



THE IMPACT OF ORGANIZATIONAL CULTURE ON ENHANCING EMPLOYEES' JOB CREATIVITY: AN APPLIED STUDY AT THE BABYLON DIRECTORATE OF EDUCATION

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Abstract. This study examined the impact of organizational culture on fostering job innovation among employees at the Babylon Directorate of Education. The research problem highlights the pressing need to transcend administrative routine and bureaucracy through strategies that embed innovation and creative management within organizational performance. Utilizing a descriptive-analytical approach, the researcher administered a questionnaire to a random sample of 110 male and female employees across various administrative departments. Data analysis was conducted via SPSS, employing Pearson correlation, Cronbach's Alpha for internal consistency, and simple linear regression. The findings revealed a strong, positive, and statistically significant correlation (0.612) between organizational culture and job innovation, with the former explaining 37.5% of the variance in innovation levels. However, statistical indicators showed that job innovation remains at a moderate-to-low level, with a mean of 2.99. Consequently, the study recommends that leadership adopt decentralized policies and implement incentive systems tailored to creative initiatives, while increasingly integrating modern digital systems to cultivate a more stimulating environment for innovation.

Keywords: (Organizational Culture, Job Creativity, Directorate of Education in Babylon, Institutional Performance).

Introduction

Organizations today are exposed to numerous serious challenges within the business environment, as performance requirements continue to change alongside the urgent need for creativity and innovation to keep pace with developments in various fields, including administrative and technological domains. Human resources represent the most important asset and the primary driving force upon which organizations rely to achieve their diverse objectives, particularly in terms of creativity and innovation across different aspects of work, including administrative activities.

Organizational culture is considered one of the most influential factors affecting employees' behavior and job performance, as it directs their efforts in carrying out daily tasks and governs their interactions with one another. Therefore, organizational culture constitutes the central driving force in creating a work environment that stimulates creativity and job innovation, which in turn supports the quality of organizational performance and the smooth delivery of services.

Educational directorates in Iraq face additional significant challenges due to routine procedures and organizational constraints, which weaken employees' ability to develop successful, effective, and creative solutions and to adopt modern work methods. This highlights the importance of studying the relationship between organizational culture and job creativity to determine the impact of organizational culture and enhance the innovative capabilities of employees within educational organizations in Iraq.

Research Problem

Organizational culture is considered one of the most prominent factors influencing employees' behavior, as it represents a system of values and procedures that shapes the methods of task performance and the patterns of interaction between employees and their supervisors. Organizational culture also plays a fundamental role in motivating employees to be creative and provide innovative solutions to problems they may encounter in the workplace. Accordingly, the research problem can be summarized in the following main question:

Is there an impact of organizational culture on enhancing job creativity among employees at the Babylon Directorate of Education?

Several sub-questions emerge from this main question:

Do employees at the Babylon Directorate of Education possess a certain level of organizational culture?

Is there a specific level of job creativity among employees at the Babylon Directorate of Education?

What is the level of the impact of organizational culture on employees' job creativity at the Babylon Directorate of Education?

Is there a correlation between organizational culture and job creativity?

Second: Research Importance

The importance of this research can be identified through several significant aspects. Organizational culture and job creativity are regarded as essential foundations for achieving efficient performance and attaining organizational objectives. Moreover, they contribute to creating a positive work environment that encourages employees to think creatively and innovatively. They also help improve work methods, leading to the delivery of high-quality services and distinguished administrative efficiency.

The significance of the research also stems from its exploration of aspects of job creativity among employees in Iraqi governmental education directorates, which are work environments characterized by routine procedures and administrative constraints. Furthermore, the study highlights the importance of creativity in enhancing work performance and strengthening innovation capabilities. It is also important to note that the research is not limited to the theoretical dimension of the topic; rather, it provides a practical and scientific tool through which the work

environment and organizational performance can be improved, thereby giving the study scientific and academic value for society

Research Objectives

To identify the level of organizational culture among employees at the Babylon Directorate of Education.

To determine the level of job creativity among employees in the Education Directorates of Babylon.

To examine the strength of the correlation between organizational culture and job creativity.

To investigate the impact of organizational culture on enhancing job creativity.

To propose scientific recommendations that may guide administrative leaders in adopting organizational measures that encourage job creativity.

Fourth: Research Hypotheses

Main Hypothesis 1: There is a statistically significant relationship between organizational culture and enhancing job creativity.

Main Hypothesis 2: There is a statistically significant correlation between organizational culture and job creativity.

Fifth: Research Limits

Spatial limits: The research population was limited to the Babylon Directorate of Education / administrative departments.

