

The role of organizational elegance in promoting organizational creativity: An analytical study of the opinions of employees at Baiji Oil Training Institute

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<p>Article history Submitted: 20 December, 2023 Revised: 05 January, 2024 Accepted: 23 January 2024</p>	<p>Abstract The current research aims to identify the relationship of correlation and effect between organizational elegance with its dimensions (elegance of the physical environment and elegance of the social relations) and organizational creativity at Baiji Oil Training Institute. To achieve this objective, the research adopts the descriptive analytical approach through employing the questionnaire as a tool to collect data. The research sample is randomly selected, consisting of (179) employees. The research concludes that there is a correlation and significant effect between organizational elegance and organizational creativity, as proved by the statistical analysis of the data collected from the research sample. Thus, it recommends enhancing the attention to the dimensions of organizational elegance in the institute under study through implementing the mechanism proposed by the research because of its role in promoting organizational creativity.</p>
<p>Keywords: Organizational elegance, Organizational creativity, Baiji Oil Training Institute.</p>	

1. Introduction

Currently, the business environment is witnessing rapid changes at the economic, social, cultural and technological levels. These changes have affected the work of the organizations and motivated them to search for tools to keep pace with such changes and adapt to them, and even seek to achieve organizational creativity in their business sector. The researchers have worked hard to provide the tools that will help organizations in accomplishing their various activities in a changing environment. Hence, this research is an extension of the research efforts presented by the researchers. It examines the relationship between organizational elegance and organizational creativity, targeting Baiji Oil Training Institute as a field of study for being appropriate to the research variables under study. This research is divided into five sections, the first section presents the research methodology. While the second, third and fourth sections discuss the literature on the organizational elegance, the organizational creativity, and data analysis, respectively. Finally, the conclusions and suggestions are presented in the fifth section.

At the present time, organizations work in an environment of change. The great technological development accompanied by the economic, social, cultural and environmental changes has negatively affected the business organizations as well as other organizations, especially those that did not adapt to these changes. This effect has reflected at the physical environment of the organization, its social consistency and labor relations. This has negatively affected employees' creativity and led to the low level of organizational creativity as a whole. Consequently, organizations search for modern, innovative and unconventional methods that help improve the performance of employees and enhance organizational creativity. Therefore, organizational elegance, which focuses on the elegance of the work environment and social relations, may be one of the tools that can contribute to facing the challenges and working to enhance the organizational creativity. The significance of research lies in investigating a recent topic, which is organizational elegance. The importance of the oil sector, especially Baiji oil training institutes. Providing current and future solutions and scenarios to address the problems of the organization studied, especially in cases of deterioration of organizational creativity.

Based on the above, the research problem is formed in the following question: What is the level of effect of organizational elegance on promoting the organizational creativity? The current research aims at studying the relationship between two variables (namely, organizational elegance and organizational creativity) and highlighting the results of this relationship. It also aims at building a theoretical framework that clarifies the relationship between research variables based on the scientific references that dealt with this topic. Further, the study aims at identifying the reality of the elegant organization

by revealing the availability of the elements of the elegant organization in the organization under study as adopted by this research. In addition, it aims at presenting conclusions and suggestions based on the results at the theoretical and practical levels.

2. Literature Review

2.1 Organizational Elegance

This section includes the following subsections:

a. *The Concept of Organizational Elegance*

Elegance is one of the positive qualities on the personal level that a person seeks to achieve and acquire, as it enhances human self-confidence, plays a major role in improving social relations and contributes to the development of work and emotional life. In general, elegance is defined as a set of steps through which it is possible to reach sufficient personal attractiveness and have a better personal life (Shalash, 2022: 1). Elegance refers to the verbal and non-verbal arrangement and coordination (almaany.com). According to the organizational perspective, Qandil (2020: 15) believes that organizational elegance means keeping pace with and attracting unique and exceptional physical and social developments that occur in the business environment. While Mahmoud et al. (2023: 3) define organizational elegance as an organizational scheme that deals with employees in the organization in an elegant, attractive and impressive way. As for Sayed Omar (2020: 52), organizational elegance is a set of attractive physical, human and social capabilities that the organization possesses, which contribute to motivate others to work and deal with the organization. Abu Hilal (2021: 21) states that organizational elegance reflects the ability of the organization to renew itself socially and physically, to adapt and change quickly, succeed in a rapidly changing, ambiguous and disordered environment. Halal (2021: 503) indicates that organizational elegance is the ability of organization to attract creative systems in order to be distinguished and to have its own competitive characteristic. An elegant organization is viewed as an organization that can provide high-quality products on time and characterized by gorgeous and bright colors. This in turn requires the organization to have the mental and elegant regulatory culture, in addition to the appropriate practices, competencies, engineering and social relations (Gogichaty et al., 2023: 3308). Based on the above, the researchers believe that organizational elegance is a combination of a unique regulatory physical environment and coherent social interactions that respect others, increase their efficacy and keep pace with everything that is positive in the world of organizational fashion.

b. *The Benefits of Organizational Elegance*

The organizational elegance achieves various benefits represented as follows:

- a. Helping organizations attract human resources that possess unique and distinct skills.
- b. Leading the organization to invest the new opportunities occurring in the business environment (Qandil, 2020: 15).
- c. Providing employees with the latest skills and knowledge as a result of keeping pace with the latest developments in the business environment.
- d. Achieving exceptional returns, which is a reflection of the modern activities adopted by the elegant organization (Mahmoud et al., 2023: 3).
- e. Raising the level of organizational creativity through the continuous renewal of the organization's physical, social and behavioral elements.
- f. Achieving the flexibility and speed necessary to make the organization more responsive to the changes that occur in the business environment (Abu Hilal, 2021: 24).
- g. Improving the organization's capabilities to exploit opportunities available in the business environment and respond to them on time (Lee & Liu, 2022: 2).
- h. Achieving the creativity sought by the organization in order to have its own competitive characteristic and work to establish the idea of business leadership in the competitive sector in which the organization operates.
- i. Encouraging the organization to strategic thinking, clear vision, and form strategic goals scientifically (Halal, 2021: 508).
- j. Enhancing and maintaining the competitive position of the organization, through its impressive products that appeal to customers and attract their desires (Al-Ansari, 2021: 505).

