

International Journal of Research in Human Resource Management



E-ISSN: 2663-3361
P-ISSN: 2663-3213
IJRHRM 2025; 7(1): 315-320
www.humanresourcejournal.com
Received: 10-03-2025
Accepted: 16-04-2025

May H Alshamary
College of Administration and
Economics, Tikrit University,
Iraq

Karim Saihoud Karam
College of Administration and
Economics, Diyala University,
Iraq

Creativity and its strategic role in achieving sustainable development an exploratory study in the Iraqi ministry of oil

May H Alshamary and Karim Saihoud Karam

DOI: <https://www.doi.org/10.33545/26633213.2025.v7.i1d.285>

Abstract

The current research addresses a very important topic, which is how creativity influences the achievement of sustainable development. The main objective of the study is to identify the impact of creativity on achieving sustainable development. The significance of the research stems from understanding the factors influencing sustainable development by ensuring the self-sufficiency of current generations without compromising the interests of future generations. The central research question focused on the extent to which creativity impacts sustainable development. A collection of statistical techniques and instruments were employed in the practical application part to get at the best answers in terms of the precision of the findings and suggestions, represented by questionnaires and personal interviews, in addition to using the arithmetic mean, standard deviation, and Spearman's rank correlation. The study was conducted on a group of employees within the Iraqi Ministry of Oil, where the sample consisted of 90 employees. At the same time, the research population included most of the ministry's headquarters employees, totaling approximately 560 employees from various specializations. The research concluded with a set of findings, the most important of which is a statistically significant correlation between creativity and sustainable development. It also confirmed a statistically significant impact relationship between the variables of creativity including creativity at the individual level, group level, and organizational level and sustainable development. The study recommended several actions that should be considered to achieve sustainable development and preserve the resources of future generations. Among the most prominent recommendations is the need for genuine reliance on the needs and requirements of the current generation without infringing on the resources of future generations, and providing the necessary infrastructure to raise cultural and social awareness to meet the requirements of creativity. It also emphasized the importance of reinforcing the principle of working according to the correct values and customs imposed by Islamic teachings, making trust and honesty the foundation of work, maintaining the properties of future generations, and instilling the spirit of cooperation, optimism, and hope in the current generation regarding how to preserve the resources of future generations.

Keywords: Creativity, creative organizations, sustainable development

Introduction

The human resource is considered one of the most important pillars upon which organizations whether productive or service-oriented rely to achieve their goals, whether those goals are profit-oriented, service-related, or both. Among their top priorities is how to optimally invest in this resource to ensure the preservation of natural and non-natural resources for both current and future generations, leading to economic and social well-being and development across all present and future periods. This can be achieved by reducing the costs associated with the excessive use of these resources. Despite many other influencing factors, the existence of an efficient and effective human resource capable of protecting the assets of future generations in today's business organizations is considered one of the secrets to their success. The availability of human and material requirements, the use of advanced technology, modern production methods, and intellectual capital are no longer the sole foundation for the success and development of modern organizations. Instead, the most important success factor lies in the optimal exploitation of current resources and the preservation of future generations' resources by using them correctly through creativity in managing and utilizing them.

Corresponding Author:
May H Alshamary
College of Administration and
Economics, Tikrit University,
Iraq

This requires a moral dimension among those operating and managing these organizations, from the lowest level in the organizational structure to the highest level of authority, and a reliance on individuals who demonstrate integrity in managing and preserving these assets. There are four sections in the current study. The first section focuses on the methodology adopted in the study, the research objectives, the problem, and the related questions. The second section is based on the theoretical aspect, which includes the concept of creativity and its importance in achieving sustainable development, the meaning of sustainable development, its sources, and the correct ways to protect, utilize, and invest these sources. The third section covers the field aspect of the research, while the fourth section presents the main conclusions and recommendations reached by the researcher in this field.

