

THE ROLE OF CREATIVE BEHAVIOR AND ITS IMPACT ON CRISIS MANAGEMENT CASE STUDY: FACULTY MEMBERS OF AL-HIKMAH UNIVERSITY COLLEGES (2025)

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Abstract

This study aimed to discover the level of “Creative Behavior” in Al-Hikmah University and to test its impact on the Crisis Management of its employees, in addition to explore the significant differences between respondent’s answers of the dependent variable “Crisis Management” due to the Demographic factors. The researcher has constructed a study instrument with reference to the literature and research publications linked to the topic of research, allowing to measure the variables indicated using a component of the 30 item questionnaire divided into 15_ item measure of Creative Behavior, and 15-Item measure the service quality, a random sample of the staff from the administrators -who represented about 30% of the respondents and teaching staff levels who were 35% of the respondents- were selected then we distributed about 50 questionnaires to them in the main location of Al-Hikmah University in Baghdad and this took about 4 months before we get back 31 valid questionnaires for SPSS analyzing process. The study stated that a non-significant weak negative relationship between Creative behavior and the Crisis Management was shown after analyzing the data and testing the hypothesis, furthermore there were no significant differences in responding to the questionnaire related to the demographic factors with an exception of the educational status. Finally, this study has concluded that the future researches should take a set of variables in consideration when study the impact of the creative behavior on the crisis management like higher management role and organizational culture.

Keywords: Gender, Creative behavior (CB), Crisis Management (CM), Al-Hikmah University (Baghdad), questionnaire.

Introduction

The globe is rapidly witnessing huge changes in the economic structure, and business trends are not as the same as it used to be before the Corona virus Pandemic, even technology has its way to the greatest revolution of the AI, hence all companies must be always ready for the newest challenges, and the only and one tool to make this happen is creative employees. The greater the requirement for novel approaches, the greater the need for creativity (ACKOFF and VERGARA, 1981m P1). This characteristic is in short supply and is inequitably distributed, therefore Fostering innovation is a crucial aim for leaders across the

world today, however, employees becoming prolific in the workplace is equally essential to thrive in the global job market (Khan and Mohiya, 2020, P3865), all these facts mean that all kind of organizations and businesses must find the way to imply creativity in problem solving and to overcome the difficult and complex emergency conditions that these businesses and companies may face.

However, there is a great difficulty in how to measure the creative behavior of workers in all fields, as human behavior is difficult to predict, anticipate, or even control according to fixed standards in certain cases. However, research and studies have been keen to present attempts to describe useful creative behavior, or in other words, behavior that can be employed in solving problems. This study is one of those attempts within the university educational environment. The case study provides a practical measure of the concept of creative behavior and the extent of its impact on the university's ability to manage crises. It can be said that studies that have addressed this matter are very few around the world.

Review of Related Literature

Tang et al. (2022) conducted a study aiming to show the researches that shed light on the effect of the COVID-19 crisis on creativity and innovation and vice versa, as well as their relationship to resilience and coping, but this study treated creativity as a dependent variable, but it found that creativity and innovation help people make sense of unknown circumstances, cope with negative consequences, and achieve personal and social wellbeing. However, (Sommer and Pearson, 2007) created a theoretical model of creative decision making during organizational disaster for crisis management teams, and their findings supported organizational efforts to use education, training, and accountability to reinforce creativity in crisis decision making (K. Hamdan, 2020, P72) identified creative behavior and its impact on achieving Lean strategy in Palestinian civil organizations, it is worth noting that the study used the descriptive analytical approach and the questionnaire as a main tool for collecting data from employees of associations operating in the governorates of Gaza Strip and resulted in a statistically significant relationship between creative behavior and Lean strategy, as well as the presence of an effect of creative behavior on. The Chinese researchers (CHING TENG, et al., 2020, P10) tried to explore the creative behavior of the hospitality employees in China and found that creating a good communication network that enables exchange of information and an atmosphere of support in the workgroup/environment increases the efficiency of team members in accumulating relevant knowledge and expertise from others and enhances employee self-efficacy in areas of creativity and confidence, which benefits the behavior(Akib et al., 2022) did a research in Nigeria. Multi-level human creativity is the core (base) of knowledge-based organizational development, the essence and orientation of the capacity-building program, and the foundation for efforts to build a satisfying or even happy public service image, both for employees (public service providers) within the organization and for citizens or society.