Based on the above, the researchers believe that the organizational elegance can achieve a number of benefits, which may be represented in achieving the employees' happiness and their interest in work, because of the elegant physical and social components it provides, in addition to the legal value sought by employees in the elegant organization because they feel proud to belong to this organization.

c. *Dimensions of Organizational Elegance*

The dimensions presented by Al-Khalidi (2021: 2) are adopted in this study, due to being appropriate to the research objectives and the field of study. These dimensions include:

i. The Elegance of the Physical Environment of Organization

The physical environment is one of the important elements that enhance the elegance of the organization and thus contributes to achieving the goals sought by the organization because of its great effect on improving the performance of employees and enhancing their creativity. In this field of knowledge, researchers present various concepts of the elegance of the organizational work environment that differ according to the researchers' opinions and ideas. Al-Qawasmeh (2020: 14) defines it as the degree of excellence found at work, and the working conditions that determine the relationship between the employee and his environment, which contribute in their entirety to achieving general satisfaction and improving performance capabilities at the level of the individual and the organization as a whole. While Deghim (2020: 556) believes that the elegance of the organizational physical environment is a set of elements that promote creative thinking processes with seriousness and originality. Based on the above, the researchers believe that the elegance of the physical environment is represented by the organization's ability to find a kind of arrangement, harmony and integration between the requirements of work and its elements in a way that contributes to achieving comfort and happiness for employees when completing the works entrusted to them and increases their creativity.

ii. The Elegance of Employees' Social Relations

The elegance of social relations plays an important role in maintaining and building strong and long-term organizational relationships, which is the main element in enhancing trust, commitment and satisfaction among employees, based on gorgeous and attractive behaviors. The elegance of social relations is defined as the quality and strength of individuals' relationships and their interdependence with each other, which reflects the cooperation among employees (Al-Enezi & Al-Khafaji, 2023: 236). Al-Qaisi (2022: 48) believes that the elegance of social relations is the inner sense of satisfaction, welfare, the ability to self-care and integrate into social roles positively. As for Al-Qawasmeh (2020: 14), the elegance of social relations refers to behavioral practices represented by eloquence and respect for the other, which enables building coherent and strong social relations that enhance workers' sense of security and thus motivate them to creativity and better performance. Mansour & Shareet (2022: 291) indicate that the importance of elegant social relations lies in the fact that they support the effective use of human resources and better performance by emphasizing the physical, mental and spiritual elegance of employees. Therefore, this ensures the comprehensive well-being of employees, which contributes to increasing the ability of employees to improve their personal and career conditions. Based on the above, the researchers believe that the elegance of employees' social relations can be expressed through the spread of kind and good behavior in labor relations and increasing the ability of employees to manage and cope with different cultures and opinions in a kind and attractive way.

2.2 Organizational Creativity

This section includes the following subsection:

a. The Concept of Organizational Creativity

Organizational creativity is a competitive advantage that business organizations rely on today in achieving their objectives, confronting their competitors and maintaining their market status. Linguistically, creativity stems from create and creation, that is, never done before). Terminologically, Smith defines it as finding the relationship between unrelated things, while Simpson views it as a process of thinking creatively to present new and different perceptions (Idris et al., 2022: 77). Rabahi (2012: 66) defines organizational creativity as renewing and providing new organizational models that increase flexibility in the performance of tasks and improve labor relations. Moreover, Mansour and Muhammad (2022: 36) define it as the creativity that is produced by the organization and not a specific individual. As for Shaima and Asia (2022: 16), it represents an individual or shared mental ability that results in a new thought or work characterized by a highest degree of ability, flexibility, originality and sensitivity to the problems facing business organizations at the level of the physical environment and social work relations. Nasira and Casso (2022: 11) states that organizational creativity is the process whereby an organization utilizes all of its knowledge, skills and technical systems to develop entirely new goods or services or to improve and develop the existing systems. While Mustafa (2023: 278) considers it as a social phenomenon formed by individuals' interaction through his skills to generate ideas, management through its support for creative ideas, and culture through its significant support necessary for creativity. Shahzad et al. (2016:159) argue that organizational creativity is the ability of an organization to present useful and valuable processes, procedures, ideas and products that considerably contribute to achieve a benefit to many stakeholders. Based on the above, the researchers believe that organizational creativity refers to employees' ability to provide applicable, elegant ideas that correspond to the exceptional services provided by the organization, distinguishing it from competing organizations.

b. The Benefits of Organizational Creativity

Organizational creativity contributes to achieve the following benefits:

- a. Being distinct from other competitors by responding quickly and uniquely to new needs that occur in the business environment to be met by the organizations operating in the market.

