

The Effect of Administrative Creativity on Improving Employee Performance

(An Exploratory Study of the Opinions of a Sample of Employees of the Asia Cell Communications Company in Kirkuk)

Dhrgham Ibrahim Kadhim AL. Shukri

Faculty of Administration and Economics, Al-Muthanna University, Iraq.

E-mail: ibrahimdhrgham@mu.edu.iq

Baseer Khalaf Khazaal

Hawija Technical Institute, Northern Technical University, Iraq.

E-mail: baser2@yahoo.com

Muaid Akram Arslan

The Ministry of Construction and Housing, Iraq.

E-mail: alparslan1961.ma@gmail.com

Received May 25, 2021; Accepted September 28, 2021

ISSN: 1735-188X

DOI: 10.14704/WEB/V18I2/WEB18378

Abstract

Administrative creativity plays an important role in improving the performance of workers in companies in general, whether public or private. One of Iraq's telecommunications companies was chosen as a case study to investigate the role of company management in improving the job performance of its employees. By polling a sample of corporate personnel and encouraging them to be more creative and innovative. The study came to a number of conclusions, one of which is that administrative creativity has a significant role in increasing the performance of valued personnel and within the parameters of good performance. Increased understanding of the relevance of creativity and its successful role in increasing employee performance is required for the adoption of administrative creativity in all of its aspects at the core of administrative operations. More attention should be paid to the power of rewards, and providing rewards of all kinds to its creative and distinguished employees in order to encourage them to generate new ideas, implement appropriate change that leads to problem solving, and thus face the era's crises and challenges by holding ceremonies in which the creators of them are honored, according to the study. The report also suggested that the importance and role of staff development be emphasized as one of the techniques that branches can use to improve their employees' performance.

Keywords

Administration Creativity, Employee Performance, Staff Development.

Introduction

Creativity has become an important feature of today's businesses, as it provides them with optimum solutions in a world full of the new globalization system's challenges. Intense competition between companies and technological change alongside the information revolution and the removal of barriers to trade and service. In this case, creativity has become an essential function of contemporary organisations, putting companies to the test which required creative capacity to face these rapid changes. This is why the completion of work in the company is necessary for highly efficient and efficient administrative creativity. In addition to the need to monitor aspects of improvement and when administrative creativity takes the form of a competitiveness, an effective organization and proper planning for employees' performance. It will lead to capacity-building and to better decision-making, and thus is considered to be a catalyst for improving employee and organization performance in general.

Methodology of Research

The Problem of Research

Employee development and improvement is one of the fundamental tasks of managers to keep pace with development and not just upgrade mechanisms and technologies.

This research therefore transforms access to certain transformative results to improve the performance of employees for the effect of administrative creativity. Responding to these questions:

1. What is the administrative creativity level in the company being investigated?
2. How much is the performance improvement of the searched company employees?
3. Are administrative creativity linked to improving employees' performance in the company investigated?
4. How does administrative creativity improve the work of the researched company's employees?

Research's Importance

The research's importance is found in three main axes:

1. Academics, represented by research variables presented in theory and defined by different organizations.
2. The field consists in showing relationships and impact on and improve the performance of employees between administrative creativity.
3. Submit suggestions that deal with issues.

The Goals of Research

The purpose of the research is to:

1. Identify the administrative creativity level in the company under investigation.
2. An indication of the importance of improving the results of the employees of the company under investigation.
3. Identify the connection and effect of administrative creativity and improve the performance of employees in the company under investigation.

The Research Hypothesis Model

Research model: The variables represented by the variable administrative creativity and improved employee performance have been identified to achieve research purposes and its specific goals. As a prelude to the presentation and testing of the extent of the effect among the variables under investigation, as shown in figure (1).