In China work business context (GONG et al., 2009, p.773) has revealed a good association between creativity and performance. In Turkey, AKTURAN and ÇEKMECELIOĞLU (2016) conducted research on educational institutions (p. 348).

. In this study, Information Sharing and Organizational Citizenship Behaviors are examined in terms of Creative Behaviors, and the findings show that knowledge sharing has a positive influence on creative behavior, and that feeling a part of the organization and having the necessary information can help an employee be more creative than before and others.

In most of studies and above-mentioned studies, the creative behavior is treated as a moderated or a dependent factor in a relationship between behavior and performance, but in this research, we consider it as a main influencing factor that can determine the ability of employees to react when any crisis happens.

Creative behavior and Crisis Management

The world has faced unsustainable circumstances for so many years in all life fields especially the economic one. (Hölzle, et.al, 2020, P1) emphasized that to deal with the current, what can rightly be called, "grand challenges," we need creativity and innovation more than ever, and (Tang, et.al, 2022, P2) confirmed that the relationship between creativity and wellbeing has become a hot topic for researchers, and several papers examined this topic from different perspectives considered creativity as a dependent variable (Tang, et.al, 2022) in some cases but a dependent variable in some others which studied the creative behavior on the individual levels or on the team level or enterprise level (K. Hamdan, 2020, P72). We might also argue that decision-making during organizational crises is in the public's best interests. Ineffective decisions can compound the effects of organizational crises, whether they are caused by terrorist action, CEO wrongdoing, environmental pollution, or any other reason. (Sommer and Pearson, 2007, p.1234).

In this study we believe that the human being is the key factor to imply creativity in solving urgent problems and to wisely encountering the difficult challenges. Hence, we have taken into account the opinions of employees regardless of they are professors or administrators. (Oldham & Cummings, 1996, p. 608) defines creativity as "the development of ideas about products, practices, services, or procedures that are (a) novel and (b) potentially useful to the organization". (Akib, et.al, 2022, P5) identified the creative behavior as "The creative behavior (creativity) of employees in a multi-level (individual and group) manner supports improving the quality and positive image of public services".

In this study, we can define creative behavior as a set of actions that contribute to solving an urgent problem and responding positively to any new changes in the work environment, whether internal or external. This behavior is related to the ability to work in a team and to logically analyze problems.

Research Problem:

This study tried to answer the following questions:

- 1-What is the impact of Creative behavior on the Crisis Management in the company studied?
- 2-Are there any significant differences between males and females in responding to the questionnaire?
- 3- Are there any significant differences related to the education status in responding to the questionnaire?

4- Are there any significant differences related to the job experience in responding to the questionnaire?

5- Are there any significant differences related to the job description to the questionnaire?

6- Are there any significant differences related to the age in responding to the questionnaire?

Research Methodology:

According to the problem of this study hypothesis are:

H01: There is no significant relationship between the Creative behavior and Crisis Management in Al-Hikmah University.

H02: there are no significant differences between respondent's answers of the independent variable related to the Gender.

H03: there are no significant differences between respondent's answers of the independent variable related to the job experience.

H04: there are no significant differences between respondent's answers of the independent variable related to the Educational status.

H05: there are no significant differences between respondent's answers of the independent variable related to the age.

H06: there are no significant differences between respondent's answers of the independent variable related to the Job description.

Search Variables:

First: The independent variable, whose symbol is X: Creative behavior in Al-Hikmah University.

Second: The dependent variable, whose symbol is Y: Crisis Management.