- b. Discovering new opportunities in the business environment and encouraging the organization that adopts creativity to invest them (Rabahi, 2012: 68).
- c. Increasing the long-term competitiveness of organizations in the competitive sector.
- d. Improving the image and status of the organization and making it attractive and elegant (Mansour & Muhammad, 2022, 37).
- e. Developing the capabilities of individuals and teamwork in the organization to build new ideas and solutions.
- f. Developing cooperation among employees, communicating with them and developing methods in solving their problems (Nasira & Casso, 2022: 11).
- g. Discovering employees' talents, abilities and skills and working to employ and invest them.
- h. Increasing the significant value of the organization and enhancing its reputation (Idris et al., 2022: 8).

c. *Elements of Organizational Creativity*

The researchers have presented many elements related to organizational creativity. These elements differ according to the opinions of researchers and the fields of study, in addition to their differences in the cognitive and scientific schools of thought to which they belong. The researchers adopted some elements of organizational creativity that correspond to the topic of this study and its field. These elements are as follows (Abdelkader & Bin Salem, 2022: 46; Mansour & Muhammad, 2022: 38; Mustafa, 2023: 279; Nasira & Casso, 2022, 11):

- i. Flowingness: It means the ability of the organization to provide or produce a large number of alternatives, uses or ideas when facing certain situations or events.
- ii. Flexibility: It means the ability of the individual to present diverse ideas, as well as changing a viewpoint, thinking or vision according to the course or requirements of the situation, event or problem.
- iii. Anticipation of problems: It means the ability of the organization to discover the various problems or crises it faces and expect them before they occur, and its ability to develop various scenarios that help it find appropriate solutions to them using unconventional creative tools, systems or methods that are not produced by other competitors.
- iv. Originality: It is the ability of the organization to provide unconventional and unprecedented ideas and solutions in the field of work, as the organization that has original ideas will have organizational creativity and thus will work to face challenges and problems with new and completely different solutions.
- v. Enrichment and details: they refer to the ability of the organization to add other and unlimited details to a specific product or idea.

2.3. *Theoretical Framework*

A theoretical framework is designed to show the correlation and effect relationships between the study variables, and then form the research hypotheses and test them later.

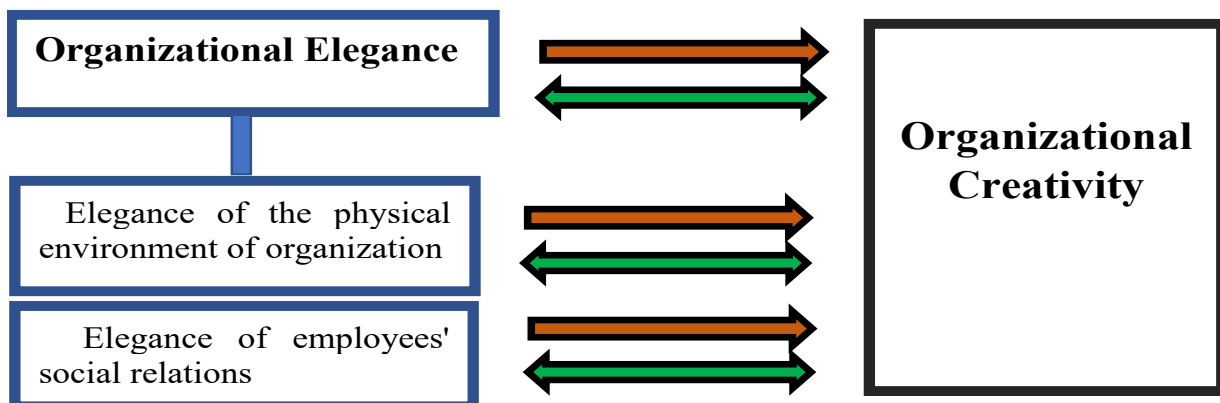


Figure 1: the theoretical framework of the study

2.4 *Research Hypotheses*

Based on the theoretical framework, the following main and sub-hypotheses are formed:

The first main hypothesis (H1): There is a significant correlation between the organizational elegance with all of its dimensions and the organizational creativity at Baiji Oil Training Institute.

The second main hypothesis (H2): Organizational elegance with all of its dimensions has a significant effect on the organizational creativity at Baiji Oil Training Institute.

The first sub-hypothesis (H2.1): The elegance of organizational physical environment has a significant effect on the organizational creativity at Baiji Oil Training Institute.

The second sub-hypothesis (H2. 2): The elegance of social relations has a significant effect on the organizational creativity at Baiji Oil Training Institute.

The third sub-hypothesis (H2. 3): The overall organizational elegance has a significant effect on the organizational creativity at Baiji Oil Training Institute.

The third main hypothesis (H3): The effect of organizational elegance dimensions on organizational creativity varies at Baiji Oil Training Institute.

3. Research Methodology

3.1 Sampling and Sample Size

The information obtained by the researcher from the Human Resources Division at Baiji Oil Training Institute showed that the institute has (333) employees, representing the research community. The researcher used the equation of Steven K. Thompson to determine the size of the target sample to distribute the questionnaire form to it, as follows:

$$n = \frac{N * p (1 - p)}{[N - 1 * (2d \div 2Z)] + p(1 - p)}$$

Where N represents the population size, P is the confidence level corresponding to the significance level of (0.05) where its value is (0.95), Z represents the tabulated value (1.96), d refers to the error ratio=(0.05), and P is the probability value (0.50).

After applying the equation, the result is:

$$n = \frac{333 * 0.50 (1 - 0.50)}{[333 - 1 * (0.0025 \div 3.8416)] + 0.50(1 - 0.50)}$$

$$n = \frac{83.25}{[0.21605] + 0.25}$$

$$\frac{83.25}{0.46605} = 179 \text{ employees (the research sample)}$$

3.2 Description of the Research Population and Sample

The field of research was represented by the oil sector, targeting Baiji Oil Training Institute, due to corresponding to the dimensions and variables addressed in this research. Concerning the research population, it included (333) employees of the Institute. Out of this population, (179) employees were selected randomly to represent the research sample based on Thompson's equation. In this regard, (185) forms were distributed to the employees, and then (182) forms were retrieved, from which (3) forms were excluded due to lacking information. Therefore, the number of forms valid for analysis included (179) forms, with a retrieval rate of (96%). Table (1) shows the details of questionnaire distributed to the employees.