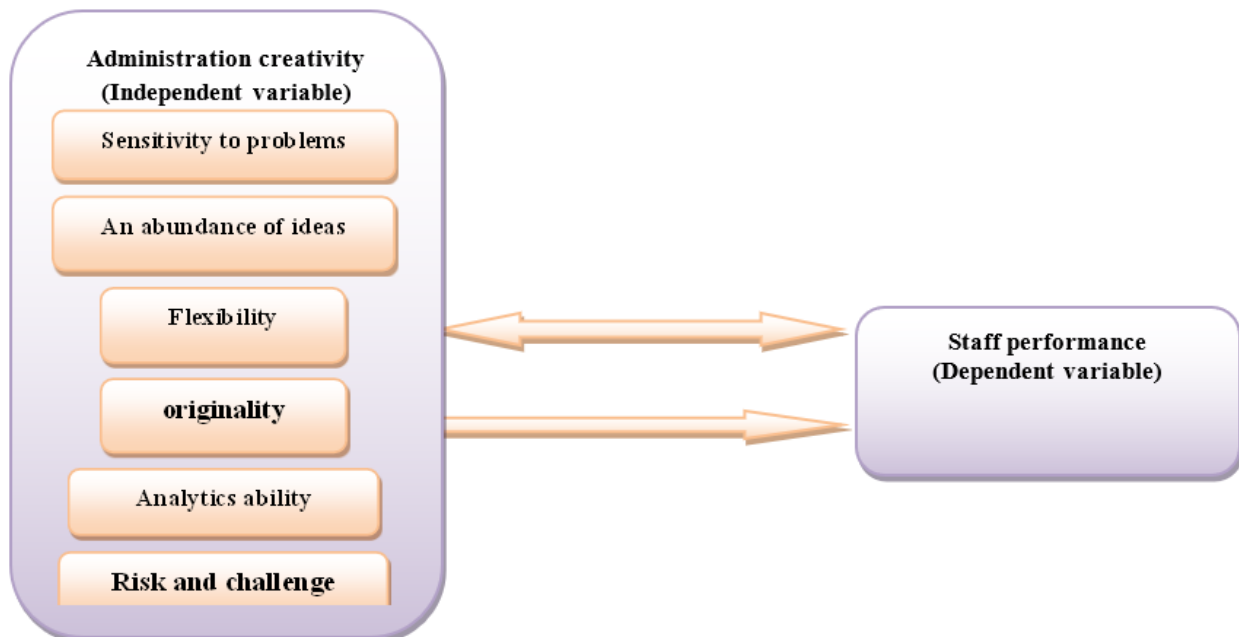


Figure 1 The hypothesis model for the research
Source: by researchers

There are Research Hypotheses

The following guesses were accepted as study hypotheses in accordance with the research aims and proposed problem:

The first hypothesis is as follows:

There was a statistically significant link between administrative creativity and employee performance, leading to the development of the following sub-hypotheses:

1. There was a statistically significant link between employees' sensitivity to difficulties and their performance at the organization under study.
2. There was a statistically significant link between the dimension of plenty of ideas and the performance of the company's personnel.
3. The dimension of originality and the performance of workers in the studied organization had a statistically significant link.
4. In the studied company, there was a statistically significant association between the flexibility component and worker performance.
5. The component of risk and challenge has a statistically significant link with worker performance in the investigated organization.
6. There was a statistically significant link between the ability to analyze dimensions and the performance of the personnel at the organization under investigation.

Major Hypothesis is as Follows

Administrative innovation had a statistically significant influence on boosting staff performance. The following sub hypotheses are categorized as follows:

1. The sensitivity to difficulties had a statistically significant effect on the performance of the investigated company's personnel.
2. The dimension of abundance of ideas had a statistically significant effect on the performance of the employees of the examined organization.
3. The authenticity component had a statistically significant impact on the performance of the employees of the examined organization.
4. Flexibility had a statistically significant impact on the performance of the employees at the organization studied.
5. The risk and challenge dimensions had a statistically significant impact on the performance of the personnel of the study organization.

6. The ability to analyze had a statistically significant impact on the performance of the employees of the research organization.

There are Limitations to Research

Research boundaries in terms of space.

Asia cell Communications Company in Kirkuk, a private sector enterprise, has been chosen for the telecommunications services market.

Data Collecting Methods

The following strategies were used by researchers to complete the study:

1. Theoretical considerations: The researchers rely on what they may learn about the research issue from foreign scientific references.
2. The application aspect: researchers approved and prepared a questionnaire form for the purposes of this study.

