

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