Table 1: Questionnaire forms distributed and retrieved

Details of questionnaire	Number
Distributed forms	185
Retrieved forms	182
Excluded forms	3
Valid forms	179
Percentage of valid forms	%96

Source: This table was prepared by the researchers.

3.3 Tools and Variables

The research tool was represented by a questionnaire form designed by the researchers to measure the research variables. Firstly, the independent variable was the organizational elegance with (10) statements in the questionnaire form. This variable included only two dimensions, namely the elegance of physical environment and the elegance of social relations,

with (5) statements for each dimension consistent with the previous studies (Deghim, 2020; Al-Enezi & Al-Khafaji, 2023; Halal, 2021). Secondly, the dependent variable was the organizational creativity with (5) statements. The questionnaire also contained another part for demographic information of the research sample including gender, academic achievement, years of experience. Table (2) shows the parts of the questionnaire used in the current research. A five-point Likert scale was used to express the attitudes of the sample at the Institute, whose levels ranged between (5 = completely agree - 1 = completely disagree).

Table 2: parts of the questionnaire form

Parts	Items	Dimensions	Number	No. of statements
Demographic information	Gender			
	Academic qualification			
	Years of experience			
Independent variable	Organizational elegance	Elegance of physical environment	5	1-5
		Elegance of social relations	5	6-10
		Total	10	1-10
Dependent variable	Organizational creativity	Organizational creativity	5	11-15

Source: This table was prepared by the researchers.

4. Results and Discussion

This section discusses the results and tests the hypotheses based on the theoretical relationships reviewed in studies related to research variables.

4.1 Description of the Research Sample

In order to shed light on employees' perception of the research variables, this part presents the description of research sample. Table (3) shows the distribution of sample according to employees' demographic information.

Table 3: Distribution of sample according to demographic information

Category		Number	Percentage (%)
Gender	Male	177	98.9
	Female	2	1.1
Academic qualification	Primary- secondary	38	21.2
	Diploma	22	12.3
	Bachelor	103	57.5
	Master	12	6.7
	PhD	4	2.2
Years of experience	1-10 years	30	16.8
	11-20 years	128	71.5
	21-30 years	19	10.6
	31 and more	2	1.1

Source: This table was prepared by the researchers based on the statistical program (SPSS).

Table (3) shows the demographic information of the research sample. It is clear that the highest percentage was recorded for males (98.9%) with (177) employees of the total sample (n = 179), while the percentage of females was (1.1%) with (2) employees only. As for the academic qualification, most of the research sample were holders of a bachelor's degree with (57.5%). This result enhances the level of understanding of the questionnaire statements. In terms of years of experience, the highest percentage was recorded for employees with experience exceeding 10 years, as represented by (83.2%). This result enhances employees' awareness of the questionnaire statements, due to their intellectual maturity of the practices adopted in the environment of the institute in question.

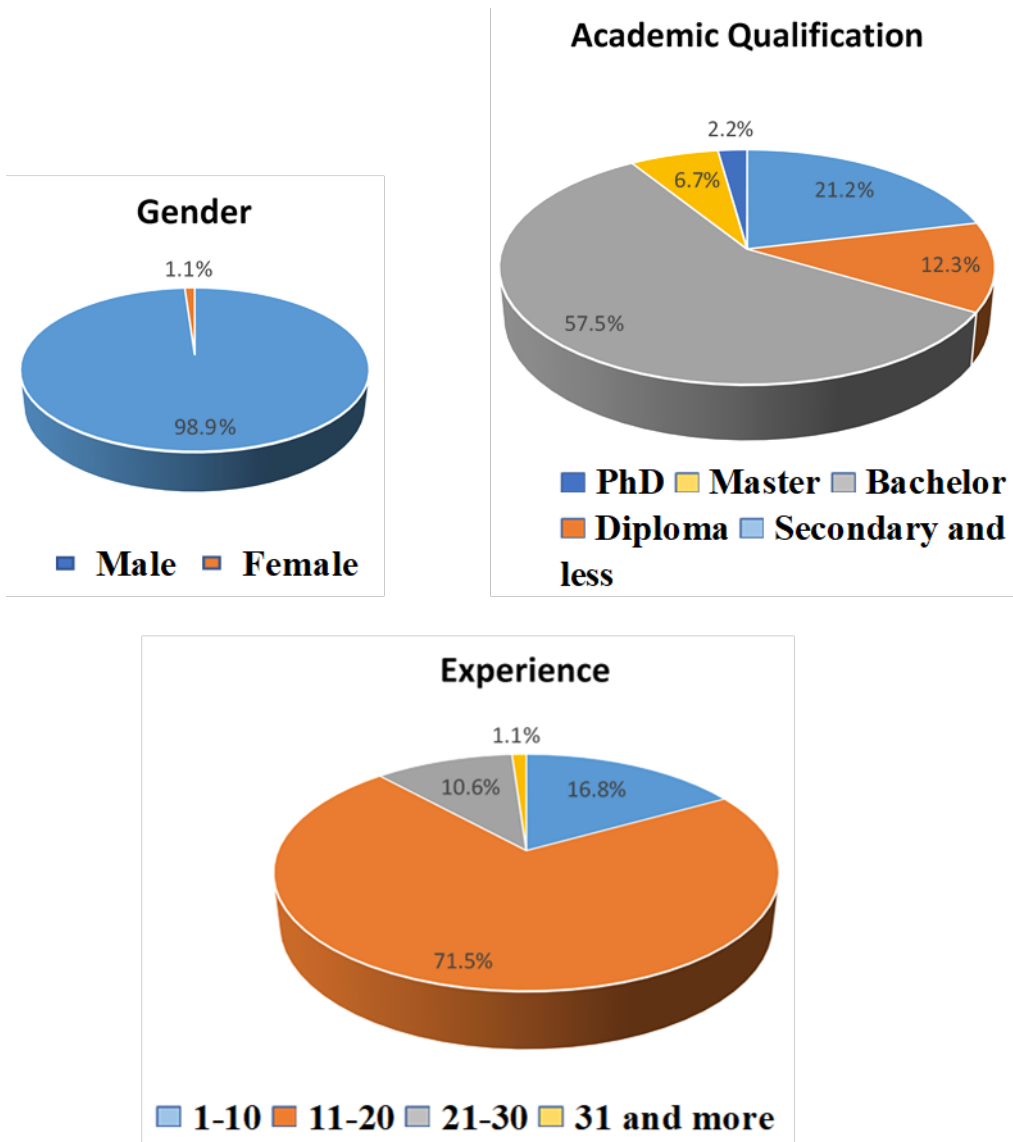


Figure 1: the distribution of research sample according to demographic information