The Theoretical Framework is the Second Topic

Administrative Creativity

The Concept of Administrative Creativity

Perhaps the continuation of scientific advancement and technological development in different domains. It necessitates a fresh perspective on a variety of issues, including the generation of new ideas and the encouragement of creativity, particularly in less fortunate countries attempting to catch up with scientific progress and technological growth. As a result, some argue that the twenty-first century, with its advancement and development in all disciplines, has made the use of creativity unavoidable for governments, businesses, and individuals.

Innovation is the creation of a new thing, an idea, a method, a theory, an invention, or a new approach in the production of a specific commodity or service, and creativity in the sense of innovation is the creation of a new thing, an idea, a method, a theory, an invention, or a new approach in the production of a specific commodity or service (Arafa, 2011).

There are various definitions of administrative creativity from a scientific standpoint, some of which can be summarized as follows: It is defined as follows (Arafa, 2011). "It

was a multi-stage process that resulted in a new idea or action, characterized by the greatest fluency, flexibility, originality, sensitivity to problems, and retention and continuation of direction at the level of an individual, group, or organization. It was defined by the ability to concentrate for long periods of time on a single topic. The ability to make new discoveries, connections, and relationships. Individuals, groups, and organizations can develop their creative capacity according to their capabilities and capabilities, while (Sharif, 2015) defined it as "the set of processes that a person employs in conjunction with his or her available mental and intellectual abilities, as well as the various influences that surround him. That he creates a product that is beneficial to himself, the organization where he works, or society in which he lives. According to the previous definitions, administrative creativity has become one of the most common concepts in management literature, as it has expanded beyond the technical and technical concept to include the economic and social concept, as well as multiple contents and interpretations that lead to differences in the cases of knowledge studied by managers. According to the preceding definitions, a contemplative approach on the essence of administrative creativity aids in the definition of the following perceptions and notions of administrative creativity: (Sharif, 2015).

1. There were a plethora of opportunities for administrative innovation.
2. The significance of the institutional system's relationship between change management and creativity.
3. Overcoming the limiting notion of creativity that confines it to technical inventions and building a comprehensive picture of the creative process in its technological, economic, and social dimensions.
4. Creative people have qualities that can be instilled and polished via training and experimentation, and individuals can be inspired to adopt them as an intellectual and behavioral approach when a pleasant work environment fosters, develops, and promotes creativity.
5. The institutional structure that aspires to ground ideas and creative experiences must be founded on an open systemic approach that allows for the development of the ability to feel sensitive to environmental variables and difficulties.

The Significance of Administrative Innovation

One of the most important factors in the transition process is administrative inventiveness. The intensification of competition between companies and the diversification of individual needs, the scarcity of resources and the rise in individual ambition, the increase in the effectiveness of communications, the large size of business organizations, and the

change in value that have occurred as a result of the information revolution and technological explosion, the scarcity of resources and the rise in individual ambition, the scarcity of resources and the rise in individual ambition, the increase in the effectiveness of communications, the large size of business organizations, and the change in value that have occurred as a result It has generated and generated numerous issues, thus companies must respond to these changes and modifications with the most up-to-date adjustments and modifications. This can only be accomplished if new ideas and updated approaches are present to respond to the constant changes. (Azzawi, 2011; Al-Azzawi, 2011; Al-Azzawi, 2011; Al-Azzaw Changes in the telecommunications industry's competitive environment have necessitated innovation. This need should be satisfied by establishing administrative entities such as research and development departments and organizational development units, as well as by implementing innovation policies at the corporate level. Many corporations have sought to train their staff to enhance their performance by paying fees to innovators outside the company or society, with the purpose of nurturing and developing creativity in the firm and directing it toward the firm's goals.

There are Several Types of Administrative Creativity

Despite their differences in establishing the varieties of creativity, researchers did not deviate from the following classifications. Taylor identified five distinct types of creativity: (Al-Azzawi, 2011).

