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**Change management and its impact on administrative
creativity:**

**The case of INDUSTRIAL SEMOLINA OF MITIDJA
“SIM” -Blida-**

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Dedication

This modest work is dedicated, first of all, to my dear parents for their patient, sacrifices, trust and efforts made for the achievement of this study. it is also dedicated, to my siblings, friends for their encouragement and motivation.

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My sincere thanks to my supervisor DR. SALMI Abdeldjabar for guidance, motivation and the efforts for making this research better.

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I would like to thank workers of industrial semolina of MITIDJA SIM -Blida- who helped me in data collection process.

ABSTRACT

Change management has crucial role in staying and enhancing the market share of the enterprises, especially if the enterprise takes the creativity into consideration. This research studies two important topics represent a challenge for the Algerian companies, the change management and the administrative creativity. The main purpose of this study is to identify the reality of change management and its impact on administrative creativity in industrial semolina of MITIDJA SIM -Blida-, data collection phase has been carried out through the questionnaire to the group of administration employees of industrial semolina of MITIDJA SIM -Blida-. For the data analysis phase IBM SPSS was used. Results revealed that the change management has a significant impact on the administrative creativity, also the deal with the resistance affects positively the creative skills of the employees. Companies need to adopt the creativity and the managing of change in order to survive the challenge of the expanding market.

Keywords:

Change management, administrative creativity, resistance to change, innovation.

ملخص الدراسة

ادارة التغيير لها دور حاسم في بقاء وتحسين الحصة السوقية للمؤسسات، خاصة إذا كانت المؤسسة تأخذ الابداع بعين الاعتبار. هذه الدراسة تدرس موضوعين مهمين يمثلان تحدي بالنسبة للمؤسسات الجزائرية، ادارة التغيير والابداع الإداري. الهدف الاساسي من هذه الدراسة هو تحديد واقع ادارة التغيير وأثرها على الابداع الاداري في المطحنة الصناعية لمتيجة سيم -البليدة-، تم تنفيذ مرحلة جمع البيانات من خلال الاستبيان لمجموعة من موظفي إدارة المطحنة الصناعية لمتيجة سيم -البليدة-. من اجل تحليل البيانات استعملنا IBM SPSS، اظهرت النتائج ان لإدارة التغيير أثر كبير على الابداع الاداري، كما ان للتعامل مع المقاومة أثر ايجابي على مهارات ابداع العمال. على الشركات ان تتبنى الابداع وإدارة التغيير من اجل التغلب على التحدي المتمثل في اتساع السوق.

الكلمات المفتاحية:

إدارة التغيير، الابداع الإداري، مقاومة التغيير، الابتكار.

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GENERAL INTRODUCTION

General Introduction

Bob Schmetterer (2003) says that “applying creative thinking to our clients business strategy-this should be our industry’s new core competency. And-in what is very good news for our industry-this kind of creativity, creativity that goes to the heart of business, is more in-demand than ever”.

From the above mentioned quotation we can say that creativity is importance for enterprises to increase their performance, because the enterprises rely on the change management which seems like a compass who is guided and developed by the human resources creativity in order to create an integrated system of operations based on an analysis of the internal and external environment to reach a suitable and realistic strategy that is contemporary, faces different, new competitions and challenges. For this, an efficient human resource with high creative capabilities is required to help and develop new solutions, ideas and opinions, the objective is not just to solve problems but to solve them creatively in order to continue and grow.

There is now a general knowledge that a creativity is the key to this escalating challenge¹, so it is considered as an important factor, which allows to face the mature and the competitive of the business environment, companies must be creative in their way of thinking and when solving problems², (AL-QAHTANI) said: the success of the enterprises rely on bringing the creative employees³, who could be more productive

¹ FEURER, Rainer, CHAHARBAGHI, Kazem and WARGIN, John. developing creative teams for operational excellence. International journal of operations and production management, 1996, Vol.16, no.01, p. 18. Available on: <https://dx.doi.org/10.1108/01443579610106328> .

² KONDO, Yoshio. Innovation versus standardization. The TQM Magazine, 2000, vol.12, no.01, p.8. Available on: <https://dx.doi.org/10.1108/09544780010287177> .

³ AL-QAHTANI, Salem Saeed. Organizational obstacles to creativity among administrative development employees in government agencies in Saudi Arabia. Saudi university journal-administrative sciences, 2002, vol.14, no.02, p.346.(Arab).

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and do greater job satisfaction in the markets which is moving through an increasingly open and global competitive, as a result, companies are obliged to enhance their competitive advantages and add values to enterprises by applying and providing a climate to the administrative creativity, also the organizations have to change and adapt in order to remain competitive.

Sometimes the changes can be a cause of the changing in technology, laws and regulations, in employees' attitude and other internal and external factors, which the organizations use change to adapt with these factors, but the change that means moving from where it is to where it wants to be, is not easy, there is huge percentage of facing resistance from the employees who are afraid of losing their jobs or feel uncomfortable with the change.

The solution is to manage this change by planning processes, tools and technology for the achievement of the required outcome.

❖ **Problematic:**

In the process of change management they use one of the models helping in applying the change in the right way, these models recommend the organizations to make the employees participate in every change to minimize the degree of resistance and discover the creative employees, but unfortunately the change fail in many enterprises because of the lack of understanding on the part of the manager who implement changes for enhancing administrative creativity¹, also even if organizations feel the importance of change and discuss about the needs of enhancing creativity and innovation and want

¹ WALTON, André. The impact of international factors on creativity. International journal of entrepreneurial behavior and research, 2003, vol.9, No.04, p.147. available on: <http://dx.doi.org/10.1108/13552550310485120> .

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to make the change part of the routine of the enterprise, but few efforts have been devoted on management process apply it in reality¹.

In this context, the following research questions have been reformulated:

What is the impact of change management on administrative creativity in the industrial semolina of MITIDJA SIM?

This general research yields three secondary questions on which we build our research:

- What is the process of change management and its role on the enterprises?
- Is the administrative creativity important to all the institutions?
- Which model among the models of change management is followed by

Industrial semolina of MITIDJA SIM -Blida-?

❖ Hypotheses:

In an attempt to understand the process of change management in SIM enterprise, as well as to be aware of the reasons of this latter and to see the degree of administrative creativity and need of its, we provide two main hypotheses from which the paths will be planned to analyze and illustrate our subject.

H1: there is a positive impact of change management on administrative creativity in the enterprise.

H2: there is a negative impact of resistance to change on administrative creativity in the enterprise.

¹ KING, Stephen. Managing creativity and learning. Management Development Review, 1995, vol.08, no.05, p.32.
Available on: <http://dx.doi.org/10.1108/09622519510771997> .

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❖ previous studies:

many studies have been conducted sharing somehow the purpose of this study on this subject, and these are some of them:

1\ The study of TRYPHOSA MATHAKADU BOIKHUTSO (2013) “change management: the impact on systems implementation”, for obtaining a magister degree by discussing the impact of change management during the implementation of an IT system in the department of business application solution center (BASC), she asked the following problematic: What are the change-management factors that have an impact on the implementation of an e-contract system?, in order to identify and examine the factors (in terms of training, communication and the perceptions of end-users), which would have an impact on change management during the implementation of an e-contract system, in order to facilitate the operationalization of the system. She used a questionnaire and interviews with 40 employees of BASC, 20 employees were invited to do the survey questionnaires and 20 did the interviews.

The overall result revealed that visible and vocal support are not enough, other parameters should be taken into account such as training, communication, in addition to management’s participation and openness during the implementation of the project.

2\ The study of TURNER Kendra (2017) The obtention the doctoral degree with the title of “impact of change management on employee behavior in a university administrative office”, The purpose of this qualitative holistic case study was to interview employees within a major research university administration office in the Southern United States to explore the impact of a business process project on employees affected by change management in a system implementation upgrade. She conducted interviews with a random sample of 12 employees who were present during the initial

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phase of the business process project of the system implementation upgrade, in an administrative office at a major research university in the Southern United States. The business process project began in the fall of 2014, and I identified employees at this 8-month interval for any involvement in the critical changes affecting their job.

The case study was guided using one main research question and four sub questions based on the participant responses. The main research question used to guide the case study was: What impact has a business process project possibly had on assisting and involving employees with change management in a system implementation upgrade affecting their current jobs in a university administrative office?

An analysis of the data from all participants showed the business process project had some form of impact on them. The impact is the revelation of the seven themes of communication from managers and/or departmental meetings, job loss/possible unemployment, training, managerial concern for employee, positive effect/impact on the employee, and negative effect/impact on the employee. Each Participant was able to identify and give a response related to the themes.

3\ The study of RUNE TODNEM BY (2005) “organizational change management: a critical review” is a research paper that express a critical review of some of the main theories and approaches to organizational change management as an important first step towards constructing a new framework for managing change.

It is evident from this article that change is an ever-present element that affects all organizations. There is a clear consensus that the pace of change has never been greater than in the current continuously evolving business environment. Therefore, the successful management of change is a highly required skill. However, the management of organizational change currently tends to be reactive, discontinuous and ad hoc with a reported failure rate of around 70 per cent of all change programmer initiated

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(Balogun and Hope Hailey, 2004). This may indicate a basic lack of a valid framework of how to successfully implement and manage organizational change since what is currently available is a wide range of contradictory and confusing theories and approaches, which are mostly lacking empirical evidence and often based on unchallenged hypotheses regarding the nature of contemporary organizational change management.

4\ An article study of Nader Mohammad ALJAWARNEH and Fawzieh MASA'D (2020) in the title of “administrative creativity and job performance: An Empirical Study at Jadara University”. This study aims to identify the reality of administrative creativity and its effect on the job performance of administrative employees at Jadara University, by using the question of: what is the effect of administrative creativity on job performance from the point of view of the administrative staff at Jadara university?

To answer this question the researchers used a questionnaire who was distributed to 100 administrative employees, and the data were analyzed by using spss program, the result of this study showed that there is a positive relationship between creative capabilities (originality, ability to analyze, acceptance of risk, fluency and mental flexibility), and job performance.