Source: This figure was designed by the researchers.

4.2 Testing the Research Tool

The face validity of the questionnaire was tested through presenting it to (6) experts in administrative disciplines at Tikrit University. In addition, Intrinsic validity was tested through the square root of the Cronbach alpha coefficient shown in Table (4), whose values ranged between (0.884 – 0.913). While the reliability of the questionnaire and its results was tested by adopting the values of the Cronbach alpha coefficient, whose values ranged between (0.781 – 0.834) as shown in Table (4), which are greater than the standard values of 70%, indicating the reliability of results. Consequently, these results can be adopted and generalized to the research population, due to the reliability and validity of the research variables and dimensions.

Table 4: Testing the validity and reliability of the questionnaire

Variable	Cronbach alpha coefficient	Validity coefficient
Organizational elegance	0.834	0.913
Organizational creativity	0.781	0.884

Source: This table was prepared by the researchers based on SPSS.

4.3 Testing the Fit of Model

As an initial step to adopt the confirmatory factor analysis to test the fit of model, the adequacy of the sample was first tested using the matrix determinant (Determina), the KMO test and Bartlett's test. Table (5) shows that the value of KMO reached (0.876) for the organizational elegance variable and (0.820) for the organizational creativity variable, which is greater than the standard value (0.5). This indicates the adequacy of the sample size in order to conduct the statistical

analysis. Additionally, the Bartlett's test confirmed the adequacy of the sample size for analysis, due to the significance of Chi-Square of (0.000), which is less than (5%). As for the matrix determinant (Determina) represented by (0.067) for the organizational elegance variable and (0.293) for the organizational creativity variable, it was less than the standard value of (0.0001). This confirms that the relationship matrix does not suffer from the problem of autocorrelation.

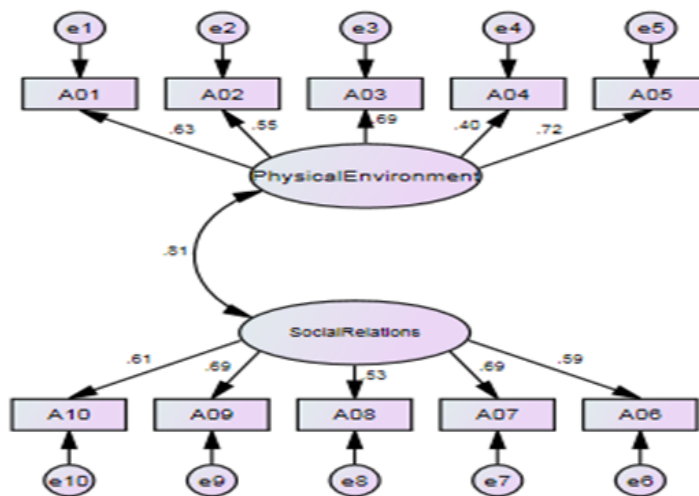
Table 5: testing the adequacy of sample size

Variable	Determina	KMO	Bartlett's test	Sig.
Organizational elegance	0.067	0.876	470.450	0.000
Organizational creativity	0.293	0.820	215.557	0.000

Source: This table was prepared by the researchers based on SPSS.

To test the goodness-of-fit Index of the theoretical model with the hypothetical model of the research, the confirmatory factor analysis was adopted. The results were reached by adopting the program of (AMOS Ver. 20). The goodness-of-fit Index was tested at the level of dimensions and variables. Figure (2) shows the results of goodness-of-fit Index of the dimensions of the independent variable (organizational elegance). It is clearly observed that the values of the curved arrows demonstrated common variations between the dimensions of organizational elegance (elegance of the organizational physical environment and elegance of social relations). The result of the variance between the dimension of elegance of the organizational physical environment and the elegance of social relations was (0.81), which is a high value compared to the normed values of saturation of (0.45). Thus, it can be concluded that there are high levels of consistency between the two dimensions of the independent variable in this research.

Moreover, the values of the straight arrows indicated the levels of contribution of each statement to its dimension. It is noted that the highest contribution was for statement No. (5), which belongs to the dimension of elegance of the organizational physical environment with a value of (0.72). While the lowest contribution was for statement No. (4), which also belongs to the dimension of elegance of the organizational physical environment, with a value of (0.40). Thus, there are levels of goodness-of-fit in most of the results of confirmatory factor analysis, confirming the good selection of the theoretical model adopted in this research regarding the independent variable.