1. Expressive creativity, which is an automatic method of accomplishing something, exercising a vocation, or exercising one of the arts that distinguishes a person.
2. The aesthetic side of goods and services, such as the appearance of the commodity, the functions it performs, and the requirements it satisfies, is represented by artistic creation.
3. The innovation, which is the creation of something new for the first time, except that its ingredients and constituent pieces already existed, but they have been modified to take on a new form and perform a new function.
4. Complex creativity, which entails an uncommon combination of elements, such as combining multiple concepts into a single model to provide new information.
5. Innovation, which is the use of something that already exists in a new field.

There are different Levels of Administrative Creativity

The Scholars Uniformly Agreed that Administrative Creativity has the Following Dimensions

1. The Problem's Sensitivity

Feeling an issue is seeing it clearly, clearly defining it, and realizing its magnitude, aspects, dimensions, and effects, which is regarded the most significant ingredient of creative thought (Agha, 2011).

2. A Plethora of Ideas

Creativity necessitates a plethora of ideas, many of which are unsuitable for application; yet, what matters is that the innovator or creator does not dismiss each thought that enters to mind, but rather has the duty of gathering the largest n possible.

Table 1 Distribution of the sample members by gender

No.	Gender	Number	Percent (%)
1	Male	22	56
2	Female	17	44
Total		39	100

Source: Preparing researchers based on company data

a. Age: Table (2) shows that the age groups ranging from (15-20) years constituted 7%, which is the lowest group among the age groups mentioned, whereas the age groups ranging from (25-21) years constituted a percentage (49%) which is a high percentage compared to other age groups, and finally, the age group ranging from (26-30) years constituted (18%).

Table 2 Distribution of the sample members by age

No.	Age	Number	Percent (%)
1	15-20 year	3	7
2	21-25 year	19	49
3	26-30 year	7	18
4	Above 30 year	10	26
Total		39	100

Source: Preparing researchers based on company data

b. Qualification: Table (3) shows that the academic achievement of the research sample's individuals, as well as their possession of academic qualifications, reflects the development of their experience and information, as we can see from the fact that holders

of a master's degree have reached the highest level of achievement (5 percent). The percentage of people with a higher diploma has reached 8%, while the percentage of individuals with a bachelor's degree has reached 74%, which is a solid sign that they can handle the questionnaire form precisely and scientifically, as well as grasp its contents.

Table 3 The sample individuals distributed according to the degree

No.	Degree	Number	Percent (%)
1	Master	2	5
2	High diploma	3	8
3	Bachelor's	29	74
4	Technical diploma	5	13
Total		39	100

Source: Preparing researchers based on company data.

c. Years of service: Table (4) shows that the number of people with service years ranging from 1 to 5 years made up (26%) of the total, while those with service years of 5 to 10 years made up (8%). (59 percent). It was the largest percentage of years of service for the sample members when compared to other percentages of years of service, whereas the percentage of persons whose years of service ranged from (10-15) years was (10%), and the number of persons whose service ranged between (10-15) years was (10%). (15-20) Their percentage was attained (5 percent).

Table 4 The sample individuals distributed according to years of service

No.	years of service	Number	Percent (%)
1	1-5 years	10	26
2	6-10 years	23	59
3	11-15 years	4	10
4	16-20 years	2	5
Total		39	100

Source: Preparing researchers based on company data.

The Applied Aspect of the Research

Analyzing and debating the findings of the sample of respondents' (managers') thoughts and reactions on administrative creativity indicators.

1. Presenting and analyzing the data contained in the questionnaire, by analyzing the opinions and responses of the sample respondents from the research community represented by (Asiacell / Kirkuk) on the research variables related to indicators of administrative creativity, this topic deals with presenting and analyzing the data contained in the questionnaire, by analyzing the opinions and responses of the sample respondents

from the research community represented by (Asia cell / Kirkuk) on the research variables related to indicators of administrative creativity. The five-year Likert scale was utilized by the two researchers for this aim.

The respondents' replies on the administrative creativity variable. Table (5) shows a basic description of the opinions and reactions of the persons in the research sample of Asia Cell Communications Company managers, as well as the detailed level of administrative creativity indicators.