5\ The study of Dr. Ibtissam khalid yahia salama (2018) “the relationship between organizational culture and administrative creativity in universities” is an article study shows the significance of organizational culture and administrative creativity and also the relationship between organizational culture and administrative creativity in universities.

The result of this study revealed that the organizational culture achieves its highest goals through contributing in accomplishing the various administrative creativity

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dimensions, represented in “problem solving, decision making, ability to change, adventurous spirit and encouragement of creativity”. The organizational culture contributes in assisting the individual in problem solving and decision making, enabling him/her to make a decisive decision in a relatively record time, and enabling him/her to discover problems in order to solve them. It tries new ideas and ways to solve the problems and take separate stands against those problems in order to solve them. The organizational culture allows making important decisions in case of the scarcity of available information. Furthermore, the organizational culture in individuals the ability to change making them more capable in discuss their bosses and more capable to find new ways to use the available resources or execute the work.

6\ The study of Harada, Yoshifumi, and Abdullah Bin Osman, (2015) “The Impact of the Transformational Leadership in the administrative Creativity: An Applicative Study on the Industrial Companies (Mining and Extraction)”, the study problem is represented by the following question: - 1- What is the impact of the style of the transformational leadership on the managerial creativity in the industrial companies (extracting and mining)?, in order to identify the impact of transformational leadership in administrative creativity in industrial companies (Mining and Extraction). Therefore, a total number of 176 of employees who were of high and central management levels of industrial companies (Mining and Extraction) took part in this research, for collecting data, a questionnaire was used to the study community. The answers were entered to SPSS program for analysis Main results produced by this study were as follows: According to the overall results, it could be noted that there was a presence of a statistically significant impact (0.05) of the transformational leadership pattern in administrative creativity in Industrial companies (Mining and Extraction).

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7\ the study of Adila Bint Abdullah (2008) “the administrative creativity and its relationship to change management in primary school principals and assistants in Makkah”, for obtaining a magister degree.

The study aimed at recovering the availability degree of managerial innovation of elementary schools female administrators and vice administrators in holy MAKKAH and their practicing degree of change, to know whether there are statistically significant differences between the study community opinions about the availability of managerial innovation skills according to the variables, with the following question: what is the level of availability of administrative creativity skills among the principals and assistants of the primary school in Makkah?

To answer this question, she prepared a questionnaire for 347 administrators and vice, she found that the availability degree of managerial innovation of elementary schools female administrators and vice administrators in Holy Makkah was high, also the degree of elementary schools female administrators and vice administrators in Holy Makkah was high practicing change styles was in low degree, inclusive style was very high.

❖ Limitation of the study:

- 1\ Time constraint: this study was conducted in the second semester of the academic year 2020/2021.
- 2\ Place constraint: this study was conducted in one place, the industrial semolina of MITIDJA SIM -Blida-.
- 3\ Topic limitation: we studied the change management and the administrative creativity.

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4\ Sample population limitation: we applied the study on the administration employees on industrial semolina of MITIDJA SIM -Blida-.

❖ **The motivation of this subject:**

we choose this subject for acquiring new knowledge and experience in a domain which is absent in our school curriculum. The other driving motivation is that the change and the creativity become one of most important themes which have a significant influence in our life and in our future business.

❖ **Study objectives:**

From this study we want to achieve same objectives we see them benefit to our knowledge, among these objectives we have:

- 1\ Identify the reality of the administrative creativity in industrial semolina of MITIDJA SIM -Blida-.
- 2\ Identify the application reality of the change management in industrial semolina of MITIDJA SIM -Blida-.
- 3\ Elucidating the relationship between the change management and the administrative creativity in industrial semolina of MITIDJA SIM -Blida-.
- 4\ Indicate the impact of change management on the administrative creativity in industrial semolina of MITIDJA SIM -Blida-.

❖ **Study importance:**

The importance of this study is related to the importance of the variables which are going to be studied by the researcher. These variables include sectors of great

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importance in every enterprise, pretends its importance also in the benefit on the enterprise and the researcher.

The scientific importance:

- The researcher wishes from this study to add value to the Algerian library and the researchers in this domain.
- The researcher hopes from the SIM enterprise to find its wish from this study.
- Inter in domain which is distinguished by the fast development and the power of the administrative creativity for improve their selves nowadays.

The importance for the researcher:

- Cognitive enrichment and the experience for the researcher in field of scientific research.
- Acquire skills from the administrative and management field.
- Acquire the basics of the change management and the administrative creativity.

❖ **The methodology of the study:**

In the theoretical chapters (chapter 01 and 02), the objectives of this study need the descriptive analytics method to help the researcher to fulfill the aims, this method help us to identifying patterns or trends of the variables.

Methodology of the study in the empirical chapter (chapter 03): we rely on the documents of the company, the observation, the interviews and the questionnaire which was based on books, articles and the previous study. The questionnaire applied on 50 employees of the administration in industrial semolina of MITIDJA SIM - Blida-, we used SPSS in order to analyze the data of the questionnaire.

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❖ Master's thesis parts:

For reaching our objectives from this research, we categorized the work into three chapters:

The first chapter is titled by change management in the enterprises, we took global ideas about its reasons, objectives, the process and the models, also the resistance management and the solutions for dealing with resistance.

The second chapter is administrative creativity in the enterprises, it trat in the concepts of creativity and innovation and the relation between the both of the chapters 1 and 2 as well.

The third chapter we analyzed the relationship between the change management and the administrative creativity in industrial semolina of MITIDJA SIM -Blida-.

CHAPTER 01

CHANGE MANAGEMENT IN ENTERPRISES

CHAPTER 01: Change management in enterprises

Introduction:

BERGSON Henry said: **‘to exist is to change, to change is to mature, to mature is to go on creating oneself endlessly’.**

When you stop creating self's life ends because the only certainly in life is change, if there is no existence of change which are presented in all domains, there is no future.

All the organizations work in changing environment, in tough competition where only the organization which are able to respond quickly and effectively to this new condition will be able to survive and keep in balance with the environment.

But any change in this world faces resistance, LORENZY and RILEY say: it is easy to change the things that nobody cares about, it becomes difficult when you start to change the things that people do care about, or when they start to care about the things that you are changing¹, in the organization the resistance could be by the negative behavior from the employees who are in fear of losing their jobs, their routine or values with this change, so it is important to make this change visible, clear and try to explain also the reasons of changes to the employees for being able to transform the negative behavior into the positive behavior and put the employees' part of the change process.

The change touches systems, working standards and people, so the companies must make the change with their human factors² to achieve the desired result by

¹ LORENZI, Nancy and RILEY, Robert. Managing change: an overview. Journal of the American Medical Informatics Association, 2000, vol. 7, no.02, p. 121.

² FORSGREN, Thomas, TREGERT, Martin and WESTRLUND, Fredrik. Creativity management from the ad agency perspective. Master's thesis, LULEA university of technology Sweden, 2004, P.09. Available on: <https://www.diva-portal.org/smash/record.jsf?pid=diva2%3A1025369&dswid=8764> .

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managing this change and internalization's culture, and this management is as a task for the managers who have to determine the steps to be followed for a successful change implementation.

This chapter involves theoretical approach of change management; the focus will be mainly on change management models and process, including the resistance management, such as its kinds and methods for dealing with resistance to change.

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Section 01: change management concept

In the first part, we will present the change management, show its objectives and explain the reasons and importance for change management.

1.1\ The definition of change management:

Change management is the process, tools and techniques to manage the people to achieve the required business outcome. Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change¹.

Change management is a concept which denotes how businesses manage the people, and if they are successful at doing so².

Change management correct understanding of the organizations that want or need to be changed and people who are willing or forced to change³.

Change management:

Change management is the process of taking an organization from where it is, to where it wants to be⁴.

According to project management institute:

¹ Prosci. Definition of change management in context. [On line].

Link :<<https://www.prosci.com/resources/articles/definition-of-change-management>> (consulted on:13/04/2021).

² HIATT, Jeff and TIMOTHY, Creasey. Change management: The people side of change. prosci, Colorado, 2003, p.81.

³ OLAF, Passenheim. Change management. Bookboon, 2010.p.11.

⁴ TURNBULL, Andy. change management for leaders and managers: a guide to managing change in organizations. bookboon the ebook company,2018, p.09.

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“Change management is a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current state to a future state with intended business benefits. It helps organizations to integrate and align people, processes, structures, culture, and strategy¹.

1.2\ Objectives of change management:

The objectives are as follows:

The primary objective of organizational change management is to execute strategy.

Establish a Culture of Innovation:

If your culture is in the habit of resisting change — every change will be difficult. Establishing a culture that's creative and accepting of change is a high priority objective for every change management practice.

Establish Principles for Change:

Change management principles are the lifeblood of your innovation culture. They set expectations to everyone in your organization — we aggressively innovate and change.

Develop Change Leaders:

Change is a leadership activity at every level of your organization. Develop your leaders of change.

¹ Project Management Institute. Managing change in organizations: A practice guide. Project Management Institute, 2013, p.07.

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Align Employee Objectives to Change:

Plan to measure all employees according to change objectives. Set performance expectations with every employee and invite commitment

Train Employees to Prepare Them for Change:

Training reduces change execution problems and improves acceptance of change.

Achieve Employee Participation in Change:

It's not enough to give employees objectives to support change. Change management seeks employee engagement. Deploy strategies to energize your organization around change.

Create a Sense of Urgency for Change:

Build empathy in your people for the change. Communicate to ensure employees are aware of the external forces (e.g., competition) that make change an urgent need¹.

1.3\ reasons and importance of change management:

the organizations are driven by external and internal factors in regard to the need for change.

¹ MAR, Anna. 22 Change Management Objectives. [On line]. (2013). Link: <<https://management.simplicable.com/management/new/22-change-management-objectives>> (consulted on:14/04/2021).

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1.3.1\ the reasons of change management:

Organizations change primarily because of external pressure rather than internal desire to change¹.