Study Tool:

We measured the aforementioned study variables through a questionnaire in which the respondents' answers are graded on a five-point Likert scale as follows:

Table No. (1) Gradation of answers on a five-point Likert scale

Terribly Agree	Agree	Neutral	disagree	Terribly disagree
5	4	3	2	1

Population and sample:

The study community represents the staff working in Al-Hikmah University in its main location in Baghdad, which numbers 60 employees, whose tasks vary between office tasks such as secretarial, consultants, customer services, managers, and field tasks. The researcher distributed the survey by himself on October 2024 to a random sample consisted of 35 individuals during there working time. It took about 5 months to get the responds which were 25 valid questionnaires to be analyzed using SPSS software on the 20th of February 2025.

Methodology and method of study:

The research relies on the descriptive and analytical approach in describing the studied phenomenon through data collection and analysis. We followed the statistical survey method, where we distributed a questionnaire to measure the studied variables. Then the questionnaires were transcribed and the data were processed for analysis and the necessary statistical tests were conducted using the SPSS program. Statistical methods were adopted to measure correlations between the variables of the study and the hypothesis testing.

Measuring Creative behavior and Crisis management in the studied University in Iraq:

Al-Hikmah institution College was an institution created in 1956 by members of the Society of Jesus' New England Province. Al hikma translates to "wisdom" in English. In 1952, it was decided to furnish the city with a university-level institution. The Jesuits constructed and erected the structures on the 195-acre campus (al-Za'franiya) south of Baghdad (MacDonnell, 2023, MacDonnell,1994). The university includes these colleges that are concerned with medicine, engineering, and sports. The number of the teaching staff is about 150 between teacher and professor. But the administrative staff number is about 55 members. We conducted primary surveys and interviews with the employees to decide about to whom the questionnaire will be distributed, and we found that all employees should be joined to the survey to make sure that the sample perfectly represents the community f the studied colleges and to explore the level of understanding the variables among the respondents especially that many studies only focus on the educational staffs in their data collection process in the universities ignoring that the crisis management has many dimensions related to the administrative side.

In his study (2020), Kamal Hamdan et al identified creative behavior and its impact on achieving Lean strategy in Palestinian civil organizations and measured the creative behavior In a poll with 15 unambiguous statements, several issues are considered, such as creating a spirit of rivalry among employees in firms and keeping up with current changes on the scene. We found this measurement the best for our study as it takes the companies in consideration and gives a clear perspective to be implied and scaled.

According to (Vašíčková, 2019) there were so many approaches that measure the crisis management, so we took advantage from this study and generated a set of 25 questions to measure the crisis management after reading this study and we covered two important approaches in our statements which are the proactive and reactive approaches. We adopted 15 of the generated questions and used them in the questionnaire to measure the crisis management. And to achieve the greatest possible understanding of the role of Creative behavior in raising the level of Crisis Management of individuals in the mentioned company, we have included the concepts of analyzing and team work within the Crisis Management measurement in our survey.

Honesty and Consistency:

The results of the questionnaire were entered after being recoded into the SPSS program and analyzed according to the Alfa Cronbach coefficient to find out if the coefficient value is acceptable to the interlocutor (which means that the questionnaire performs what is required

of it), the paragraphs of the questionnaire must be with internal consistency with values equal to or greater than 0.6 (Sekaran: 2006), and Table (2) shows:

Table (2): The value of the stability coefficient of the questionnaire variables:

Reliability Statistics Alpha Cronbach for CM		Reliability Statistics Alpha Cronbach for CB	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
.968	15	.992	15

Source: Prepared by the researcher based on the results of the statistical study using spss.

It is noted from Table (2) that the stability coefficients for the axes of the questionnaire were acceptable, Alpha Cronbach is high and acceptable as its value is 0.998 for each variable. This means the tool of this research has high level of reliability and valid for research. The Creative behavior is totally reliable as we can find from the table above and thus what we've mentioned before that the scale is proper and cover the individual and group levels of creativity.