Table 5 The order of the relative importance of the average of the answers of the research sample on the variables of administrative creativity

No.	Administration creativity	Mean	Standard deviation	Percent (%)	Degree of verification
1	Sensitivity	4.76	0.504	95	Excellence
2	An abundance of ideas	4.54	0.765	91	Excellence
3	Flexibility	4.54	0.535	91	Excellence
4	Originality	4.43	0.824	87	very good
5	Analytics ability	4.41	1.088	81	very good
6	The risk	2.80	1.233	56	Acceptable

Source: Preparing researchers according to the results of the electronic calculator.

In this example, the 5th table indicates that managerial creativity is present. Some were excellent, others were good, and others were acceptable. 95 percent and a standard deviation of (0.504). 91 percent, arithmetic mean of 4.54, and standard deviation of (0.765). 3rd place, with an arithmetic mean of (4.54) and a standard deviation of (0.5359). arithmetic mean of (4.34), and a deviation of (4.64) (0.824). Relative importance was (81%), which came to (4.41) on the arithmetic mean, and (4.88) on the standard deviation (1.088). While coming in last in the risk index, with a relative importance of (56%) with an arithmetic mean (2.80) and a standard deviation, the risk index obtained an acceptable degree (1.233). a single manager in the company (3).

The employees' level of performance in Table (6) is very good. It was good because it had a rating of (88 percent) and an arithmetic mean of (4.42), and a standard deviation of (0.727), and most of the indicators of employee performance were rated as good or very good.

Table 6 The order of the relative importance of the average of the research sample responses for the employee performance variable

Employee performance	Mean	Standard deviation	Percent (%)	Degree of verification
Employee performance	4.42	0.727	88	Very good

Source: Preparing researchers according to the results of the electronic calculator.

2. Correlation Hypothesis Testing

a. Test the First Main Hypothesis

Table (7) shows the results of (Spearman) test, which tested the first main hypothesis, which is "there was a statistically significant correlation between managerial creativity and employee performance."

Table 7 Results of the correlation between managerial creativity and employee performance at the macro level

The independent variable X	The dependent variable Y	Correlation
administration creativity	Employee performance	0.649*

* Mean correlation significant at significance level (0.05).

Source: Preparing researchers according to the results of the electronic calculator.

On the table (7), we can see that managerial creativity has a statistically significant correlation with employee performance (a value of 0.649) which shows acceptance of the first hypothesis, which stated that "There is a positive significant correlation between administrative creativity and employee performance."

Hypothesis testing conducted on a sub-scale.

The results from Spearman's analysis of the sub hypotheses are displayed in Table (8). According to the results of Spearman's selection, based on the preceding, there exists a positive and significant correlation between all dimensions of administrative creativity and the dimensions of employee performance. The evidence gathered in this experiment suggests that increased interest in administrative creativity by managers will lead to improvements in employee performance.

Table 8 Results of the correlation test between administrative creativity and employee performance at the micro level

Administration creativity	Employee performance
Sensitivity	*0.703
An abundance of ideas	*0.452
Flexibility	*0.655
Originality	*0.441
Analytics ability	*0.715
The risk	*0.410

* Mean correlation significant at significance level (0.05).

Source: Preparing researchers according to the results of the electronic calculator.

3. Try to Gauge the Strength of Various Influences

The statistical tools relevant to this field were utilized in order to validate the second hypothesis, since a simple linear regression analysis was used to evaluate the second main hypothesis, as shown in Table (9).

Table 9 The effect of administrative creativity on improving employee performance at the macro level

Independent v. Dependent v.	administration creativity		R ²	F	
	β ₀	β ₁		Cal.	Tab.
Employee performance	0.894 *(2.09)	0.696 *(6.24)	0.562	*38.68	3.39

* P ≤ 0.05 N= 39

Source: Preparing researchers according to the results of the electronic calculator.

There is a significant relationship between managerial creativity and the productivity of employees, as the calculated value of (F) (i.e., managerial creativity) was (38.68), which was greater than its tabular value of (3.39) at a significant level (0.05). Additionally, the determination coefficient, R², reached its calculated value of 1.00, with a significance level of 0.05. (0.562). When it comes to (t), it is revealed that (β₁) is (0.894), a significant figure (concerning how far into the future t is calculated) (6.24). Thus, the second main hypothesis is accepted at significance level 0.05. Additional results shown in table (10) show that the second hypothesis test was conducted at the micro level as follows.