As far as the external forces that create the explicit need for change:

- Market situation or market place
- Technology
- Government laws and regulations
- Economics

The global marketplace has created a growing need for change because of internationalization and the more dynamic situation. Some of this could not have occurred without the various and dramatic changes in technology.

Government laws and regulations can have a large impact on an organization such as with deregulation.

Organizations have to change because it is now prescribed. These organizations now have to change to ensure their economic viability.

Finally, these economic ups and downs have effect on organizations as well on domestic markets as the worldwide economic influence continues on organizations. This phenomenon could be seen during the last financial crisis. The effects were recognized in the USA first, then they hit Europe, Japan and finally the rest of the world.

¹ GOODSTEIN, Leonard and BURKE, Warner. Creating successful organization change. Butterworth-heinemann, Oxford, 1997.p.159.

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The same with the internal reasons, there are different internal forces which obliged the organization to change such as:

- Corporate strategy
- Workforce
- Technology and equipment
- Employee attitudes

The organizations change their strategy to adopt a new method or strategy in the activities, those changes related by decisions, and it's not unusual for the organization to change its strategy¹.

The introduction of new equipment or new technology is another internal force for change which effects an organization. The implementation of new technology needs new processes or structures. Through this, employees will have to be trained for new work processes or new jobs.

The composition of an organization's workforce never stays static because it changes in terms of gender, age or education. New employees join the organization

¹ OLAF, Passenheim., op.cit., p.8-9.

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and others leave. With these changes, managers may need to redesign work and work groups in order to ensure the job requirements match the skills of the people.

Lastly, employee attitudes such as the level of job satisfaction can lead to either negative or positive forces for change. If employees are dissatisfied, then there can be an increased level of employee absenteeism which can lead to changing practices or management of staff.

1.3.2\ The importance of change management:

The change management is so important in the organization that it helps in¹:

- Increasing morale among workers
- Driven positive team building and job enrichment
- affecting directly and positively the productivity and quality of work while shorting reducing costs and production cycles.
- Effective change management allows the company to maintain a constant state of evolution and facilitate periods of general business change, allowing workers to remain motivated and productive during the introduction of new technologies or procedure.

¹ MICHIGAN state university. Organizational Change Management. [On line]. (Modified on July 15,2019) available on :< <https://www.michiganstateuniversityonline.com/resources/leadership/organizational-change-management/> > (consulted on 20/04/2021).

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Section 02: The Application of Change Management

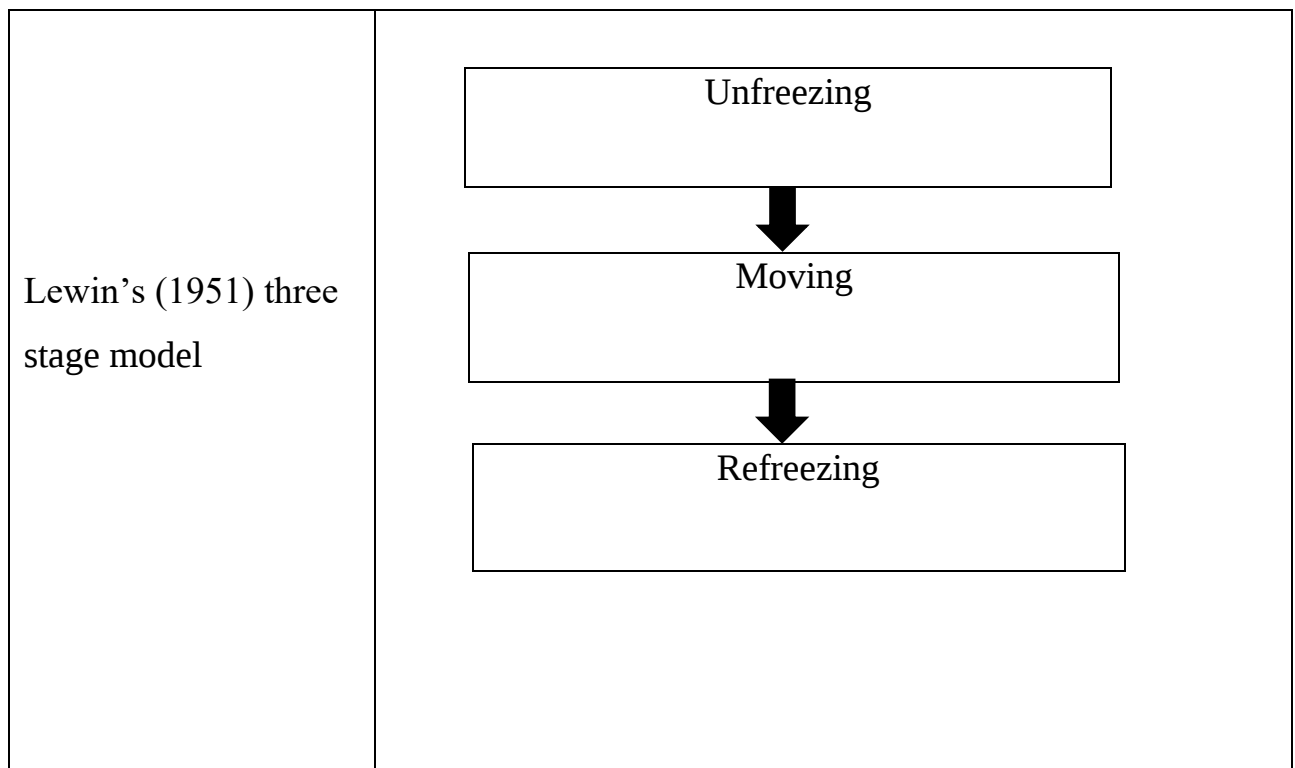
In this second part and after defining the change management, its objectives, reasons and importance, we will see the models of change management and the process.

2.1\ models of change management:

Lewin's model:

the approach of Lewin has three stage process¹:

Figure (01): Lewin's model



source: GULER, Sevim. "Change management". Master of science thesis, CHALMERS university of Sweden, 2010, p.07.

¹ PUGH, Lyndon. change management in information services. Ashgate publishing limited, Aldershot, 2007, p.71.

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- 1) The first stage according to Lewin is unfreezing the old: means prepare the mind for the change and understand the need for change the old who is no longer acceptable¹.
- 2) The second stage is moving the new²:
 - Empowering and participation of employees
 - Supporting the change by support groups
 - New incentives and bonuses
 - Intensive training according to the business strategy and value
 - Management tools to support the change
- 3) The third stage is refreezing the new behavior or situation: during this stage, the changes are reinforced and supported for making the changes permanent and embed the new ways of doing things, by sharing the new mindset and data, making sure that the organization accept this change who is part of culture of the organization when they want to change attitude³.

Carter model:

This model contains seven phases for strategy, skill, and structure.

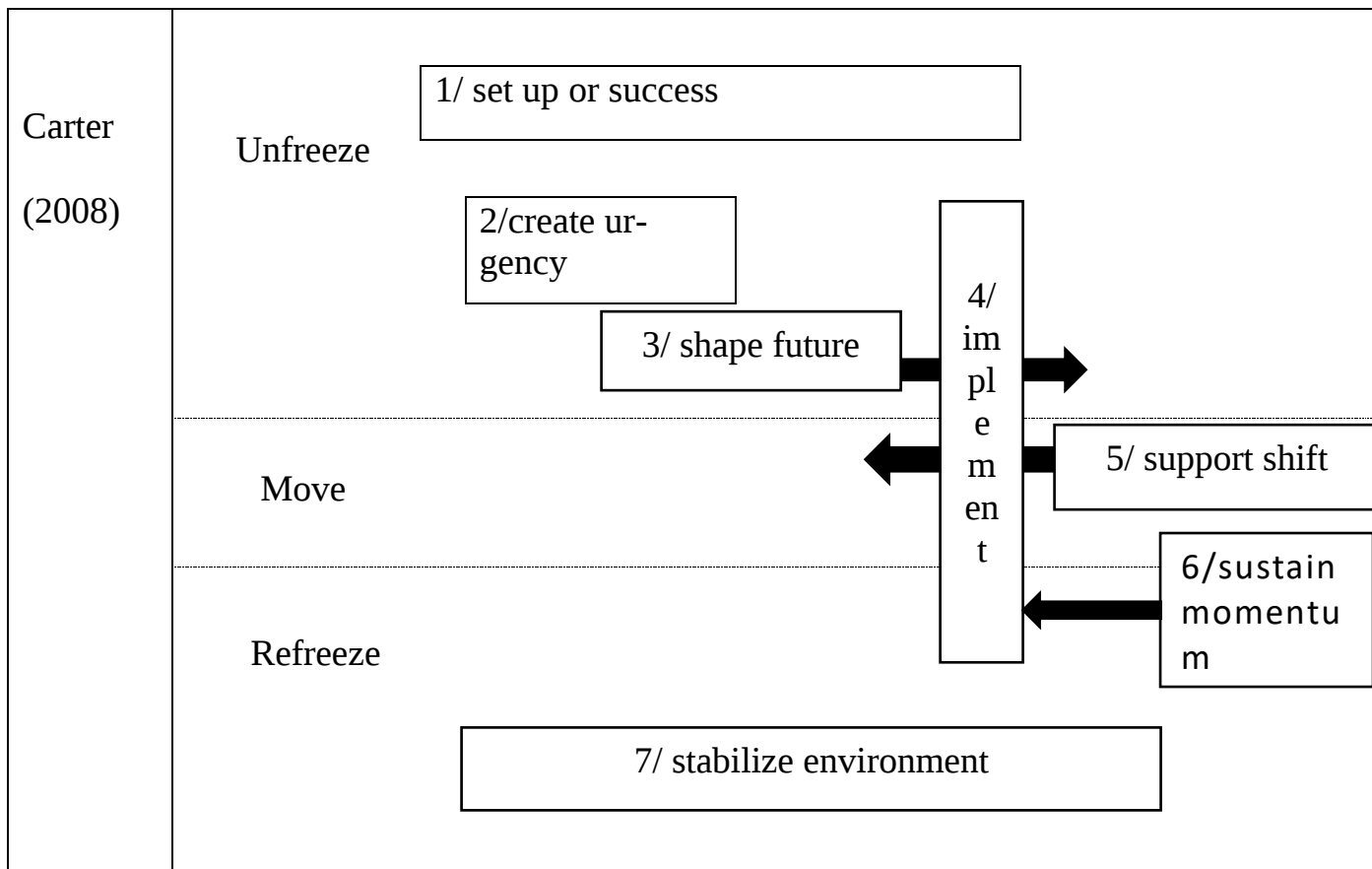
¹ MILLS, helms, DYE, Kelly and MILLS, Albert. Understanding organizational Change. Routledge, Oxon, 2009, p.58.