First Topic: Research Methodology

First: Research Problem

Our world today, with all the challenges it imposes on organizations, requires them to build a strong, cohesive, and interconnected structure with unified goals and consistent ideas and methodologies. This is necessary to cope with its fluctuations, and it can only be achieved through the presence of an efficient and effective human resource capable of accomplishing the set objectives. The research problem is embodied in the attempt to answer a fundamental question: Does creativity influence the achievement of sustainable development and the preservation of the properties of future generations?

The research problem can be outlined as follows

1. What are the foundations and concepts of the research, represented by creativity and sustainable development?
2. What is the nature of the connection between achieving sustainable development and creativity?
3. Does this relationship influence the protection of the rights of future generations?
4. Do the surveyed organizations have the ability to achieve sustainable development?

Second: Research Significance

Business organizations are considered one of the fundamental pillars of the national economy in any country due to the rapid movements and significant developments witnessed by the current global system. In order to confront contemporary crises, the importance of creativity emerges as one of the strategic pillars within organizations for achieving sustainable development.

In general, the significance of the current research can be clarified as follows:

1. The importance of the research variables, as this study links important variables and explores how these variables influence the achievement of sustainable development.
2. The research topics are theoretically enriched by studying their models and measurement indicators, clarifying their relationship within the research sample, and demonstrating their impact on sustainable development.
3. Through this research, we aim to identify the most stable and credible methods and means to measure the research variables represented by creativity and its role in achieving sustainable development.

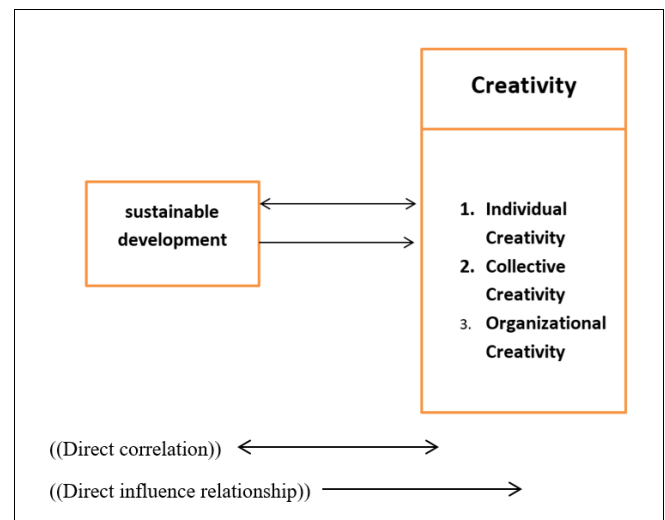
4. This study seeks to contribute scientifically by guiding organizations on how to optimally utilize their intellectual, psychological, and social capacities and experiences to preserve the wealth of current and future generations.

Third: Research Objectives

The current research aims to determine the nature of the relationship between creativity and sustainable development through the following:

1. Identifying the actual impact of creativity on sustainable development.
2. Clarify the type of relationship between each research variable and determine which of the variables has the most significant effect on achieving sustainable development.
3. Highlighting the need for business organisations for creative human resources characterised by honesty, trust, and integrity in order to preserve and properly utilise the assets and rights of both current and future generations.

Fourth: The hypothetical plan of the research



Source: Prepared by the Researchers

Fig 1: The Hypothetical Research Model

Fifth: Research Hypotheses

Main Hypothesis 1: There is a statistically significant correlation between creativity and sustainable development. This main hypothesis branches into the following sub-hypotheses:

1. There is a statistically significant correlation between individual-level creativity and sustainable development.
2. There is a statistically significant correlation between group-level creativity and sustainable development.
3. There is a statistically significant correlation between organizational-level creativity and sustainable development.

Main Hypothesis 2: There is a statistically significant impact relationship between creativity and sustainable development performance. This main hypothesis branches into the following sub-hypotheses:

1. There is a statistically significant impact relationship between individual creativity and sustainable development.

2. There is a statistically significant impact relationship between group creativity and sustainable development.
3. There is a statistically significant impact relationship between organizational creativity and sustainable development.