Table 10 The effect of administrative creativity dimensions on improving employee performance at the micro level

Independent v. Dependent v.	administration creativity		R ²	F	
	β ₀	β ₁		Cal.	Tab.
Sensitivity	1.547 *(3.33)	0.479 *(4.23)	0.277	*17.92	4.32
An abundance of ideas	2.28 *(5.22)	0.356 *(2.85)	0.254	*11.88	
Flexibility	1.971 *(5.67)	0.445 *(4.35)	0.165	*19.82	
Originality	2.776 *(8.69)	0.291 *(2.35)	0.180	*12.31	
Analytics ability	1.795 *(6.85)	0.485 *(6.72)	0.418	*43.82	
The risk	2.176 *(8.59)	0.392 *(3.45)	0.210	*16.31	

* P ≤ 0.05 N= 39 t=3.65

Source: Preparing researchers according to the results of the electronic calculator

Due to the significant impact sensitivity has on employee performance, table (10) illustrates this. At this level of significance, parameter (B1) has a value of (0.479) and (t) has a calculated value of (4.23) that exceeds the tabular value of (4.23). (0.05). Another study also found that the number of ideas an employee encounters has a direct correlation to his or her overall productivity. As it reached the calculated value of t (2.85) and the calculated value of B1 (0.356), which is greater than its tabular counterpart, the variable was determined to be significant (0.05). B1 (0.445) and the tabular value of (t) exceeded, with a significant level of (0.05). To obtain a significant result, the employees' performance was found to improve when it reached an authenticity coefficient of (β 1) (0.291) and when its tabular value of (t) was greater than its calculated value (2.35). (0.05). as it came up to (B1) (0.485) and the calculated value of (t) was found to be larger than its tabular value of (6.72) (0.05). A correlation was found between risk and an improvement in employee performance. It reached a statistical significance of (β 1) (0.392) and calculated value of (t) exceeds tabular value of (3.45) at a significant level of (0.05). In light of this, we can tentatively accept the second main hypothesis of the research.

Conclusions and Proposals

The Conclusions

1. It has been found that this research organization pays a lot of attention to variables relating to the presence of problems specialized in administrative creativity, and this is reflected in the fact that this variable accounts for a large percentage of the other dimensions.
2. Another important thing to note is that this organization focuses on how hard their workers work as well as specialized production, and this is evidenced by the percentage of this variable compared to the rest of the dimensions. A statistically significant effect was discovered to exist between administrative creativity and employee performance.
3. It is quite obvious that there is a large contribution of administrative creativity to increasing the overall effectiveness of valued employees and to identifying high-performing individuals.
4. Administrative creativity at the core of administrative processes should be more widely recognized.
5. Despite the fact that the company encourages creativity, the employees of the Asia Cell Telecom Company have a high degree of creativity.

6. Continuous customer service improvement, which further improves employee performance.
7. When the examined firm's information base is highly effective, this has a significant and efficient impact on their performance levels.
8. Management shares in the risk and freedom of employees to improve workplace performance in order to give the company an edge in the labor market.
9. It was discovered that all aspects associated with the overall performance of employees can be improved through the use of administrative creativity.

This is a Second Proposal

1. Encouraging workers to think of new ideas that lead to better financial returns and improved service, focusing on the aspects that make that possible.
2. by providing rewards of all kinds to its creative and distinguished employees, it aims to inspire its employees to innovate and take action to confront problems and thus to face the times with its crises and challenges
3. While improving the performance of their employees is a strategy that branch managers can adopt, increasing the importance and role of employee development is a worthwhile goal to pursue.
4. I believe that using discrimination and creativity in telecommunications companies increases the role of that company's culture of discrimination and creativity.
5. In order to improve the company's performance levels, it is necessary to attract skilled communicators to the company.
6. In order to gain a larger market share over the telecommunications competition, it is important to pay attention to customer satisfaction.
7. Based on the study's findings, the researchers encourage the researched company to implement contemporary styles that provide more flexibility for experts, and alleviate the strict management styles that they're bound by to provide them with enough time to read and discuss.
8. To survive the various environmental changes facing the researched company, the organization must embrace the concept of organized thinking and invest in the concept of partnership.
9. The two researchers suggest that the organization's management implement workers' innovative ideas that failed to help their overall performance.