² LANNING, Harri and al. Planning and implementing change in organizations: a construct for managing chance projects. Helsinki University of Technology, 2001, p.12.

³ TURNBULL, Andy., op.cit., p.29.

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Figure (02): Carter's model



source: GULER, Sevim., op.cit., p.08.

This model based on seven steps or phases as the follows¹:

The first step, according to Carter, is “set up for success”: hailed as the umbrella phase for the initiative for change, it starts with the end in mind and maps what needs to happen. Organization-wide communication of this phase is done as soon as possible.

The second step is “create urgency”: in this phase the organization creates needs for changing, identifying and addressing any resistance to change.

The third is “shape future”: this step shows the importance of inform the staff, because if the staff understand the goals of the organization and understand what will

¹ CARTER, Eric. Successful change requires more than change management. The Journal for Quality and participation, 2008, vol. 31, no.01, p. 20-23.

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be happening, almost all the employees and staff will engage in the change automatically, so the vision statements should be printed and placed all over the organization

The fourth is “implement”: the new process starts in this step that means the change occurs; the most important in this step are the skills to go forward in change.

The fifth is “support shift”: identifying factors of support and resistance is critical and addressed in the organization. There may be something in the implementation phase that not show progress as management thought it would.

The sixth phase is “sustain momentum”: positive behaviors are reinforced at this stage, milestones during implementation, whether big or small, are celebrated. Productivity is recognized, and leaders showed employees the possibilities of bright reflections of the future ahead.

The seventh phase is “stabilize environment: this phase is the capstone phase of the entire process. The new change is important and is here to stay. There are incentives and rewards in place for future career advancement. At this stage, job descriptions are created, modified or eliminated.

Kotter model:

Kotter propose¹ in his model eight phases for the change management which are distinguished by the overlap which is difficult to draw a clear line between the phases separating the end of one step from the beginning of the next, the process that change leaders should follow to implement and institutionalize changes as the following:

¹ BALOH, Jure, ZHU, Xi and WARD, Marcia. Implementing team huddles in small rural hospitals: how does the Kotter model of change apply?. journal of nursing management, 2017, vol.01, no.08, p.02.

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Figure (03): Kotter's model

Kotter's model (1995)	• Establishing a sense of urgency • Forming a powerful guiding coalition • Creating a vision • Communication the vision • Empowering others to act on the vision • Planning for and creating short-term wins • Consolidating improvements and producing still more change. • Institutionalizing new approaches.
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Source: TURNBULL, Andy., op.cit., p.59.

There are actions needed to make the model successful in the organization¹:

1\Establish a sense of urgency:

- Analyze environment for potential crises and opportunities
- Convince 75% of managers status quo is more dangerous the unknown

2\ Form a powerful guiding coalition:

- Assemble group with commitment and power to lead the effort

¹ TURNER, Kendra. Impact of change management on employee behavior in a university administrative office. a doctoral dissertation. Walden university of USA, 2017, p.37-38. Available on: <http://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=4650&context=dissertations> . consulted on (18/04/2021).

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- Encourage them to work as teams outside the hierarchy

3\ Create a vision:

- Create a vision which guided the transformation
- Develop strategies for turning vision into reality

4\ Communicate the vision:

- Communication is multi-channeled and continuous
- Coalition managers model the new behavior/ action

5\ Empower others to act on the vision:

- Change or eliminate process and factors impeding transformation
- Encourage risk-taking, innovations, and action

6\ Plan for and create short-term wins:

- Define and proactively promote visible improvement successes
- Recognize and reward employees positively involved

7\ Consolidate improvements and produce more change¹:

- Build or credibility from early successes to advance more implementation plans

¹ HAAS, Mary, MUNZER, Brendan, SANTEN, Sally, and al. # Didactics Revolution: Applying Kotter's 8-Step Change Management Model to Residency Didactics, Western Journal of Emergency Medicine, 2020, vol. 21, no 1, p. 67.

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- Promote/hire individuals who support and can enact the vision/ implementation plan.
- Energize the process with additional targets

8\ Institutionalize new approaches:

Kotter believe that new behaviors are subject to degradation if they are not rooted in social norms and shared values once the pressure for change is alleviated.

Two factors are critical to the institutionalization of change in corporate culture:

1\ showing employees how the new approaches, behaviors and attitudes have helped improve performance.

2\ ensuring that the next generation of management personifies the new approach¹.

2.2\ The process of change management:

The change management process is series of steps or activities which are followed by a change management team or project leader to apply the change management, this process contains three phases as the follows²:

- Phase 1: preparing for change (preparation, assessment and strategy development), the overall purpose of this initial phase is to position the change for success by developing a customized, scaled change management strategy along with the sponsorship and commitment you need.
- Phase 2: managing change (detailed planning and change management implementation), the purpose here is to enable

¹APPELBAUM, Steven and all. Back to the future: revisiting Kotter's 1996 change model. Journal of management development, 2012, vol.31, no.08, p.774. available on: <https://dx.doi.org/10.1108/02621711211253231> .

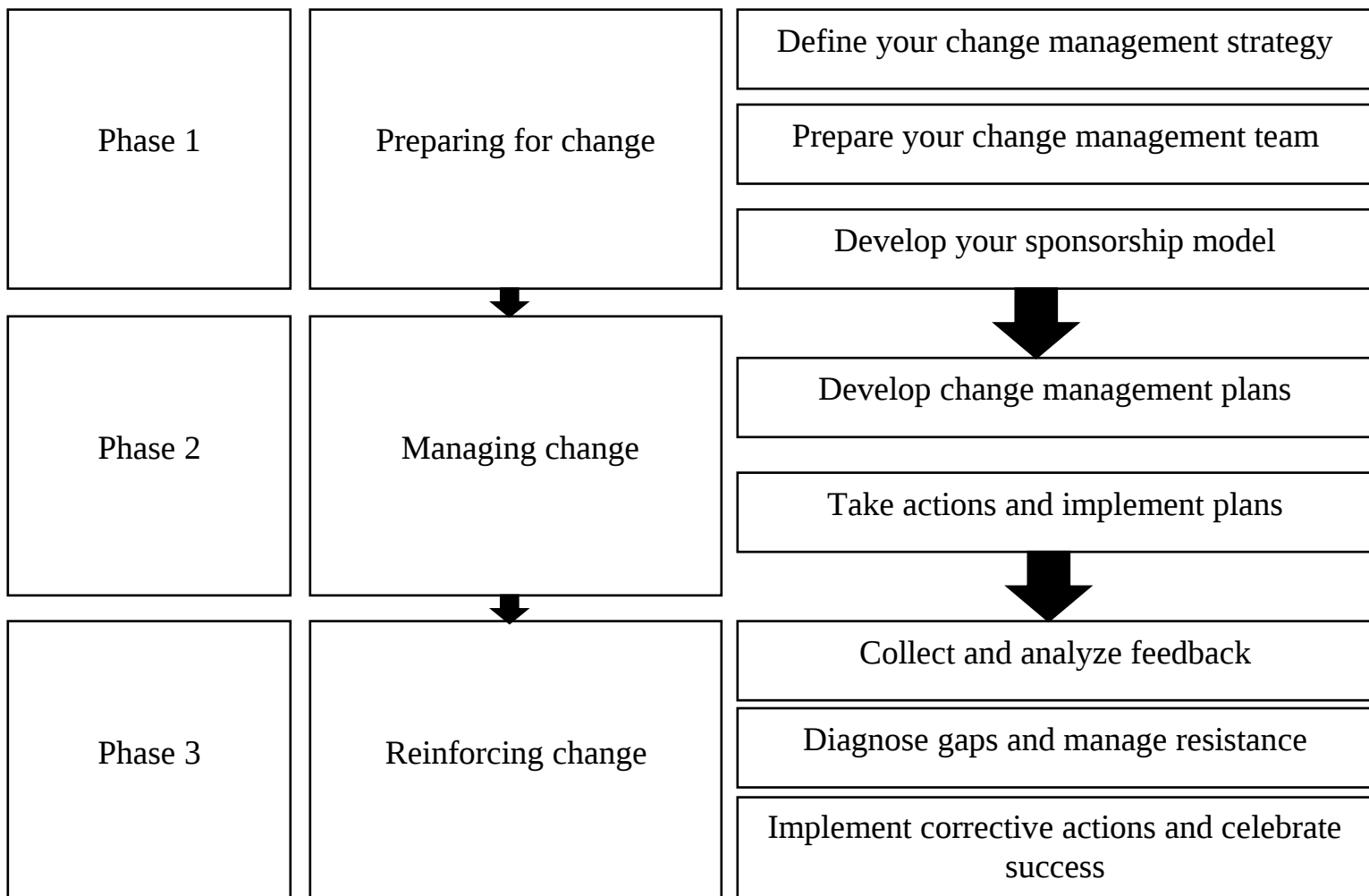
² OLAF, Passenheim., op.cit., p.22.

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impacted individuals and groups to adopt the initiative or project solutions.

- Phase 3: reinforcing change (data gathering, corrective action and recognition).

Figure (04): change management process



Source: OLAF, Passenheim., op.cit., p.23.