Data collection method:

A questionnaire has been developed and built that measures the Creative behavior variable by measuring its dimensions represented by Creative behavior (the independent variable) in the company, and also measures Crisis Management in Al-Hikmah University (dependent variable), where the construction of the questionnaire paragraphs was guided by previous studies. Section 1 which contained five Demographic Factors that included a set of Items related to personal information like Gender, years of job experience, Education status, age, and Job Level. Whereas section 2 consisted of 82 statements measure the X and Y.

Table (3): Frequencies and Percentages of Personal Information

Item	Cases and coding and the Number of Cases for 25 respondents				
	1	2	3	4	5
Gender	Male (16)	Female (15)	-	-	-
Percentage	51.6%	48.4%	-	-	-
years of job experience	less than 2 years (8)	two years to four years (6)	four years to six years (7)	six years to eight years (6)	more than eight (4)
Percentage	25.80%	19.35%	22.58%	19.35%	12.90%
Educational status	1institute (5)	University (10)	Masters (9)	Ph.D. (17)	-
Percentage	16.13%	32.26%	29.3%	54.84%	-
Age	Less than twenty-five years (3)	twenty-five to thirty years (3)	thirty to thirty-five years (10)	thirty-five to forty years (8)	more than forty years (7)
Percentage	9.68%	9.68%	32.26%	25.80%	22.58%
Job Level	Employee-administrator (10)	Teacher (10)	Professor (11)	-	-
Percentage	32.26%	32.26%	35.48%	-	-

Source: Prepared by the researcher based on the results of the statistical study

From Table (3), we can see:

- Gender: The percentage of males is **51.6%**, which is higher than the percentage

of females is **48.4%**.

- Age: The highest percentage of ages (30-35) was **32.26%**.
- Educational level: The highest percentage was for university Ph.D. degree at **54.84%**.
- Job Level: The highest percentage of the job level was for Professor level **35.48%**.
- Years of Job Experience: The highest percentage was two years to four years **51.61%**. followed by (four years to six years).

We can summarize this by saying: The staff in Al-Hikmah University has short experience in working as 30% of them worked there for less than two years but, and most of them were Ph. D holders.

The shape of the relationship between X and Y:

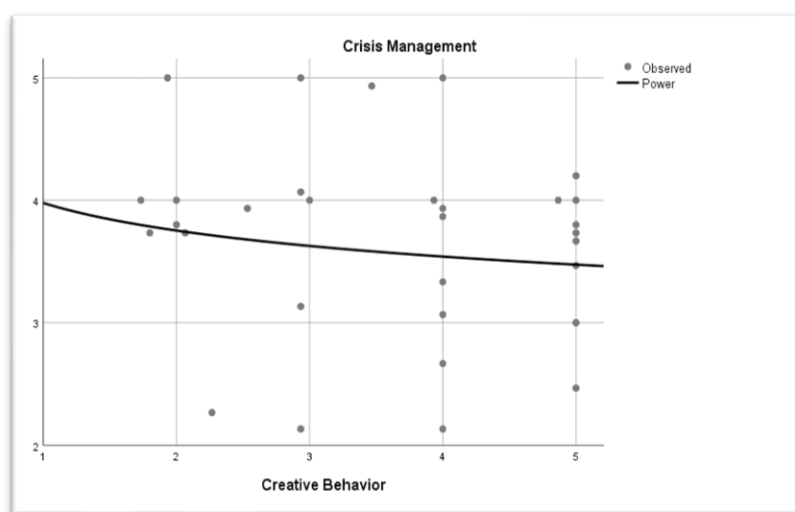


figure (1) Relation chart

From SPSS

Figure (1) confirms that the connection between the independent variable (Creative Conduct) and the dependent variable (Disaster Management) is most likely a power curve. So, the most accurate model that best represents the relation between X and Y variables and will be used in the first hypothesis testing and can be used to study this relation is absolutely the Power regression model, thus can be implied in testing this research's hypotheses:

Hypothesis testing:

To test the hypotheses, we used the Power regression analysis test. But before this the researcher distributed the statements of the questionnaire as follows in the column (4):

Table (4) statements of the questionnaire

Variables and Description	Number of statements in the questionnaire	Statements order in the questionnaire	Means	Std. Deviation
X (Creative Behavior)	15	1-15	3.59	1.163
Y (Crisis Management)	15	16-30	3.68	.788

Source: Prepared by the researcher based on the results of the statistical study

The statements number was 31 distributed into variables which are: Creative behavior as the independent variable, and the Crisis Management as the dependent variable.

Testing the first hypothesis:

The first main hypothesis states: H01: There is no substantial association between Creative Behavior and Crisis Management at Al-Hikmah University. This hypothesis looks at the strength and direction of the link between the independent variable X (Creative Behavior) and the dependent variable Y (Crisis Management). To verify this hypothesis, we employed the standard Pearson correlation test; the Pearson correlation coefficient between X and Y is shown in table (5).

Table (5): Descriptive Statistics for CB and CM

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Creative Behavior	31	2	5	3.59	1.163
Crisis Management	31	2	5	3.68	.788
Valid N (listwise)	31				

From SPSS

The respondents tend to agree with the most of survey questions as we can see from this table (5), as the means of each dependent and independent variables are close to the grade 4 in Likert scale. That means Al-Hikmah University staffs believe in Creative behavior as a main factor of crisis management. But we needed to Explore if this agreement makes any difference in the relationship between

Table (6): Descriptive Statistics for CB and CM- Nonparametric Correlations

Correlations				
			Creative Behavior	Crisis Management
Kendall's tau_b	Creative Behavior	Correlation,Coefficient	1.000	-.144
		Sig. (2-tailed)	.	.289
		N	31	31
	Crisis Management	Correlation,Coefficient	-.144	1.000
		Sig. (2-tailed)	.289	.
		N	31	31
Spearman's rho	Creative Behavior	Correlation,Coefficient	1.000	-.199
		Sig. (2-tailed)	.	.284
		N	31	31
	Crisis Management	Correlation Coefficient	-.199	1.000
		Sig. (2-tailed)	.284	.
		N	31	31

From SPSS

As it can be noticed from the table (6) the relationship between the Creative behavior and the Crisis Management is very weak and surprisingly negative as spearman's value is about (-19.9%), and it is not significant as the value $\text{sig} > 0.05$. The value of Kendall's was (-14.4%) which emphasizes the results we've got. That means the current level of Creative Behavior never leads to a good crisis management level but to less level of it, so we had to conduct more tests to ensure we understand this relation and to give logical explanation for it, so we used the power regression model to discover the impact of the creative behavior that the university staff agreed with in the survey on the crisis management level they perform at their offices.

Power Regression Model for the relationship between x and Y:

Table (7) Model Description and Variable Processing Summary

Model Description		
Model Name		MOD_4
Dependent, Variable	1	Crisis Management
Equation	1	Powera
Independent, Variable		Creative Behavior
Constant		Included
Variable, Whose Values, Label Observations in, Plots		Unspecified
a The model requires, all non-missing, values to be positive.		

From SPSS

Table (8): Descriptive Statistics

Model, Summary			
R	R Square	Adjusted R Square	Std. Error, of the Estimate
.199	.217	-.217	.134
The independent variable is Creative Behavior.			

From SPSS

As it can be showed from the table (8) the R value is 19.9 % and means that the relation between the Creative behavior and the Crisis Management is very weak and the value of R Square indicator is 21.7%, so approximately 21.7% of the changes in the Crisis Management practices in Al-Hikmah University are due to changes in Creative Behavior. That is, the staff is creative but it is not enough to influence the level of their Crisis Management performance, and if we look at the adjusted R Square value is negative, so the relationship is negative. There are other factors control the rest of impact of the creative behavior on the crisis management performance inside the university related to the demographic factors, furthermore we needed to explore the value of sig to determine the significance of this weak impact as in table (9).