References

- Nibal, Y.M. (2000). *The Sequential Impact of Design and Occupational Stress on Job Satisfaction*. Unpublished MA thesis, University of Mosul.
- Arafa, S.S. (2011). *Recent Trends in Change Management*. Dar Al-Raya Publishing and Distribution, Amman.
- Najm, A., & Talal, N. (2011). *The Impact of Administrative Innovation on the Improvement of Employee Management Level in Jordanian Commercial Banks*. Saad Dahlab University - Blida - Faculty of Economic Sciences and Facilitation Sciences.
- Marawan, S.A. (2015). *Development of Administrative Performance in Education Offices in Lahj Governorate in Light of Entrances of Administrative Creativity*. Sana'a University, AD.
- Alia, J.M.A. (2013). Eng. Saif Al-Din Emad Ahmed College, The Impact of Empowering Workers in Organizational Development, An exploratory study of the opinions of a sample of employees of the General Company for Sufi Industries in Baghdad, College of Administration and Economics - University of Baghdad, Baghdad College of Economic Sciences Journal, Issue thirty-sixth.
- Al-Mulla, Abd Al-Rahman Mustafa & Fatah, Abd al-Salam. (1996). Measurement and Study of the Relationship between Job Satisfaction and Organizational Performance. *Journal of Economic and Administrative Sciences*, 4(10).
- Wafiq, A.A. (2010). Administrative Leaderships and Their Role in Creating Development and Organizational Change in Banks Operating in Al-Azhar University *Journal in Gaza. Human Sciences Series*, AD, 12(2), 297-346.
- Chalabi, A.A. (1996). *Society and personal culture*. Alexandria: University Knowledge House.
- Harem, H. (1997). *Behavior of individuals in organizations*. Amman: Zahran House for Printing and Publishing.
- Tawfiq, A. (2004). *Creativity and Quality Experiences, Professional Expertise Center for Management, Third Edition*.
- Al-Suwaidan, Tariq Muhammad & Al-Alouni, Muhammad A. (2004). *Creative principles*. Riyadh: Cordoba for Publishing and Distribution.
- Al-Shammari, F.A. (2002). *Creative portal for crisis and disaster management*. Riyadh: Najd Trading Company.
- The Pharmacist, Khaled, S.A. (2001). *Organizational climate and its relationship to administrative creativity in decision-making in the Emirate of Madinah Region and its secretariat*. Unpublished Master Thesis, Riyadh: Naif Arab University for Security Sciences.
- Al-Faouri R. (2005). *Administration of Administrative Creativity, Arab Organization for Administrative Development "Research and Studies"*. Arab Republic of Egypt.
- Al-Qaryouti, M.Q. (2000). *Organizational behavior: the study of individual and group human behavior in different organizations*. Amman: Al-Shorouk Publishing and Distribution House.
- Al-Barnouti, S.N. (2001). *Human Resources Management, Wael Publishing House, Amman - Jordan*.

- Rawiah, H.M. (2000). *Human Resources Management: A Future Vision*, University Publishing and Distribution House, Cairo.
- Soo, C., Timothy, D., David, M., & Anne, D. (2008). Knowledge Management: Philosophy, Processes, and Pitfalls. *California Management Review*, 44(4), 129-150.
- Sundbo, J. (2006). Management of Innovation in Services. *The Service Industries Journal*, 17(3), 432-455.
- Taylor, C.W. (2007). *Various approaches to and definitions of creativity*. New York: Press Syndicate of the University of Cambridge.
- Torrance, E.P. (2005). *The nature of creativity as manifest testing*. New York: Press Syndicate of the University of Cambridge.
- Heshmati, B., Hashempour, L., Saberi, M.K., Fattahi, A., & Sahebi, S. (2020). Global research trends of public libraries from 1968 to 2017: A bibliometric and visualization analysis. *Webology*, 17(1), 140-157.