Sixth: Statistical Methods and Tools

In the practical application aspect, a collection of statistical techniques and tools were employed to arrive at the optimum answers in terms of the accuracy of the findings and suggestions. These comprised surveys, in-person interviews, and the application of Spearman's rank correlation coefficient, arithmetic mean, and standard deviation.

Seventh: Research Population

The research was conducted on employees within the Iraqi Ministry of Oil. The study sample consisted of 90 employees. The research population included most of the employees at the ministry's headquarters, totaling approximately 560 employees from various specializations.

Eighth: Operational Definitions

Creativity: Creativity is defined as a harmonious blend of abilities, aptitudes, and personal traits that develop within a supportive and suitable environment, leading to the enhancement of mental processes that result in outcomes beneficial to both the individual and society.

Sustainable Development: Development that meets the needs of the present generation without compromising the needs and requirements of future generations.

Ninth: Time Frame of the Research

The research was conducted during the period from October 1, 2024, to February 15, 2025.

Tenth: Geographical Scope of the Research

The research was conducted in selected departments of the Iraqi Ministry of Oil in Diyala Province.

Second Topic: The Theoretical Framework of the Research

First: The Concept of Creativity

Creativity can be defined as a set of novel and useful ideas related to solving specific problems or the reorganization of known patterns of knowledge into unique forms. Creativity is not limited to tactical aspects but also extends to the development of goods, related processes, market preparation, machinery and equipment, manufacturing methods, and improvements in the organization itself, which result in job satisfaction in a manner that enhances productivity (Sharifi, Mayada Abdullah, 2012, p. 43) ^[10]. Creativity does not merely involve perceiving certain phenomena in a new way; instead, it requires the ability to sense problems that need to be addressed through different and creative thinking to find appropriate solutions (Ahmed Maher, 2005, p. 87) ^[4]. Interest in the study of creativity began in the early 20th century when Binet and Henri investigated creativity as a component of intelligence. They introduced several tests, including imagination-related tests, whereby Binet asked individuals to describe what they saw when looking into an inkblot to measure the extent of their imagination. However, Binet and his colleagues could not

establish a standardized system for measuring these activities, and thus they were excluded from his tests (Wasfi Omar Aqili, 2005, p. 105) ^[7]. During the development of the preliminary version of the Binet-Simon intelligence scale in 1905, three open-ended tests were included to assess creativity levels. Another test required listing a group of rhyming words, a second one involved completing sentences, and a third required constructing sentences that included three specific words. While these tasks were initially part of the intelligence test, Binet later removed the creative components from his assessments. Such tests were present then and later developed by Guilford (Adams, Georgian, 1997, p. 56) ^[12] to measure creative thinking.

Second: Types of Creativity in Organizations

Multiple types of creativity can be identified within organizations, including: (Ismail Qabbari, 2010, p. 37) ^[2].

1. Individual creativity.
2. Group creativity.
3. Organizational creativity.

Third: Individual-Level Creativity

Individual creativity refers to the achievements of individuals who possess creative abilities and traits. Much has been written about the creative personality, and several characteristics have been outlined to distinguish creative individuals from others regarding abilities, aptitudes, and inclinations. According to Lumpkin (1997, p. 580), the creative person is characterized by a set of features, including:

1. **Knowledge:** This refers to dedicating more time to mastering work.
2. **Education:** Refers to logic-based learning.
3. **Intelligence:** A creative person has cognitive abilities to produce flexible relationships between things.
4. **Interaction:** Exchanging ideas, solutions, and opinions with others, avoiding isolation or withdrawal.

Fourth: Group-Level Creativity

Group creativity refers to the creativity achieved through groups. It relies on the concept of synergism, emphasizing that the group's creativity exceeds the sum of individual members' creativity due to their interaction, exchange of ideas and experiences, and mutual assistance.