Temporal limits: Data was collected during the period from 1/9/2025 to 1/12/2025.

Organizational Culture

Organizational culture is considered one of the important concepts in administrative and organizational sciences, as it reflects a set of values, beliefs, and behaviors that represent the organizational identity of the institution and has a direct impact on employees' approach and methods of carrying out their assigned tasks (Schein, 2010).

Researchers and writers in the field of management have defined organizational culture as:

"A set of values and beliefs shared by employees within the organization, representing its distinctive identity, and having an important impact on decision-making and behaviors within the work environment" (Ahmed, 2023).

Elements of Organizational Culture:

Shared basic assumptions: These define acceptable and unacceptable behaviors within the organization.

Repeated practices that may become established traditions.

Organizational identity and methods that define the style and nature of work.

Systems of interaction between management and individuals, and work directives (Schein, 2010).

Foundations of Organizational Culture:

Work behavior beliefs: Organizational culture includes values and beliefs acquired over time that govern interactions between employees and management.

Problem-solving foundation: In this aspect, organizational culture is formed, or largely shaped, because of adopted solutions to problems previously faced by the organization.

Values and meanings foundation: A set of standards that define acceptable and unacceptable behaviors and enable cooperation in decision-making.

Second: Job Creativity

A- Concept of Job Creativity:

Writers and scholars have stated that job creativity refers to the ability and capacity of employees to produce new and innovative practical ideas that can be applied within their organizations as a basis for improving performance and developing work methods. It also includes organizational functions as well as goods and services (Amabile, 1996).

B- Fundamentals of Job Creativity:

Updating work methods and approaches.

The ability to acquire knowledge and learn.

Taking initiatives and providing new solutions to problems.

Third: Organizational Culture and Enhancing Creativity

Studies have shown that an organizational culture that supports innovation and work development plays a positive role in achieving creativity, taking calculated risks in work, as well as exchanging knowledge and advanced ideas with others (Ahmed, 2023).

Fourth: Findings Derived from Previous Studies

Hierarchical bureaucratic culture reduces creativity and may eliminate it, whereas innovative culture can support development and creativity (Ahmed, 2023).

Employee satisfaction can be significantly and positively affected by the presence of alignment between actual and perceived organizational culture (Zhang & Wang, 2021).

Supportive working conditions, knowledge acquisition, and knowledge sharing among employees lead to increased and enhanced creativity and innovation capabilities (Lee, 2023)

Fifth: Previous Studies*

No	researcher	Year	Study Objectives:	Key Findings:
1	Ahmed, A. F. M.	2023	To analyze the relationship between organizational culture and creativity	The relationship is positive; psychological well-being plays a mediating role.
2	Salama, I. K. Y.	2018	Organizational culture and managerial creativity	Organizational culture fosters managerial creativity.
3	Zhang & Wang	2021	The impact of culture on employee satisfaction	Cultural alignment increases employee satisfaction and stimulates creativity.
4	Lee, R. A.	2023	Analyzing the effect of culture on innovation	Collaborative culture encourages innovation.

It is noted that previous studies have mainly focused on the private sector and educational institutions outside Iraq, whereas the present study highlights the Iraqi public sector, specifically the Babylon Directorate of Education.

Sixth: Research Gap

There is a limited number of studies and research that have addressed organizational culture and creativity within the Iraqi context.

The few available studies have mainly focused on private sector organizations as their research environment, while neglecting public sector organizations.

There is an urgent need to deepen research and analyze the relationship between organizational culture and job creativity in a realistic and applied manner.

Practical Aspect

This section includes the applied framework of the research, which mainly consists of three sub-sections: the research procedures, the statistical description of the research variables, and hypothesis testing.

First: Methodological Procedures

- Research Population:

The research population consists of employees working in the Babylon Directorate of Education. A group of employees from various administrative departments was selected as an appropriate population for conducting the study. The sample size reached (110) employees, who were selected using a simple random sampling method to ensure representation of different categories of staff within the directorate.

- Research Sample:

The study sample consisted of employees from the directorate, where (110)

questionnaires were distributed. A total of (105) questionnaires were retrieved. After reviewing the returned questionnaires, (5) were found incomplete due to missing responses. Accordingly, the total number of valid questionnaires for analysis became (100)

Table No. 1 Distribution of the sample members by gender

Gender	Number
Male	62
Female	38

Table No. 2 Distribution of sample members according to educational achievement

Academic Qualifications	Number
Diploma	18
Bachelor's Degree	56
Master's Degree	20
Doctorate	6

*Table prepared by the researcher

Table No. 3 Distribution of the sample members according to age group

Age	Number
30 and under	22
31-40	38
41-50	28
50 and over	12

*Table prepared by the researcher

Table No. 4 Distribution of sample members according to years of service

Years of service	Number
10 years or less	30
10-20 years	36
21-30 years	29
More than 30 years	15

Table prepared by the researcher

Research Instrument:

A questionnaire was used as the primary tool for data collection in the present study in order to answer research questions and achieve its objectives. The questionnaire was divided into two main sections: organizational culture (consisting of 10 items) and job creativity (consisting of 10 items).