Preparing for change (phase 1):

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Prepare the leader and the team for managing the change, to prepare business leaders to support the change and to create high level change management strategy. This first phase can be considered a “getting ready” period. The activities in this step¹:

- Assess the scope of the change (the nature of the change, the volume of the change and the people who are affected).
- Assess the readiness of the organization impacted by the change
- Assess the change sponsors and take the first steps to enable them to effectively lead the change process.

Managing change (phase 2):

The main purpose of this phase is: enable the employee impacted by the change to transform successfully to the desire future state. This phase includes the plans and implementation of:

- Communication plans
- Coaching plans
- Training plans
- Sponsor roadmaps
- Resistance management plans

Communication plans: begins with an analysis of the audiences, key messages and the timing of those messages, because if the managers communicate clearly with the employees, their job is done.

¹ Hiatt, Jeff and Timothy, Creasey., op.cit., p.62-72.

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There are different messages in different stages of the change, as the following:

- In the earliest stages of the change, the managers share messages about the business today like the current situation, the competition in the marketplace and its change and the risk if the organization do not adopt the change.
- When the employees understand the situation and the reasons for change, the managers start sharing messages about the change like the scope, the objectives, the volume of the change and the vision of the organization with this change.
- There are other messages shared concurrently with the previous stage which are about the impact of the change on the employees like the expectation that change will happen and is not a choice.
- The last stage sharing the schedule for the project overall like the key decision points and when the new information will be available. This phase focuses on making the plan and making sure that it works, in Kotter's method this is like Steps 4 through 6¹.

¹ WANAMAKER, Christopher. Change Management Methodologies: Kotter's Method vs. Prosci's, 2020, available on: <https://toughnickel.com/business/Change-Management-Methodologies-Kotters-Method-Vs-Prosci> . (Consulted on: 19/06/2021).

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Coaching plans:

The direct supervisors, who act as the change managers and coaches through change and have influence on the employees, they play the key role in the change management program with the managers, so it's necessary to gain the support of the supervisor.

Once managers and supervisors are on board, the change management team must prepare coaching strategy. They will need to provide training for supervisor including how to use individual change management tools with their employees.

Training plan:

Training is the cornerstone for building knowledge about the change and the required skills, all that helps in the implementation of the change.

Sponsor roadmap:

Business leaders and executives play a critical sponsor role in change management, the sponsorship considered as the most important success factor, involves active and visible participation by senior business leaders throughout the process.

Resistance management plan:

The resistance of the employees and the managers is normal, but must manage it. Reinforcing change (phase 3): This stage collects the feedback of employees for assessing the result of change management activities and correct theme and celebrate the success, the purpose of this phase is to reach the desired from this process¹.

¹ PROSCI. Change-Management Process. Link: <https://www.prosci.com/resources/articles/change-management-process> consulted on:(19/06/2021).

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2.3\ techniques for managing change¹:

- Tradition method “reactive”:

Traditional management does not believe in the necessity of change and does not have the courage to take it, but if any change occurs at the level of the organization, it seeks to mitigate the negative effects that change produces by reforming the systems in order to conform to the new situation.

It is a defensive method, and in its view, it is the best method that preserves the entity of the organization.

- Modern method “proactive”:

In this method, the organization anticipates and expects changes to occur, and therefore the organization prepares in advance to deal with this change by planning it, putting strategies, organizing and controlling it for the benefit of the organization.

It is the best way to confront change as it diagnoses the existing situation and compares it with what is desired to improve weaknesses and maintain the strengths of the organization.

This method requires a strategic information system that obtains data, processes it and turns it into information that allows decisions to be made for the benefit of the organization.

Section 03: resistance management in the enterprises

¹ BINT ADBULLAH BIN ALI AL QURASHI, Adela. Administrative creativity and its relationship to change management in primary school principals and assistants in the city of Makkah. Magister's memory, UMM AL-QURA university, 2008, p.44. (Arab).

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Finally in this third part we are going to take the consequence of change which is the resistance, we identify the resistance management in the enterprises by the kinds of resistance to change, the definition of resistance management and the methods for dealing with resistance to change.

3.1\ Definition of resistance to change and its kinds:

Almost all the change happened in the enterprises faces resistance from different parties of the company

3.1.1\ Definition of resistance to change:

According to BURKE,

Resistance to change is a resistance against lose something that is valuable or it is known by moving to the unknown. Sometimes, people resist the imposition of change that is accepted as a universal truth ¹.

3.1. 2\ Kind of resistance in the organizations²:

3.1.2.1\ Blind resistance:

People who belong to this type are people who fear and intolerance change and who react defensively at first and not get used to the idea of change due to the fact that unknown is being discomforting.

¹ BURKE, Warner. Organization change: theory and practice. Sage publications, Thousand Oaks, 2002, p.266.

² YILMAZ, Derya and KILIÇOĞLU, Gökhan. Resistance to change and ways of reducing resistance in educational organizations. European journal of research on education, 2013, vol. 1, no.01, p. 16.

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3.1.2.2\ political resistance in the organization:

Organization members having political resistance think that they will lose their position, power and/or role within other organization member.

3.1.2.3\ Ideological resistance:

Some people can disagree about organizational change, they believe that the proposed change is ill-timed, will simply not work, and/or will cause more damage than improvement. That is to say, resistance to change results from intellectual differences in genuine beliefs, feelings and philosophies.

3.2\Definition of resistance management:

A resistance management plan involves set of steps, strategies, activities, and approaches used to identify, evaluate, manage, and resolve resistance to a change.

Assessing and identifying resistance, and then applying proactive and reactive plans are proven strategies to overcoming resistance to change in an organization¹.

3.3\ Methods for dealing with resistance to change:

¹AIRIODION, Ogbe and CROLLEY, Francesca. THE BEST GUIDE FOR MANAGING RESISTANCE TO CHANGE. [on line]. (2019-2021). Organizational Change Management and Project Management. San Jose. available on:<
<https://www.airiodion.com/managing-resistance-to-change/>>.

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When the change applied, the resistance will be a constant reality, but it is not always negative¹, it can be used positively to improve the approach and process².

These are some manners to be dealt with the resistance:

3.3.1\ Education and communication:

One of the most common ways to overcome resistance to change is to educate people about the nature, the need and the logic of change before the implementation. Communication also helps people to understand and accept the change. When resistance is based on inaccurate and lack of information, this method seems work best.

3.3.2\ Participation and involvement:

In this strategy the resistors are involved in the design and implementation process that could reduce resistance's degree. This strategy is useful when the initiators do not have enough information to design the change, and where others have considerable power to resist.

3.3.3\ Facilitation and support:

Another way that managers can deal with potential resistance to change is by being supportive. This process might include providing training in new skills, or giving employees time off after a demanding period, or simply listening and providing emotional support. This strategy is essentially utilized when people are resisting because of adjustment problems.

3.3.4\ Negotiation and agreement:

¹ BURKE, Warner., op.cit., P.94.

² PUGH, Lyndon., op.cit., p.184.

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In negotiation and agreement method, the organization offers Incentives to actual or potential change resistors. This strategy is preferred when someone or some group will clearly lose out in a change, and where that group has considerable power to resist.

3.3.5\ Manipulation and co-optation:

The organization uses the method of manipulation and co-optation when it has tried to influence other people in organization, provided necessary information and structured events for change but all these tactics do not work or are too expensive.

3.3.6\ Explicit and implicit coercion:

Force people to accept a change by explicitly or implicitly threatening them (with the loss of jobs, promotion possibilities, and so forth) or by actually firing or transferring them. This approach is used when speed is essential, and the change initiators possess considerable power¹.

¹ KOTTER, John and SCHLESINGER, Leonard. Choosing strategies for change. Harvard business review, 2013, Harvard business school, Boston, p. 111.

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Conclusion:

The only constant is change, and in change the only constant is resistance, and the resistance to change is natural that why change needs to be managed.

Sometimes the organizations are prepared to change because people can see the opportunities that lie ahead and have been waiting for this moment, but if not, the organization will face resistance who creates conflict between the organization and the employees, it may be conceived of as employee behavior that seeks to challenge, disrupt or invert prevailing assumptions, discourses and power relations¹, so this resistance must be followed because it is not difficult to write down what steps should everyone walk on them but the difficult is when it comes to manage..

For minimizing this resistance should be informed people about the process of change management and take the feedback into account, this change management generally is not easy process but not undoable in the same time, the successful management of change is essential if organizations have to survive and succeed in dynamic and unpredictable environment².

For managing the change, there seems to be plenty of models are more or less designed for visioning, planning and measuring change.

To reach the successful change management who provides a competitive advantage to the organization you must take the human factor into consideration.

¹ GERGALIS, Joanna and all. Change process characteristics and resistance to organizational change: the role of employee perceptions of justice. Australian journal of management, 2014, vol.40, no.01, p.03. available on: <http://aum.sagepub.com/content/early/2014/05/23/0312896214526212> .

² DAWSON, Patrick. Lost management or industrial dinosaurs? A reappraisal of front-line management. Australian journal of management, 1991, vol.16, no.01, p.45.

CHAPTER 02

ADMINISTRATIVE CREATIVITY

CHAPTER 02: Administrative creativity in the enterprises

Introduction:

Creativity is an important tool and skill that contributes to the development of organizations and supports their survival within the global competition in the world of business, which has intensified for creativity to become the only constant reality.

Therefore, organizations should pay great attention to creativity by encouraging and supporting new ideas and providing an appropriate environment. That increase the creative abilities and make the best use of them. Ideas are the result of creative thinking who allows to gain flexibility and competitive advantage¹.

Investing in the human element is considered the most successful source of investment, and for this reason, the organization should not only be concerned with providing modern and advanced tools and technologies, but even the develop the capabilities of its workers and raising their morale and level of performance in order to cope with the requirements of rapid change.

In light of these economic and social changes, creativity permits to keep pace with the times and fit the requirements of our global age.

the organization don't take into account the creation of an environment that help the creators and innovators. Therefore, managers who recognize training employees to solve problems creatively can affect the future of a company².