Undoubtedly, the significant challenges faced by organizations today require the development of creative workgroups characterized by a set of traits and features, including:

1. **Safety Participative:** An environment and climate that encourage individuals to freely express their ideas (without counter-accusation) enhance successful creativity.
2. **Performance Distinction:** Excellence and distinction in performance help create a suitable environment that enables individuals to evaluate work procedures and continuously update them.
3. **Support and Encouragement of Creativity:** For creativity to occur, support for the change process must be provided, which can come from group members or the organization.
4. **Group Gender Composition:** Gender-diverse groups generate better solutions than single-gender groups.
5. **Cultural Diversity of the Group:** Group creativity increases with diverse cultures and personalities. (Al-

Sakarneh, Bilal Khalaf, 2002)^[5].

Fifth: Organizational-Level Creativity

Organizational creativity is defined as the output resulting from the interaction between the strategic plan and the organizational structure, and the organizational culture and climate on the other. According to Lumpkin and Gregory (2000, p. 17)^[13], creative organizations create something valuable from nothing, and seize opportunities based on available resources and within a defined vision, taking risk assessment into account.

Creative activities are based on several pillars

1. **New Ideas and Actions:** introducing new products and innovative ideas.
2. **Current Ideas and New Actions:** These relate to developing new operations based on existing concepts.
3. **Current Ideas and Current Actions:** These refer to presenting products and services with minimal innovation and creativity.

House, Moreten, and others (2000, p. 10)^[15] defined such organizations as those that play a strong positive role in economic growth, where a relationship exists between innovation and the market, leading to increased national income through the creation of job opportunities.

Sixth: Barriers to Creativity

There are numerous obstacles that hinder creativity, some of which stem from the individual, while others are related to external influences. It is essential to identify and avoid these barriers as much as possible, as they are among the main factors that suppress and destroy creativity (Tannash, Salameh, and Mousa, 1995)^[6].

1. When a person feels inferior, for example, through self-deprecating statements such as “I am not creative,” “I am weak,” or “I can’t do this work,” etc.
2. Lack of self-confidence.
3. Lack of desire to learn and failure to continually increase one’s knowledge.
4. Negative comments from others.
5. Fear of failure.

Seventh: Sustainable Development

The concept of sustainable development stems from two words: “development” and “sustainable.” Linguistically, “development” originates from the Arabic verb *namā*,

which, according to Ibn Manzur in his lexicon, means “to make something grow.” As for “sustainability,” it derives from the term *istidāmah*, meaning “the request for continuity.”

Based on this, development economists have adopted the term sustainability to describe the intended balance between economic growth on the one hand and environmental preservation on the other (Jubran, Masoud, 1995, p. 123)^[11]. The emergence of the concept of sustainable development was an inevitable result of incorrect and unsound policies and strategies from a sustainability perspective that lasted for many decades. Consequently, scholars and researchers concerned with sustainable development have sought to establish proper development methods and to consider various components, natural, human, social, and economic, as shared wealth. This was done by setting precise development goals to fulfill the primary objective: achieving equity between current and future generations in benefiting from resources within a clean environment, economic prosperity, peace, and social progress (Kamal, 2015). Sustainable development primarily aims to achieve innovative objectives that had not been previously realized or utilized by humans. Its goal is to raise the level of national income and achieve harmony between economic and social development.

The domains of development can be identified through the following paths (Tannash, Salameh, and Mousa, 1995, p. 65)^[6]:

1. Environment-related development.
2. Economic development.
3. Social development.

Sustainable development is considered the essential link in economic policy, to the extent that people have begun to feel safety and stability after previously believing that Earth was an inexhaustible source of wealth and a provider of limitless natural regeneration. Reports from experts in the International Panel on Climate Change have unequivocally confirmed that human activities are responsible for the threats currently facing the future of humanity as a whole.