The values of fit indexes of model and measurements

Chi-Square: the low value is better (35.959)

Root Mean Square Residuals: The closer to zero, the more identical and complete they are (.016)

Goodness-of-fit Index = 0.90 and more (.962)

Tucker-Lewis Index (TLI) = 0.90 and more (.994)

Normed Root Mean Square Error = less than 8 (.018)

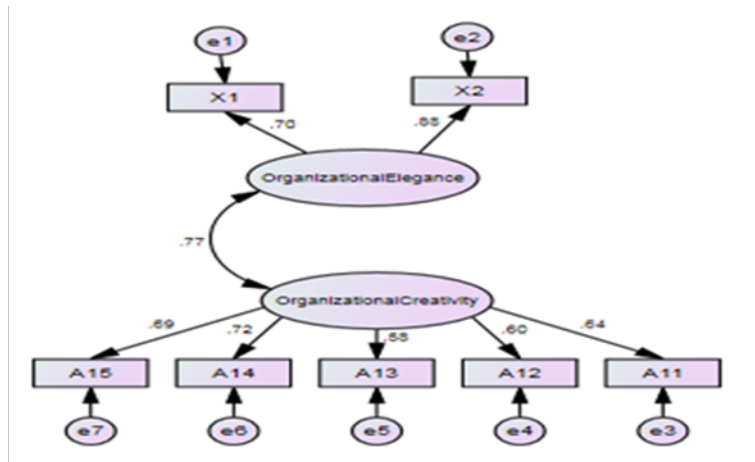
Figure (2): Results of the confirmatory factor analysis of the statements and dimensions of organizational elegance

Source: This figure was designed by the researchers based on the AMOS program

While Figure (3) reveals the goodness-of-fit test of all research variables. The values of the curved arrows demonstrated the common variations between the research variables. The value of variance between the independent variable (organizational elegance) and the dependent variable (organizational creativity) was (0.77), representing high values

compared to the normed values of saturation of (0.45). Thus, it can be concluded that there are high levels of consistency between the independent and dependent variables in this research.

Furthermore, the values of the straight arrows indicate the levels of contribution of each dimension to its variable. It can be seen that the highest contribution was to the dimension of elegance of social relations, which belongs to the variable of organizational elegance, with a value of (0.88). Then, it is followed by statement (14) (**providing unconventional and unprecedented ideas and solutions to the field of work**), which belongs to the variable of organizational creativity. While the lowest contribution was for statement (12) (**present various ideas and change viewpoint and thinking according to the requirements of the situation**), which also belongs to the variable of organizational creativity, with a value of (0.60). Accordingly, there are levels of goodness-of-fit in most of the current results. This confirms the good selection of the theoretical model adopted in this research.



The values of fit indexes of model and measurements

Chi-Square: the low value is better (14.316)

Root Mean Square Residuals: The closer to zero, the more identical and complete they are (.012)

Goodness-of-fit Index = 0.90 and more (.977)

Tucker-Lewis Index (TLI) = 0.90 and more (.994)

Normed Root Mean Square Error = less than 8 (.024)

Figure (3): Results of the confirmatory factor analysis of the research variables

Source: This figure was designed by the researchers based on the AMOS program

Figures (2) and (3) also clarify the indexes and measures of goodness-of-fit of the theoretical model with the applied model of the current research. These indexes indicate that:

- The index of the root mean square residuals (RMR), whose normed value equal to or close to zero, indicates a good level of fit, as the index values of (0.016) for dimensions and (0.012) for variables achieve the normed value by approaching zero, indicating a good fit of the theoretical model with the applied model.
- The values of goodness of fit index (GFI) of (0.962) for dimensions and (0.977) for variables indicates a good fit of the theoretical model with the applied one for the two dimensions of the independent variable, as well as all research variables, indicating a relatively acceptable value compared to its normed value (0.90), as whenever the value is equal to or higher than (0.90), this indicates the goodness of fit and vice versa.
- The normed value of Tucker-Lewis Index (TLI) of (0.90) shows good levels of fit by comparing its results represented by (0.994) for dimensions and (0.994) for variables, which is greater than the normed value, considered a good index.
- The values of Root Mean Square Error of Approximation (RMSEA) of (0.018) for dimensions and (0.024) for variables showed that there is a significant and acceptable fit, because these values are less than the normed value of this index of (8%).

Based on the results of fit and the indexes adopted in this research, the theoretical model has a good fit with the applied model of the current research.

4.4 Descriptive analysis

By adopting measures of central tendency, such as arithmetic mean, standard deviation and others, the statistical tests were performed using (SPSS Ver.22), clarifying the characteristics of the statements used in measuring the dimensions and variables of the research according to the opinions of the sample, as shown in Table (6).

Table 6: Descriptive analysis of the research variables statements

No.	Statements	Arithmetic mean	Standard deviation	Materiality (%)
1	Creative thinking	4.592	0.596	91.84%
2	Overall satisfaction and improved performance	4.497	0.594	89.94%
3	The ability to achieve personal and organizational goals	4.458	0.647	89.16%
4	The ability to exert more efforts to complete the works assigned to me on time	4.508	0.584	90.17%
5	Comfort and happiness enhance the building of the competitive characteristic of the organization	4.447	0.720	88.94%
6	Building strong and long-term formal and informal social relationships	4.547	0.705	90.95%
7	Trust and cooperation with others	4.458	0.681	89.16%
8	Gorgeous, elegant and attractive behaviors	4.469	0.612	89.39%
9	Spiritual, physical and mental elegance	4.413	0.651	88.27%
10	Feeling safe motivates me to creativity and improve performance	4.391	0.721	87.82%
11	Producing a large number of alternatives and uses to face certain situations or events	4.480	0.648	89.61%
12	Presenting various ideas and changing viewpoint and thinking according to the requirements of the situation	4.436	0.600	88.72%
13	Discovering and predicting the problems and crises	4.318	0.648	86.37%
14	Providing unconventional and unprecedented ideas and solutions in the field of work	4.346	0.729	86.93%
15	Adding creative and unlimited details enhances the quality of services provided	4.346	0.721	86.93%

Source: This table was prepared by the researchers based on SPSS.