The first thing that organizations must do is to conduct measurements that allow the identification of the current capabilities of their workers related to innovation and

¹ MCFADZEAN, Elspeth. Enhancing creative thinking within organizations. management decision, 1998, vol.36, no.07, p.309.

² SMOLENSKY, Elizabeth and KLEINER, Brian. How to train people to think more creatively. Management development review, 1995, vol.8, no.6, p.28.

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creativity in order to determine development programs that suit their current capabilities.

This chapter involves theoretical approach of administrative creativity, we will see the definitions of creativity, innovation and administrative creativity, its importance, phases, strategies, the distinction between the creative person, the difference between the innovation and the creativity and the impact of change management on administrative creativity.

CHAPTER 02: Administrative creativity in the enterprises

Section 01: administrative creativity concept

For surrounding by the creativity, we present the definition of creativity and administrative creativity, its importance, and phases.

1.1\ Creativity and administrative creativity:

1.1.1\ DEFINITION OF CREATIVITY:

The creativity is:

ability to produce work that is both novel and appropriate¹.

According to PLUCKER, the creativity is the interaction among aptitude, process and environment by which an individual or group produces a perceptible product that is both novel and useful².

STERNBERG and LUBART defined the creativity as the ability to produce work that is both novel and appropriate³.

OCHSE said: the creativity means bringing something into being that is original and useful adaptive⁴.

¹ STERNBERG, Robert. *Handbook of creativity*. Cambridge University Press, Cambridge, 1999, p.03.

² PLUCKER, Jonathan, BEGHETTO, Ronald and DOW, Gayle. Why isn't creativity more important to educational psychologists? Potentials, pitfalls, and future directions in creativity research. *Educational psychologist*, 2004, vol.39, no.02, p.90. available on: http://dx.doi.org/10.1207/s15326985ep3902_1.

³ STERNBERG, Robert AND LUBART, Todd. *The concept of creativity: prospects and paradigms*. Cambridge university press, New York, 1999, p.03.

⁴ OCHSE, Rhona. *Before the gates of excellence: The determinants of creative genius*. CUP Archive, 1990, p.02.

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New and Craft (2005) sees creativity as:

the ability to see possibilities that others haven't noticed, original behavior that yields an appropriate and productive result¹.

According to SIMONTON the creativity must entail the following two separate components. First a creative idea or product must be original...second, the original idea or product must prove adaptive in some sense².

Through the previous definitions we can say that creativity is the ability to imagine and applied new idea based on the background of the creator.

1.1.2\Definition of Administrative Creativity:

The administrative creativity is creating new thing (new ideas, methods, tools, services, products), collecting ideas, information and methods are related and transform them into new idea or new product, also the benefit from other's experience in new domain then develop it, form it and adapted to the new situation³.

the administrative creativity is an individual thinking process gathering brilliant knowledge with the creative work, touching various life fields and dealing with the

¹ FERRARI, Anusca, CACHIA, Romina and PUNIE, Yves. Innovation and creativity in education and training in the EU member states: Fostering creative learning and supporting innovative teaching. JRC Technical Note, 2009, vol. 52374, p.05. Available on:

https://www.researchgate.net/profile/Yves_Punie/publication/265996963_Innovation_and_Creativity_in_Education_and_Training_in_the_EU_Member_States_Fostering_Creative_Learning_and_Supporting_Innovative_Teaching_Literature_review_on_Innovation_and_Creativity_in_ET_in_the_E/links/54b6848e0cf24eb34f6d28a4.pdf

² SIMONTON, Dean. Origins of genius: Darwinian perspectives on creativity. Oxford University Press, 1999, P.05-06.

³ SKARNA, Bilal. *Administrative innovation*. Dar Al-Massira, Amman, 2011, p.50.(Arab).

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reality and thriving towards the best, beside that the creativity is a result of the reaction of subjective or objective or characteristic or environmental or behavioral variables, led by outstanding Persons¹.

Ali (2011):

“Sees that the administrative creativity represents the potential energy in a group of officials in different organizations, insuring the accomplishment of its goals with effectiveness and efficiency”.

There is a lot of definitions that try to give explanations for the administrative creativity, we can say that administrative creativity is a thinking process who is out of the fashionable, and it's a result of the willing of keeping up the variable environment by a new product, service, style or administrative methods for solving problems, enriching innovations and even benefit from the previous experience and expertise for developing the individual thinking process or even update of what has been previously reached, all that for the benefit of the organization and its continuity.

1.2\The importance of administrative creativity:

The world is witnessing the development and speed in information and technology, which has led to an increase in the requirements of individuals and the development of their thinking about organizations that are no longer limited to being a productive structure only, but it has become important to know if they are well aware of their purpose in the midst of this strong competition that causes imbalances within the organization if it does not make change through the new ideas.

¹ KHAIRI, Oussama. *managing creativity and innovation*. Dar Al-Raya, Amman, 2012, p.39. (Arab).

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The importance of administrative creativity appears as follows:

- 1\ it helps to put forward different and positive ideas and methods that make the work environment positive.
- 2\ Affect the organization's ability to compete for its survival and development¹.
- 3\ Responds to changes of the surrounding environment, which makes the organization in a stable position, and has the preparations to face these changes in a way that does not affect the organizational processes.
- 4\ Make a good use of human resources and benefit from their skills by giving them the chance to search the new in the work domain and continuous updating of work activities in line with the surrounding changes.
- 5\ Develop the cognitive and mental workers abilities in the organizing by giving them the floor to exam their capability.
- 6\ Enables the organizations to do the balance between the different development programs and the available material and human resources².

¹ ALHADLI, Radjawah. self-management and its relationship with administrative creativity among the principals, assistants and teachers of secondary schools in Makkah from their point of view. (a magister memoire that is not published), umm Al-Qura university of Saudi Arabia, 2010, p.49-50. (Arab).

² AL-NIMR, Saud. the administrative creativity study behavior. Arab director magazine, 1992, n°117, Cairo, p.62. (Arab).

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1-3\ the phases of administrative creativity:

1-3-1\The stage of realizing the need for creativity:

At this stage, it is possible to realize the need for creativity on the basis that there is a gap between the expected performance and the current performance and therefore creative thinking may occur in response to this gap, or when the organization realizes the importance of creativity as a basic requirement for the continuation and survival for the organization.

1-3-2\ the initiation phase of introducing creative ideas:

This stage embraces the creative suggestions of others who represent the work group, in order to solve the problem or improve the current situation, and this stage activates the creative process by accepting the creative ideas that contribute to solving the problem and lead to the generation of additional ideas.

1-3-3\ the application stage:

In this stage, the desired creative ideas are adopted and employed. It is expected at this stage to make some adjustments to the ideas to enable them to be applied successfully.

1-3-4\ stability stage:

It is the stage in which the creative work or the creative idea becomes a normal part of the organization as it is related to the culture and standards of control procedures in the organization¹

¹ATIYA, Tawfik. Administrative creativity and its relationship with the job performance for public sector managers: case study on the ministries of Gaza. These of magister, Islamic university of Gaza, 2009, P.22-23. Available on: https://iugspace.iugaza.edu.ps/bitstream/handle/20.500.12358/17282/file_1.pdf?sequence=1 . (Arab)

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Section 02: strategies of administrative creativity

Through this section we are going to know about the enterprises need for administrative creativity, strategies of administrative creativity and the distinction between creative and non-creative person.

2.1\ Components of administrative creativity:

We are going to see through this title the levels of the creativity, the creative process, the elements of administrative creativity, and the levels of creative thinking

2.1.1\ Creativity levels:

Individual creativity:

It means the employees have creative and novel way to develop their work through the intelligence and giftedness or skills.

Collective creativity:

We can say that collective creativity is occurred when social interactions between individuals trigger new interpretations and new discoveries of distant analogies that the individuals involved, thinking alone, could not have generated¹,

like brainstorming, brought together those facing particular new problems and those with potentially useful past experiences.

¹ HARGADON, Andrew and BECHKY, Beth, When Collections of Creatives Become Creative Collectives: A Field Study of Problem Solving at Work, Organization Science, 2006, Vol. 17, No.04, p.489.

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Organization's creativity:

It is all the individual and collective creative efforts that are created by the people that work in high performance norms where the work flow is ideal and creative¹.

the organizations live in a competitive environment, when the only thing who can make the difference and make it special is the creativity, and even for making their costumers satisfied, so they are obliged to support the individual and the collective creativity, the biggest and the famous organizations are based on the creativity because that who assures their continuity.

2.1.2\ the creative process:

GRAHAM Wallas outlines four stages of the creative process — preparation, incubation, illumination, and verification.

Preparation stage: (definition, observation and study the problem)

The creative process begins with preparation: gathering information and materials, identifying sources of inspiration, and acquiring knowledge about the project or problem at hand. This is often an internal process (thinking deeply to generate and engage with ideas) as well as an external one (going out into the world to gather the necessary data, resources, materials, and expertise).

Incubation stage: (set aside the problem for a while)

¹ AL-SROUR, Nadia and AL-OWEIDI, Alia. The level of creativity among management employees, academic staff and artistes and its relationship with gender, practical experience and age. Creative Education, 2013, vol.04, no.03, p.185.

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Next, the ideas and information gathered in stage 1 marinate in the mind. As ideas slowly simmer, the work deepens and new connections are formed. During this period of germination, the artist takes their focus off the problem and allows the mind to rest. While the conscious mind wanders, the unconscious engages in what Einstein called “combinatory play”: taking diverse ideas and influences and finding new ways to bring them together.

Illumination stage: (emergence of a new idea)

Next comes the elusive moment. After a period of incubation, insights arise from the deeper layers of the mind and break through to conscious awareness, often in a dramatic way.