The researcher indicated that a five-point Likert scale was used to measure respondents' answers

Table No. 5 shows the five-point Likert scale

Strongly agree	Agreed	Neutral	I disagree.	I strongly disagree.
5	4	3	2	1

*Table prepared by the researcher

Statistical Methods:

A set of statistical and analytical methods were used after data coding in Microsoft Excel and then analyzing it using the Statistical Package for the Social Sciences (SPSS). The following statistical tools were employed: frequencies and percentages, arithmetic mean and standard deviation, correlation coefficient, simple linear regression analysis, and t-test.

Study Variables:

This section presents and analyzes the data obtained from the questionnaire related to organizational culture and job creativity. The items of the organizational culture dimension in the questionnaire were classified into several questions in line with the research problem and hypotheses, in order to achieve the objectives of the study. A five-point Likert scale was used to represent the response categories, and a frequency distribution table was prepared.

The researcher adopted a hypothetical mean of (3) as a benchmark for measuring and evaluating the levels of the study variables. After conducting statistical processing and analysis, weighted means and standard deviations were obtained for respondents' answers, as shown below:

- Use of Organizational Culture Tools: Table (6) presents the statistical analysis of respondents' answers regarding their use of these tools. The table includes weighted means, standard deviations, and relative importance

Table No. 6 Use of organizational culture tools

Statistical indicators			Sample members' answers				The variable t	
Paragrap hs	strong ly agree	I agree	neutral	I disagree	I strongly disagree	arithmetic mean	relative importance	paragraphs standard deviation
Q1	27	25	16	17	25	3.11	62.18%	1.510
Q2	25	26	18	23	18	3.15	63.09%	1.415
Q3	26	21	22	27	14	3.16	63.27%	1.372
Q4	21	24	15	30	20	2.96	59.27%	1.414
Q5	28	22	15	27	18	3.14	62.73%	1.456

*Table prepared by the researcher

The weighted arithmetic mean, standard deviation, and relative importance of the variable:

arithmetic mean	relative importance	standard deviation
3.11	62.11%	1.433

*Table prepared by the researcher

- The results in Table (6) indicate the following:
- The arithmetic mean of the culture variable was (3.11) with a standard deviation of (1.43). It was found that the weighted mean is higher than the test criterion value (3), which indicates that this variable is considered a single and acceptable construct among the respondents.
- The relative importance of this variable reached (62.11%) from the respondents' perspective. This may be attributed to the respondents' acceptable level of understanding regarding the importance of the culture variable within the study population, which indicates a moderate level of adoption of this variable within the study context.
- At the detailed level, items (Q3, Q2, Q5, Q1) achieved relatively high mean scores, indicating an acceptable degree of adoption of these items by the study population, as their means were recorded as

The arithmetic means, in order, were (3.16, 3.15, 3.14, 3.11), all of which are higher than the test criterion value of (3).

The results also indicated that the relative importance of the above items was (63.27%, 63.09%, 62.73%, 62.18%) respectively, while the standard deviation values for these items were (1.37, 1.41, 1.46, 1.51). This suggests an acceptable level of adoption of these items within the study population.

As for item (Q4), it recorded the lowest arithmetic mean among the previous items, reaching (2.96), with a relative importance of (59.27%) and a standard deviation of (1.41). This indicates a weaker level of adoption of this item by the study population compared to the other items of the variable

Use of Job Creativity Tools: Table (7) presents the statistical analysis of the respondents' answers regarding their impact on the use of tools. The table includes weighted means, standard deviations, and relative importance

Table No. 7 Use of organizational culture tools

Statistical indicators			Sample members' answers				The variable t	
Paragraphs	strongly agree	I agree	neutral	I disagree	I strongly disagree	arithmetic mean	relative importance	paragraphs standard deviation
Q6	20	22	18	22	28	2.85	57.09%	1.464
Q7	22	21	19	22	26	2.92	58.36%	1.466
Q8	28	16	27	19	20	3.12	62.36%	1.438
Q9	21	17	25	23	24	2.89	57.82%	1.416
Q10	28	22	25	12	23	3.18	63.64%	1.466