Table (9) Examination of the variance of the reversion line of the link between Creative conduct and the Crisis Management.

ANOVA					
	Sum of,Squares	df	Mean,Square	F	Sig.
Regression	.027	1	.027	.493	.488
Residual	1.612	29	.056		
Total	1.639	30			
The independent variable is Creative Behavior.					

From SPSS

We note from Table (9) that sig=.488, This is greater than the level of significance 0.05, confirming the acceptance of H01, and therefore there is no significant association between creative behavior at Al-Hikmah University and crisis management techniques, which is the dependent variable.

To check the grade of the effect of the Creative conduct in general on the Crisis Management in Al-Hikmah University we studied the equation of the multiple regression line, which shows the significant differences in the following table (10).

Table (10) Results of multiple,regression analysis of the relationship between Creative behavior and the Crisis Management.

Coefficients					
	Unstandardized,Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
ln (Creative Behavior)	-.084	.120	-.129	-.702	.488
(Constant)	3.978	.606		6.565	.000
The dependent variable is ln (Crisis Management).					

From SPSS

From Table (10), we find a value of $t = -0.702$, $B < 0$, $\text{sig} > 0.05$ which confirms that the impact of Creative behavior on Crisis Management practices in Al-Hikmah University is non-significant as the value of the test index t is negative and non-significant at the level of significance 0.05, while the relationship can be illustrated by the equation: $Y = -0.084 + 3.978X$. These results pushed us to dive into the reasons of the weakness and negativity of the relationship between the creative behavior the employees at the studied university are practicing and the crisis management they are providing, s we tested the differences between respondents answers related to the demographic factors which are: the gender, the age, the education level, the job experience, and the job occupation.

Testing the Second Main hypothesis:

H02: there are no important changes between respondent's answers of the dependent variable related to the Gender.

Table (11) Independent,Sample Test

Group Statistics					
	GENDER	N	Mean	Std. Deviation	Std. Error Mean
Crisis Management	Male	16	3.69	.636	.159
	Female	15	3.67	.983	.263

From spss

The sample was 31 individuals and as the table (11) shows they are 16 men tend to agree with all statements they read from the questionnaire as the Mean of their responses was 3.69 which is bigger than the degree 3 of Likert scale, in addition to 15 women were likely to agree with the same statements as the Mean of their responses was 3.67 smaller than that in men case. Therefore, a sample test was needed to explore the significance of the differences among respondents' answers.

Table (12) Independent,sample,Test

Independent,Samples Test										
		Levene's Examination for Parity of Variances		t-test for Equality,of,Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Crisis Management	Equal, variances, assumed	1.919	.177	.070	28	.945	.021	.298	-.590	.632
	Equal variances not assumed			.068	21.737	.947	.021	.307	-.616	.658

From spss

If we take a look to this table (12) we find out that Sig.= 0.177 which is bigger than the 0.05, hence this leads to use the first choice of the table which is (Equal variances assumed) and we notice that sig(2-tailed) value is bigger than the significance level 0.05, and the value of (t) indicator is positive so we should accept the H02 hypothesis and admit the existence of the differences among the respondents' answers, but they are not significant.

Testing the Third Main hypothesis:

H02: there are no important changes between respondent's answers of the dependent variable related to the Job Experience.

Table (13) one-way ANOVA

ANOVA					
Crisis Management					
	Sum of, Squares	df	Mean, Square	F	Sig.
Between Groups	5.473	9	.608	.972	.490
Within Groups	13.144	21	.626		
Total	18.617	30			

From SPSS

From the table (13) we can see that sig > 0.05 therefore we accept the **Third Main hypothesis** so there are no significant differences between respondent's answers of the dependent variable related to the Job Experience

Testing the Fourth Main hypothesis:

H02: there are no significant differences between respondent's answers of the dependent variable related to the Educational Status.