**Third Topic: The Applied Aspect of the Research
First: Responses of the Surveyed Sample**

The tables below illustrate the analysis of response levels from the research sample regarding the variables of creativity and sustainable development:

Table 1: The Level of Responses of the Research Sample Regarding the Dimension of Individual Creativity (N = 100)

The first dimension: individual creativity	X1	X2	X3	X4	X5	t1
Direction of Response	Agree	Agree	Agree	Agree	Agree	Agree
Standard Deviation	0.64029	0.59054	0.64029	0.64029	0.53590	0.56851
Arithmetic Mean	3.9125	3.9250	3.9125	3.9125	3.9375	3.9333

It is observed from the above table that the average response reached 3.933 with a standard deviation of 0.568.

Table 2: The Level of Responses of the Research Sample Regarding the Dimension of Group Creativity (N = 100)

The second dimension: collective creativity	X1	X2	X3	X4	X5	t2
Direction of Response	Agree	Agree	Agree	Agree	Agree	Agree
Standard Deviation	1.33780	1.31874	1.32264	1.30238	1.21008	1.21008
Arithmetic Mean	3.5875	3.5875	3.6500	3.5000	3.6000	3.6000

It is observed from the above table that the average response for the research sample reached 3.6.

Table 3: The Level of Responses of the Research Sample Regarding the Dimension of Organizational Creativity (N = 100)

The third dimension: organizational	X1	X2	X3	X4	X5	X6	t3
Direction of Response	Agree	Agree	Agree	Agree	Agree	Agree	Agree
Standard Deviation	0.98598	0.83049	0.97273	0.95723	0.99293	0.97273	0.92214
Arithmetic Mean	3.3000	3.2375	3.3750	3.2875	3.3375	3.3750	3.3188

It is observed from the above table that the average response reached 3.3188.

Table 4: The Level of Responses of the Research Sample Regarding the Dimension of Sustainable Development (N = 100)

Sustainable Development	X1	X2	X3	X4	X5	Total
Direction of Response	Agree	Agree	Agree	Agree	Agree	Agree
Standard Deviation	0.78343	0.83249	0.64386	0.75881	0.81433	0.24790
Arithmetic Mean	3.6375	3.6250	3.8750	3.7375	3.7125	3.6500

It is observed from the above table that the average response for the sustainable development variable reached 3.65.

Second: The Relationship between Creativity and Achieving Sustainable Development

The following table presents the correlation matrix between

the dimensions of creativity and the variable of sustainable development:

Table 5: Correlation Matrix Between the Variables of Individual, Group, and Organizational Creativity and Sustainable Development

Dimension	Correlation Value
Individual Creativity	88%
Group Creativity	91%
Organizational Creativity	86%
Creativity (Overall Level)	85%

The above table indicates that there is a strong correlation between these variables and the level of preserving resources for future generations, as there is a high level of individual, group, and organizational creativity in relation to the preservation of future generations' resources.

Third: The Impact of Creativity on Achieving Sustainable Development

The following table illustrates the impact of the creativity variable on achieving sustainable development:

Table 6: The Impact of Each Dimension of Creativity (Individual, Group, and Organizational) on Achieving Sustainable Development

Creativity Dimension	Estimated Coefficient	Calculated t-value	Significance	Calculated F-value	Model's Explanatory Power
Individual Creativity	0.56	1.778	Not Significant	4.019	85%
Group Creativity	0.33	5.45**	Significant		
Organizational Creativity	0.34	5.48**	Significant		
Creativity (Overall Level)	0.65	6.874**	Significant		

The aforementioned table indicates that, with regard to attaining sustainable growth, the degree of individual inventiveness has increased to 56%. Regarding the protection of natural resource sources, there is also a 33% rise in group-level inventiveness. The rise in organisational inventiveness was 34%. At both the 1% and 5% significance levels, every variable was statistically significant. Additionally, the computed F-value was significant at the 1% and 5% levels. About 85% of the changes in the degree of protecting natural resources for future generations may be explained by the creative variable, according to the estimated model's 85% explanatory power. The random error component includes the remaining 15%, which is ascribed to unexplained sources.

success at all levels, and it serves as a significant motivator in achieving satisfaction and conviction in obtaining natural resources and preserving the resources of future generations.