Verification stage: (control)

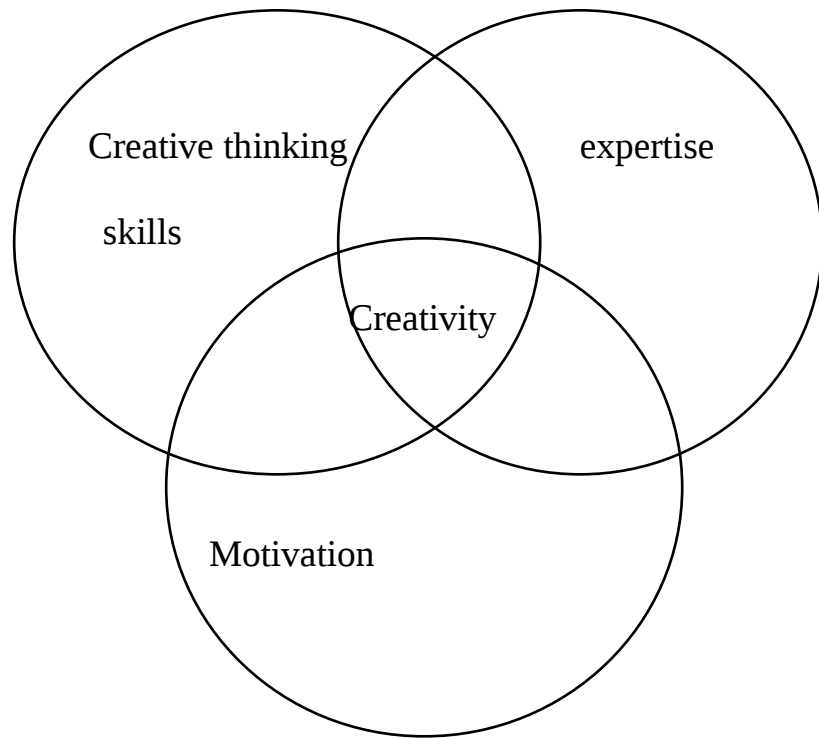
Following the elusive moment, the words get written down, the vision is committed to paint or clay, the business plan is developed. Whatever ideas and insights arose in stage 3 are fleshed out and developed. The artist uses critical thinking and aesthetic judgment skills to hone and refine the work and then communicate its value to others¹.

¹ GREGOIRE, Carolyn. Understanding the four stages of the creative process. link:<
<https://www.wework.com/ideas/worklife/understanding-the-four-stages-of-the-creative-process>>, consulted on
(23/02/2021).

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2.1.3\ the elements of administrative creativity:

Figure (05): the components of administrative creativity



Source: AZZA Jalal, Nasr. Administrative creativity and self-renewal of the general secondary school - strategic vision-, modern university office, Alexandria, 2008, p.26.

Creative thinking:

According to Kampylis and Berki:

Creative thinking is defined as the thinking that enables the employees to apply their imagination to generating ideas, questions and hypotheses, experimenting with alternatives and to evaluating their own and their peers' ideas, final products and processes¹.

¹KAMPYLIS, Panagiotis and BERKI, Eleni. Nurturing creative thinking. [pdf] International Academy of Education, UNESCO, 2014, p.06. Available at: < <http://unesdoc.unesco.org/images/0022/002276/227680e> >.

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Amabile suggests that key aspects of creative thinking are¹:

- Comfort in disagreeing with others and trying solutions that depart from the status quo.
- Combining knowledge from previously disparate fields.
- Ability to persevere through difficult problems and dry spells.
- Ability to step away from an effort and return later with a fresh perspective.

2.1.3.1\ creative thinking skills:

Creative thinking includes abilities and soft skills in special or different domains, let's know some of them:

1. Fluency

The fluency is determined and measured by number and quantity of what a person gives of a certain type of information in a given unit of time, and three distinguishing factors of fluently were found in verbal tests, which are as follows²:

a\ intellectual fluency: is the quantity of ideas which are generating.

b\ the associative fluency: make the relationships complete

c\ the expressive fluency: is the ability of building sentences easily.

¹ ADAMS, Karlyn. The Sources of Innovation and Creativity. National Center on Education and the Economy (NJ1), 2005, p.05.

² AL-FAOURI, Rifat Abdel Halim. managing the organizational creativity. Arab organization for administrative development, Cairo, 2005, p.20.

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2. Flexibility

The ability to change easily according to the situation.

3. Originality:

The ability to come up with new rare and useful ideas that are original and not previous used¹.

The less common the idea, the greater its originality ².

2.1.3.2\ Motivation³:

Intrinsic task motivation is passion: the motivation to undertake a task or solve a problem because it is interesting, involving, personally challenging, or satisfying – rather than undertaking it out of the extrinsic motivation arising from contracted-for rewards, surveillance, competition, evaluation, or requirements to do something in a certain way [...] People are most creative when they feel motivated primarily by the interest, enjoyment, satisfaction, and challenge of the work itself – and not by extrinsic motivators. Because, as research has shown, salient extrinsic motivators can undermine intrinsic motivation, their presence or absence in the social environment is critically important. So, too, is the presence or absence of forces that can support intrinsic motivation.

¹ Al-SEROUR, Nadia Hayel. Introduction to creativity. Dar Wael, Amman, 2002, p.119. (Arab).

² MANSOUR, Ahmed. educational technology and the development of the capacity for innovative thinking. Dar Alwafaa, Mansourah, 1989, p.86. (Arab).

³ AMABILE, Teresa. Componential theory of creativity. MA: Harvard Business School, Boston, 2011, p.04.

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2.1.3.3\ expertise:

Expertise basically encompasses the knowledge of a person. This means intellectual knowledge, procedural knowledge, technical knowledge all combined together. Usually, it talks about all the knowledge a person has in a specific field, in his domain. And expertise and creativity are closely related. While it is not important to have a creative side to attain expertise in one's field, the opposite tends to be true. Creativity generally does demand some level of expertise¹.

2.1.4\ The levels of creative thinking:

Taylor arranged creativity levels into five levels as the follows ²:

Innovative Creativity:

Innovative creativity involves departing from existing thinking patterns and making the leap to “out of the box” thinking. It results in something that seemingly has not been done before.

Emergent Creativity:

Emergent creativity is the highest creative level, and the most complex. It is the ability to develop the principles the most abstraction. Few people achieve this level.

Inventive Creativity:

In this stage, we develop the ability to creatively combine existing technical concepts using prior design solutions to create new designs. Examples might be to use an old item in a new way.

¹ Principles of Creativity, Link:< <https://www.toppr.com/guides/business-management-and-entrepreneurship/entrepreneurship-creativity-and-innovation/principles-of-creativity/>>, consulted on 25/02/2021.

² Al-SAFI, Abdullah. Creative thinking between theory and practice. Dar Al-Bilad Press, Jeddah, 1997, p.58.

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Production level with the growth of the creative skills, it reaches the production of complete works. The production is creative when the individual reaches a certain level of achievement.

Expressive Creativity:

The ability to express skills, originality, and quality of production.

2.2\The distinguishes of the creative person¹:

To define the creativity to each person, we must look at the positive differentiation behaviors or actions, and these are some of them:

- 1) Self-confidence to achieve his goals.
- 2) The ability to draw things out, he does not see things as they are, but rather analyzes them and raises questions and doubts continuously.
- 3) To have a degree of qualification and education.
- 4) The ability to implement the creative ideas carried by the creative person.
- 5) He prefers to work without laws and regulations.
- 6) stability in opinion, boldness, daring, risk-taking and risk. because the stage of selection requires courage when presenting ideas that have not been proposed before.
- 7) Focuses on individual work to show his abilities and capabilities.
- 8) Creative people tend to be curious, inquisitive, and dissatisfied with the current situation.

¹ KHAIRI, Oussama., Op.cit., p54-55.

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2.3\ enterprise's ways to encourage to creativity:

- 1) Encouragement of risk taking.
- 2) value innovation in all levels of management.
- 3) Ideas should be evaluated fairly and encouraged.
- 4) Recognition and rewards promote creativity but not if an individual participates in the activity only to receive the award.
- 5) Increasing one's knowledge and skills.
- 6) provide the employees with training in topics outside their current expertise.
- 7) match people with the right assignments in order to create a good match.
- 8) Further it is important to have clearly defined strategic goals as they often improve worker's creativity.

When the leader's values are creativity, his or her followers are familiar by this, they become inspired and motivated by what thrives the leader him/herself. Through this attitude that the leader embodies they can transfer the values to the employees, who accept them as their own. The leader acts as a role model who thrives and whose character serves as an inspiration to the subordinates¹.

2.3\ Strategies of administrative creativity: The enterprises sometimes follow strategies to apply the creativity in their administrations, for instance:

1. Organizational Development Strategy: Organizational development strategy is a collection of methods that are generally inspired by the behavioral sciences and are designed to increase the organization's ability to accept change and increase its

¹ ELENKOV, Detelin and MANEV, Ivan. Top management leadership and influence on innovation: The role of sociocultural context. Journal of management, 2005, vol. 31, no.03, p.348.

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effectiveness. Examples of such methods include data collection, diagnosis of the organization, sensitivity training, team development and the use of change agents, which are generally geared towards behavioral determinants.

2. Functional Specialization Strategy: The organization designs units to carry out specialized activities and to promote organizational creativity. Organizational units with an appropriate operating environment are designed for different stages of the creative process, such as the creation of R & D units or planning groups. This strategy can be the most usable by organizations seeking creative works, as it covers relatively small organizational spaces and is not radical Career specialization is the most common strategy of organizational creativity.

3. Periodical Strategy: The ability to use unstable or variable organizational forms, an example of this strategy is the use of the matrix model, which is based on assembling a group of specialists and staff to implement a specific project and establishing a temporary organizational structure that enables the completion of the project and then investigates individuals to work on other projects. Other aspects of this strategy:

- a. Transfer senior management to work in similar operating environments but with different functional responsibilities¹.
- b. The periodic appointment of new employees with different expertise, especially for positions with exceptional creative potential.
- c. Parallel development of groups working on the same problem or similar problems.

¹ AL-SAIDI, Muayad, AL-GHANMI, Afrah and JAWAD, Iman. The Practical Reality of the Strategies of Administrative Creativity: An Analytical Survey in the Al-Kufa Cement Factory. International Journal of Innovation, Creativity and Change, www. ijicc. net, 2020, vol. 13, no.05, p1378-1379.