The weighted arithmetic mean, standard deviation, and relative importance of the variable:

arithmetic mean	relative importance	standard deviation
2.99	59.85%	1.450

*Table prepared by the researcher

The results presented in Table (7) indicate the following:

- The arithmetic meaning of the job creativity variable was (2.99) with a standard deviation of (1.45). It was found that the meaning is slightly lower than the test criterion value (3), which indicates that the level of adoption of job creativity in the study population is moderate but tends toward a lower level. The relative importance of this variable was (59.85%) from the respondents' perspective.
- The detailed results of this variable show that items (Q6, Q9, Q7, Q8, Q10) achieved different levels of arithmetic means, recorded respectively as (3.18, 3.12, 2.92, 2.89, 2.85). It is observed that items (Q10 and Q8) exceeded the test criterion value (3), indicating an acceptable level of adoption of these two items among the study respondents. In contrast, items (Q7, Q9, and Q6) fell below the test criteria, indicating a lower level of adoption of these aspects of job creativity within the study population. The relative importance of these items was (63.64%, 62.36%, 58.36%, 57.82%, and 57.09%) respectively.
- The standard deviation values for the above items were (1.46, 1.44, 1.46, 1.41, 1.46), which indicates a degree of variation in the respondents' answers regarding the job creativity variable. This reflects differences in respondents' perceptions of the level of job creativity practices within the study population.

Analysis of Research Hypotheses:

Correlation Hypothesis Test: This section aims to test the main hypothesis, which states:

Is there a statistically significant correlation at the adopted significance level (0.05) between organizational culture and job creativity? Pearson correlation coefficient was used as the appropriate statistical tool to identify the relationship between the study variables, as shown in Table (8)

Variables	Level of significance	Correlation coefficient	Probability value (Sig)
Job Creativity			
	0.05	0.612	0.000
Organizational Culture			

*The source was prepared by the researcher using SPSS software.

The results presented in Table (8) show the correlation analysis between the study variables, indicating a positive and statistically significant relationship between organizational culture and organizational creativity at a good level. The correlation coefficient was (0.612) at a significance level of (0.05), which confirms its statistical significance.

Based on this result, the researcher can conclude that improving the level of organizational culture within the organization contributes to enhancing employees' job creativity. A supportive and motivating organizational environment encourages employees to generate new and innovative ideas, which positively reflects performance development and improves work efficiency within the organization

Impact Hypothesis Test: To test the second main hypothesis, which states that (there is a statistically significant effect of organizational culture on job creativity), the calculated t-value and the coefficient of determination (R^2) were extracted, as shown in Table (9)

Independent :variable	Coefficient of determination R^2	Calculated t value	Level of significance	Result
Organizational culture	0.375	7.68	0.000	Moral impact

*The source was prepared by the researcher using SPSS software.

It is observed in Table (9) that the organizational culture variable has a positive and statistically significant effect on job creativity. The calculated t-value was (7.68), which is greater than the tabulated t-value of (1.98). The coefficient of determination (R^2) reached (0.375), meaning that organizational culture explains 37.5% of the variations in job creativity among the study sample.

This indicates that strengthening organizational values that support creativity, encouraging teamwork, and providing a stimulating organizational environment significantly contribute to developing employees' job creativity. This, in turn, positively reflects on improving institutional performance and enhancing work efficiency within the organization

Conclusions and Recommendations

First: Conclusions

The study revealed a statistically significant positive correlation between organizational culture and employees' creativity at the Babylon Directorate of Education, indicating that strengthening organizational culture is directly associated with enhancing employees' creative capabilities.

The findings showed that organizational culture contributes (37.5%) to explaining job creativity (R^2 value), which is considered a good percentage and demonstrates that a stimulating work environment is a key factor in encouraging development and creativity among employees.

The study indicated that the level of job creativity was moderate and tended toward decline (mean = 2.99), suggesting weaknesses in the adoption of creative practices, possibly due to the prevalence of routine work or the absence of clear incentives for innovative ideas.

Statistical analysis of the questionnaire items revealed variation in respondents' views regarding creativity practices, where some items (Q10, Q8) showed higher acceptance, while others were lower, reflecting limited integration of creative approaches in administrative work.

Second: Recommendations

The leadership of the Babylon Directorate of Education should adopt an open and flexible organizational culture that supports the flow, recognition, and development of innovative ideas proposed by employees.

A reward and incentive system should be introduced for employees who provide creative solutions and innovative contributions.

Employees should be developed through training programs aimed at enhancing creative skills and innovative thinking.

Modern communication systems and methods should be established to address weaknesses in certain aspects of organizational culture and improve internal communication efficiency.

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