Table (14) one-way ANOVA

ANOVA					
Crisis Management					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.919	4	1.980	4.812	.005
Within Groups	10.698	26	.411		
Total	18.617	30			

From SPSS

From the table (14) we can see that $\text{sig} < 0.05$ therefore, we reject the **Fourth Main hypothesis** so there are important changes between respondent's answers of the dependent variable related to the Job Experience.

Testing the Fifth Main hypothesis:

H02: there are no important changes between respondent's answers of the dependent variable related to the Age.

Table (15) one-way ANOVA

ANOVA					
Crisis Management					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.141	2	.070	.107	.899
Within Groups	18.476	28	.660		
Total	18.617	30			

From SPSS

From the table (15) we can see that $\text{sig} > 0.05$ therefore we accept the **Fifth Main hypothesis** so there are no important changes between respondent's answers of the dependent variable related to the Age.

Testing the Sixth Main hypothesis:

H02: there are no important changes between respondent's answers of the dependent variable related to the Job description.

Table (16) one-way ANOVA

ANOVA					
Crisis Management					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.711	3	.904	1.534	.228
Within Groups	15.906	27	.589		
Total	18.617	30			

From SPSS

From the table (17) we can see that $\text{sig} > 0.05$ therefore we accept the **Sixth Main hypothesis** so there are no significant differences between respondent's answers of the dependent variable related to the Job Level.

Thus, we have obtained a set of important final research results and recommendations in addition to few suggestions based on testing the previous hypotheses:

Results summary:

We can summarize the results of this study as follows:

- 1- More half of the respondents of the sample we've taken are males, and about a half of them have four years to six years' experience at the university, in addition to the fact that most of them hold Ph.D. degree, and third of the respondents work in the position of Professor of the faculty, finally more than third of them are in between thirty to thirty-five years old.
- 2- There is very weak relationship between the Creative behavior and the Crisis Management, but it is negative.
- 3- About 30% of the changes in the Crisis Management practices in the studied university is explained and related with the changes of the staff's creativity and creative behavior, whereas 70% of these changes are unpredictable.
- 4- There is no a important link between the Creative conduct in Al-Hikmah University and the Crisis Management practices.
- 5- There are no important changes between the defendants' responses about the crisis management exercise related to the demographic factors except the Educational Status and it's worth of mention that 54.84% of the respondents are holding Ph.D. degree, Therefore, we can be certain that these people have a profounder thoughtful of the behaviors involved in disaster management. If we look at their average response to the survey questions related to crisis management, we find that they tend to agree with it. This means that those with higher degrees are more capable of discussing and agreeing on this matter. Therefore, the researcher suggests that all workers be made aware of the nature and importance of good crisis management behaviors, whatever they may be. It is not enough to have people who are creative in solving problems related to their work only, but also any other urgent problems. And that senior management should give individuals sufficient powers and authorization to employ their creativity in solving urgent problems. The researcher suggests that subsequent studies explore the moderating effect that some variables may play on the relationship between creative behavior and crisis management behaviors, such as the centralization of decision-making by senior management, incentive and reward systems, and training.

Suggestions:

- 1- Measuring the modified impact of all the demographic factors on the aforementioned relationship.
- 2- Studying the creative behavior of people in each department in the university separately, for example, conducting the study and distributing questionnaires to all individuals who practice education only, away from administrative matters, in order to understand more about their creative behavior and the extent of their capability to use it to solve different types of problems and confront different groups of changes and circumstances such as global

epidemics and economic crises, and including these matters within the scale's phrases. (INAMIZU, 2018, P73) confirmed that Behavior must be measured when thinking about creativity and behavioral characteristics at the office and the management policies that promote them. The limitations of this study prevented us of discovering the impact of personality on the creativity of the individuals or inside the groups. (CHING TENG, et.al, 2018, P10) sees that job stress is one of the most important factors might influence the creativity.

3- Taking a set of variables in consideration when study the impact of the creative behavior on the crisis management like higher management role and organizational culture in addition to the type of crisis.

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