3. The results revealed that creative organizations cultivate mutual respect and trust among their members and are capable of preserving current and future natural resources, which is one of the essential factors in avoiding harm to the rights of future generations.
4. Individual-level creativity ranked first among the key elements in achieving the crucial goal of preserving current and future resources.

Second: Recommendations

In light of the results and conclusions reached by the researcher, the following recommendations are proposed:

1. It is essential for organizations to pay attention to creative human resources.
2. Encourage and foster the spirit and principle of contentment and preservation of current and future natural resources.
3. Promote and instill a spirit of cooperation among individuals.
4. Instill trust and optimism within members of society

Fourth Topic: Conclusions and Recommendations

First: Conclusion

After presenting the research results and analyzing a set of statistical data, the following conclusions were reached:

1. Creativity at its various levels individual, group, and organizational has an impact on keeping pace with global developments.
2. The presence of individual creativity among individuals is considered one of the most important factors for

- regarding access to natural resources.
5. Establish clear guidelines and instructions on preserving both natural and non-natural resources, and the optimal methods for utilizing them.
 6. Consider this study as a link between previous research and future studies.

References

1. Ibn Manzur MJ. Lisan Al-Arab. Vol. 6. Beirut: Dar Sader for Printing and Publishing; 1997.
2. Qabbari MI. Sociology and Philosophy (Logic, Ethics, Knowledge). Beirut: Dar Al-Tali'a; 1968.
3. Ibrahim MM. Human Resource Management. Alexandria (Egypt): Al-Dar Al-Jami'iyya; 2008.
4. Ahmed M. Human Resource Management. Alexandria (Egypt): Al-Dar Al-Jami'iyya, Al-Ibrahimiyya; 2007.
5. Al-Sakarneh BK. Contemporary Administrative Studies. Amman (Jordan): Dar Al-Maseera for Publishing and Distribution; 2002.
6. Tannash S, Al-Louzi M. Evaluation of Job Performance Model in Jordanian Government Institutions. *Dirasat Journal (Humanities)*. 1995;2(6).
7. Aqili OW. Contemporary Human Resource Management - A Strategic Dimension. Amman (Jordan): Dar Wael for Publishing and Distribution; 2005.
8. Abdel-Hamid MF. The Legal Status of Public Funds. Algeria: University Press Office; 1984.
9. Al-Obaidi MJ, Wali BM. Introduction to Social Psychology. Amman (Jordan): Dar Al-Thaqafa for Publishing and Distribution; 2009.
10. Al-Sharifi MAK. Knowledge Management and Its Relationship with Motivation and Academic Achievement among University Faculty [master's thesis]. Baghdad (Iraq): Al-Mustansiriya University, College of Arts; 2012.
11. Masoud J. Al-Ra'id: A Contemporary Linguistic Dictionary. Beirut: Dar Al-Ilm Lilmalayin; 1995.
12. Adams G. Measurement and Evaluation in Education, Psychology, and Guidance. New York: Holt; 1997.
13. Lumpkin GT, Dess GG. Clarifying the Entrepreneurial Orientation Construct and Linking It to Performance. 2000. [Journal or publisher missing].
14. Bandura A. Social Foundations of Thought and Action. Englewood Cliffs (NJ): Prentice Hall; 1986.
15. House M. Resource Configuration, Competitive Strategies, and Corporate Performance: An Empirical Study. 2000. [Journal or publisher missing].
16. Cohen D, Prusak L. In Good Company: How Social Capital Makes Organizations Work. Boston: Harvard Business School Press; 2001.