Table (6) demonstrates a great agreement on the (15) statements of the questionnaire in terms of the arithmetic mean and materiality that recorded high values for all statements. The highest level of agreement was for statement (1) with an arithmetic mean of (4.592) and materiality of (91.84%), which represents (creative thinking) within the first dimension (elegance of the organizational physical environment) of the independent variable (organizational elegance). It is followed by statement (6) with an arithmetic mean of (4.547) and materiality of (90.95%), which represents (building strong and long-term formal and informal social relationships) within the second dimension (elegance of social relations) of the independent variable (organizational elegance). As for the lowest level of agreement, it was recorded for statement (13) with an arithmetic mean of (4.318) and materiality of (86.37%), which represents (discovering and predicting the problems and crises) within the dependent variable (organizational creativity). It is observed that all statements recorded a high level of consistency in the answers of the respondents. This in turn denotes a low level of variance between the answers, as confirmed by the observed decrease in the values of standard deviation. This result supports the inferences that can be built according to the arithmetic mean of these statements.

Furthermore, table (7) shows the characteristics of the dimensions and variables of the research for all participants. These dimensions and variables were described by adopting both the arithmetic mean and standard deviation along with the highest and lowest value and other statistical measures.

Table 7: Descriptive analysis of research variables and dimensions

Variables	Arithmetic mean	Standard deviation	Highest value	Lowest value	Materiality	Skewness
The elegance of organizational physical environment	4.501	0.439	2	5	90.01%	-0.977
The elegance of social relations	4.456	0.481	1.6	5	89.12%	-0.942

The organizational elegance variable (total)	4.478	0.413	1.8	5	89.56%	-0.420
The organizational creativity variable	4.386	0.490	1.8	5	87.71%	-0.200

Source: This table was prepared by the researchers based on SPSS.

Table (7) clarifies a high level of agreement of all dimensions and variables of the research in terms of the arithmetic mean and materiality. Concerning dimensions, the elegance of organizational physical environment was the highest with an arithmetic mean of (4.501) and materiality of (90.01%), while the elegance of social relations had an arithmetic mean of (4.456) and materiality of (89.12%). In terms of variables, organizational elegance had the highest agreement among respondents with an arithmetic mean of (4.478) and materiality of (89.56%), followed by the organizational creativity with an arithmetic mean of (4.386) and materiality of (87.71%). The decrease in the value of standard deviation of all dimensions and variables indicates a high consistency in the respondents' answers and perception, referring to a decrease in the level of variance. This contributes significantly to verifying and enhancing the result of arithmetic mean that reveals the high level of agreement between these variables and dimensions.

4.5 Testing the Normal Distribution

For selecting the appropriate statistical tools in testing the research hypotheses, the level of data normality was tested to examine the level of normal distribution, which is a key element in determining the type of these tools in terms of being parametric (if the data is normally distributed) or non-parametric (if the data is not distributed normally). The skewness coefficient was adopted in this test. The standard value of this coefficient between (+1 and -1) indicates that the data is distributed normally. The results shown in table (7) reveal that the values of the skewness coefficient for all dimensions and variables of the research fall within the normal range of this coefficient. Therefore, the research data is distributed normally, and then the parametric statistical tools and methods can be used in subsequent tests to examine the research hypotheses.

4.6 Testing the Research Hypotheses

This research included three main hypotheses:

The first main hypothesis (H1): There is a significant correlation between the organizational elegance with all of its dimensions and the organizational creativity at Baiji Oil Training Institute.

By adopting the value of Pearson's correlation coefficient, the level of the relationship between the dimensions and variables of the search was tested. Table (8) shows the results of this test.

Table 8: Results of the correlation between the organizational elegance with all of its dimensions and the organizational creativity

Variables		Elegance of organizational physical environment	Elegance of social relations	Organizational elegance
Organizational creativity	Pearson's coefficient	0.473**	0.600**	0.600**
	Sig.	0.000	0.000	0.000

Source: This table was prepared by the researchers based on SPSS.

Table (8) shows the values of the correlation coefficients between the organizational elegance with all of its dimensions and the organizational creativity. Concerning dimensions, the elegance of social relations recorded the strongest significant correlation (positive) with the variable of organizational creativity, followed by the elegance of the organizational physical environment with the organizational creativity. As for variables, the organizational elegance in total recorded a strong significant correlation (positive) with the organizational creativity. This result indicates the availability of organizational elegance in total. This will be accompanied by an increase in the level of organizational creativity according to participants' perspective at Baiji Oil Training Institute. According to these results, it can be said that the first main hypothesis is accepted.

The second main hypothesis (H2): Organizational elegance with all of its dimensions has a significant effect on the organizational creativity at Baiji Oil Training Institute.

This hypothesis has (3) sub-hypotheses as follows:

The first sub-hypothesis (H2.1): The elegance of organizational physical environment has a significant effect on the organizational creativity at Baiji Oil Training Institute.

To test this hypothesis, a simple linear regression equation was developed to estimate the organizational creativity through the dimension of the elegance of organizational physical environment, in order to know its effect on the organizational creativity. Table (9) shows the results of this effect.

Table 9: Results of the effect of the elegance of organizational physical environment on the organizational creativity

Variable	(R ²)	F-value	Sig.
Elegance of organizational physical environment	0.223	50.881	0.000
	Regression coefficient (β)	T-value	Sig.
	0.473	7.133	0.000

Source: This table was prepared by the researchers based on SPSS.

Table (9) shows the validity of the regression coefficient in terms of F-value of (50.881) with a significance at the level of probability (5%). This denotes that the organizational creativity can be estimated by the dimension of the elegance of organizational physical environment, confirming the validity of the regression coefficient. While T-value of (7.133) with a significance of (5%) indicates the significance of the effect. The positive beta value (β) of (0.473) confirms this effect. This shows that the high level of elegance of the organizational physical environment increases the level of organizational creativity. While the value of determinant coefficient (R²) of (0.223) indicates that the dimension of the elegance of organizational physical environment explains (22.3%) of the changes that occur in organizational creativity. Accordingly, it can be said that the first sub-hypothesis is accepted.

The second sub-hypothesis (H2. 2): The elegance of social relations has a significant effect on the organizational creativity at Baiji Oil Training Institute.

To test this hypothesis, a simple linear regression equation was developed to estimate the organizational creativity through the dimension of elegance of social relations, in order to know its effect on the organizational creativity. Table (10) shows the results of this effect.

Table 10: Results of the effect of elegance of social relations on the organizational creativity

Variable	(R ²)	F-value	Sig.
Elegance of social relations	0.360	99.522	0.000
	Regression coefficient (β)	T-value	Sig.
	0.600	9.976	0.000

Source: This table was prepared by the researchers based on SPSS.

Table (10) shows the validity of the regression coefficient in terms of F-value of (99.522) with a significance at the level of probability (5%). This denotes that the organizational creativity can be estimated by the dimension of the elegance of social relations, confirming the validity of the regression coefficient. While T-value of (9.976) with a significance of (5%) indicates the significance of the effect. The positive beta value (β) of (0.600) confirms this effect. This shows that the high level of elegance of social relations increases the level of organizational creativity. While the value of determinant coefficient (R²) of (0.360) indicates that the dimension of elegance of social relations explains (36%) of the changes that occur in organizational creativity. Accordingly, it can be said that the second sub-hypothesis is accepted.

The third sub-hypothesis (H2. 3): The overall organizational elegance has a significant effect on the organizational creativity at Baiji Oil Training Institute.

To test this hypothesis, a simple linear regression equation was developed to estimate the organizational creativity through the organizational elegance variable, in order to know its effect on the organizational creativity. Table (11) shows the results of this effect.

Table 11: Results of the effect of the organizational elegance on the organizational creativity

Variable	(R ²)	F-value	Sig.
Organizational elegance	0.360	99.440	0.000
	Regression coefficient (β)	T-value	Sig.
	0.600	9.972	0.000

Source: This table was prepared by the researchers based on SPSS.

Table (11) shows the validity of the regression coefficient in terms of F-value of (99.440) with a significance at the level of probability (5%). This denotes that the organizational creativity can be estimated by the organization elegance, confirming the validity of the regression coefficient. While T-value of (9.972) with a significance of (5%) indicates the significance of the effect. The positive beta value (β) of (0.600) confirms this effect. This shows that the high level of organization elegance increases the level of organizational creativity. While the value of determinant coefficient (R²) of (0.360) indicates that the organization elegance explains (36%) of the changes that occur in organizational creativity. Accordingly, it can be said that the third sub-hypothesis is accepted.

Based on the acceptance of the three sub-hypotheses, the second main hypothesis is accepted.

The third main hypothesis (H3): The effect of organizational elegance dimensions on organizational creativity varies at Baiji Oil Training Institute.

To test this hypothesis, a multiple regression equation was developed to estimate the dependent variable (organizational creativity) through the two dimensions of organization elegance (elegance of organizational physical environment and elegance of social relations), in order to know its effect on the organizational creativity. In this test, a multiple regression backward method that is based on the exclusion of the least effective dimensions in the dependent variable was used. Table (12) shows the results of this test.

Table 12: Results of the multiple regression backward analysis of the effect of the organizational elegance dimensions on the organizational creativity

Variable	(R ²)	Adjusted R ²	F-value	Sig.
	0.377		0.370	53.288
	Regression coefficient (β)		T-value	Sig.
Elegance of organizational physical environment	0.167		2.208	0.029
Elegance of social relations	0.497		6.594	0.000

Source: This table was prepared by the researchers based on SPSS.

Table (12) represents the results of many tests through the use of multiple regression backward equation. The test showed only one model for the regression equation, as none of the two dimensions of organizational elegance were excluded, and these dimensions were kept due to the reliability of their significant effect. It also indicated the validity of the regression equation, where F-value was (53.288) which is significant at the level of probability (5%), as well as the reliability of the significance of the regression coefficients of the two dimensions of organizational elegance (the elegance of organizational physical environment and the elegance of social relations). While T-value was significant at a significance level of (5%), confirming a significant reliability of the effect of those dimensions on organizational creativity. This effect is positive as confirmed by the positive regression coefficient (β) for these two dimensions. However, this positive significant effect varies in terms of the strength of effect. According to their sequence in terms of the strength of effect: firstly, the elegance of social relations (β) = (0.497), followed by the elegance of organizational physical environment (β) = (0.167). While the value of (Adjusted R²) was (0.370), indicating that the two dimensions of organization elegance explain (37%) of the changes that occur in the organizational creativity. Based on the above, the third main hypothesis is accepted.

5. Conclusions and Suggestions

The research reached the following conclusions. The organizations that have the dimensions of the elegant organization are the most attractive organizations for knowledge and elegant skills and are therefore the most creative ones. The benefits provided by organizational elegance can enhance the happiness of employees and their interest in their work and thus enhance their innovations and creativity. The results of the statistical analysis revealed a correlation and significant effect between organizational elegance and organizational creativity. They also proved that the dimensions of organizational elegance vary in their effect on the organizational creativity.

The research presented the following suggestions: Increasing the attention to the physical elegance of the organization because of its role in improving the work environment and thus enhancing the organizational creativity. This suggestion is implemented by keeping pace with the elegant physical requirements and providing them in the institute under study, which enhances the quality of organizational work and improves employees' creativity. Increasing the interest in the elegance of social relations because of their role in improving labor relations among employees and contributing to their interaction with each other, as this interaction supports the integration of employees' ideas and thus enhances the organizational creativity. by involving workers in training courses and programs that improve their behaviors when dealing with others.

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