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Section 03: the role of change management on administrative creativity

In the third part, we clarify the impact of change management on administrative creativity but before that we present the definition of the innovation and the difference between innovation and creativity.

3.1\ Definition of innovation:

According to LUECKE and KATZ:

Innovation is generally understood as the successful introduction of a new thing or method, innovation is the embodiment, combination, or synthesis of knowledge in original, relevant, valued new products, processes, or services ¹.

The innovation defined as:

Innovation can be broadly thought of as new ideas, new ways of looking at things, new methods or products that have value. Innovation contains the idea of output, of actually producing or doing something differently, making something happen or implementing something new. Innovation almost always involves hard work, persistence and perseverance are necessary as many good ideas never get followed through and developed².

¹ LUECKE, Richard and KATZ, Ralph. Managing creativity and innovation. MA: Harvard business school press, Boston, 2003, p.02.

² VEGOTSKY, Lev. Innovation and creativity. Cambridge University Press, Cambridge, p.53.

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Innovation is:

The implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations¹.

According to CRAFT the innovation is:

Implementation of new ideas refers to the creation of something of value, proven through its uptake in marketplace. An innovation can be seen as a new idea being launched on the market for the first time².

Innovation has also been defined by WEST and RICHARD as:

“The intentional, introduction and application within a job, work team, or organization of ideas, processes, products, or procedures that are new to that job, work team or organization and that are designed to benefit the job, work team or organization”.

¹ OECD PUBLISHING. *Innovation in firms: A microeconomic perspective*. Organization for Economic Co-operation and Development, 2009, p.11.

² FERRARI, Anusca., Op.cit., p.05.

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3.2\The difference between the innovation and the creativity:

Creativity and innovation are obviously inter-related, creativity is seen as the "infinite source of innovation" and the innovation can in turn be perceived as the application and implementation of creativity¹.

These are some differences of them²:

So, the innovation is:

- new methods or product
- new ways of looking at things
- new ideas

and the creativity is:

- a learning habit that requires skill and practice

and the innovation can in turn be perceived as the application and implementation of creativity³.

These are some differences of them⁴:

- the creative process is at the heart of innovation and often the words are used interchangeably.

Considering the complexity of the concept of creativity, it is necessary to distinguish the concept of innovation and creativity. Innovation is application of new

¹ FERRARI, Anusca., op.cit., p.05.

² VEGOTSKY, Lev., op.cit., p.58.

³ FERRARI, Anusca., op.cit., p.05.

⁴ VEGOTSKY, Lev., op.cit., p.58.

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ideas from cited creativity and believes that innovation can be a new product, new service or a new way of doing something, but creativity is ability of creating new ideas and innovative thought. Albrecht talked about Innovation as process steps required to conclude a new mastermind. From this point, the creative person can be no innovative and have new ideas, but cannot supply or sell them. So often creative person is innovator, but all creative people are not necessarily innovative¹. Also, the creativity and the distinguished between them is creativity as an intellectual activity to create new idea, and innovation is converting creativity to action or result (profit).

3.3\ The impact of change management on administrative creativity:

The relationship between the creativity and the change is a strong relation, we could say that the creativity and the innovation are tools for doing the change correctly, that why it is important to prepare employees ready for the change process.

The employee who has administrative creativity skills he could do the change in the right way for realizing the objectives².

The administrative creativity is the bedrock of the change process, because the success of any company relies on the creativity, the innovation and the change, which allow the enterprises to continue and develop and succeed, cause the employees face often problems and obstacles during the implementation of the change process, only who have administrative creativity skills (the flexibility, the fluency, the originality) who could reduce these problems and obstacles³.

¹ AKBAR, Fadaee and OBAID, Abd-Alzahrh Haitham Obaid. Explaining the relationship between creativity, innovation and entrepreneurship. International Journal of Economy, Management and Social Sciences, 2014, vol. 3, no.1, p. 1-4.

² Al-JUAID, Khaled Owaid Suleiman. Conference on Creative Leadership and Renewal in the Light of Integrity and Transparency, Beirut, 2002, p.114.

³ Al-BAHASIN, Sami Abdullah. Administrative leadership and change requirements. The Second Arab Conference on Leadership Management in Facing Contemporary Challenges in the Arab Management, Egypt, 2001, p.40.

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Conclusion

The employees need to be encouraged to discover their potential creativity and need also the positive and the negative feedback to improve for future assignments because the creativity is an essential part of organizational innovation, which in turn, drives economic prosperity¹.

The organizations must to put their grand efforts to make the creativity part of its employees.

¹ BATEY, Mark. The measurement of creativity: From definitional consensus to the introduction of a new heuristic framework. *Creativity Research Journal*, 2012, vol. 24, no 1, p. 55.

CHAPTER 03

change management and creativity in SIM -Blida-

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Introduction:

After seeing the global theoretical overview of our research, we go the practical study in order to answer our problematic and confirm or not the hypotheses, this third chapter will be divided into three sections, we will make a small presentation of the company first, discuss the methodology and the conduct of the research in the second section and in the third and last section we will analyze and discuss the data obtained from the survey plus the suggestions and the recommendations.

Section 01: the presentation of the company of industrial semolina of MITIDJA “SIM” -Blida-

1.1 The history of “SIM”:

The started was in 1990, by a small family mill, it was managed by TAYEB ZEGHAIMI Abdelkader and his three sons, this mill was the first private in Algeria who transforms the grains by capacity of 150 ton/ day, human resources of 40 employees and capital of 9.008.000 DA¹.

What is special in the establishing of this mill, there were a special competing circumstances, it was among 112 public units of producing pasta, nowadays “SIM” is the number one in couscous and dough production in Algeria and the first producer of couscous in the world, it exports to 29 countries in deferent continents, in 2008 it took 65% of the market share in couscous and dough domain in Algeria, it covers 1\3 of the

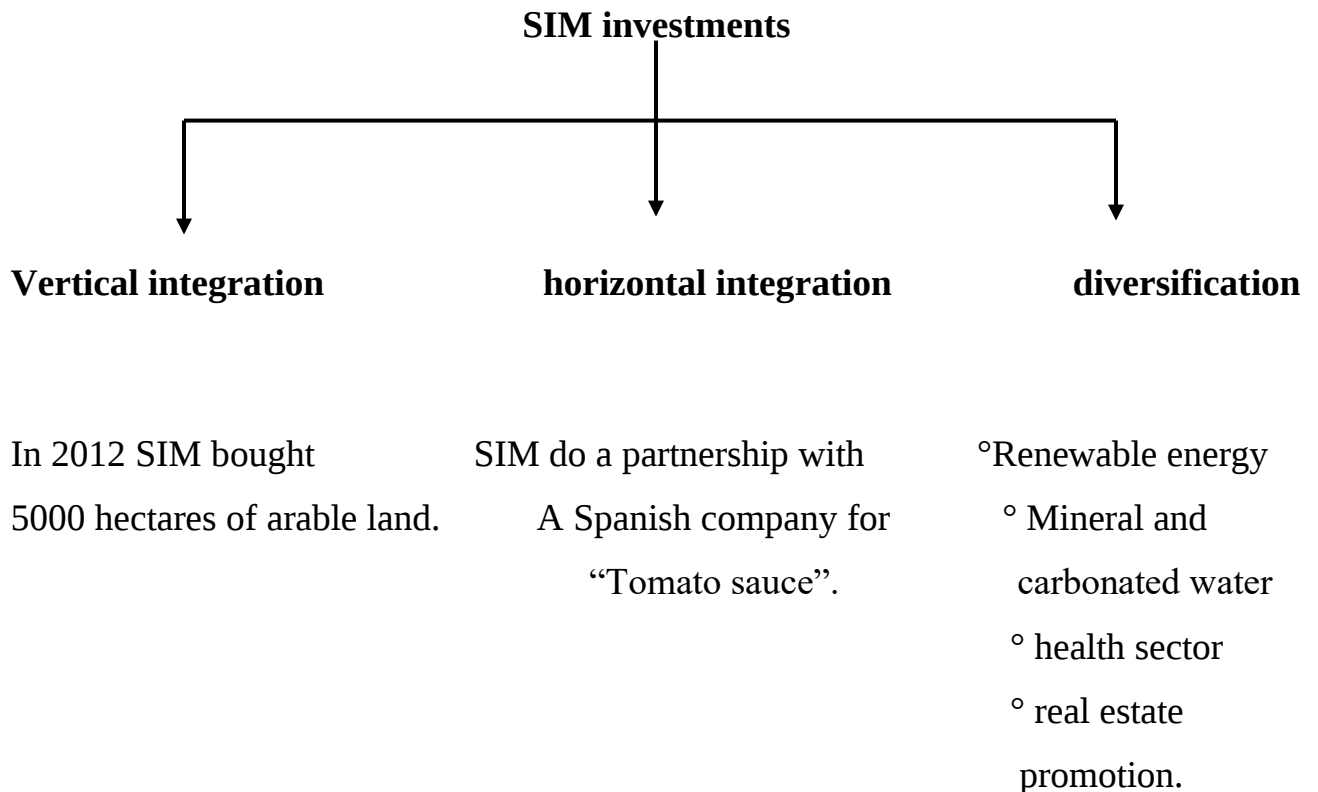
¹ BELAID, Djamel. Algeria: MITIDJA industrial semolina. The path of an industrialist, agronomic files collection, 2016, p.15. (French).

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Algerian need of flour and semolina and export them to France, Canada, Lebanon and Belgium.

This huge development obliged it to move from a family company to a joint stock company in 2003.

Figure (06): The investments of SIM



Source: based on the information interviews

SIM invests from the food industry to another domains, it expanded its portfolio of activities, it works on the real estate promotion by building offices, parking, sport complex and another things, it works on the sector of mineral and carbonated water after bought the company from the state in 2000, then it go to the health sector (Amina's clinic), also agriculture nutrition by a partnership with a French company

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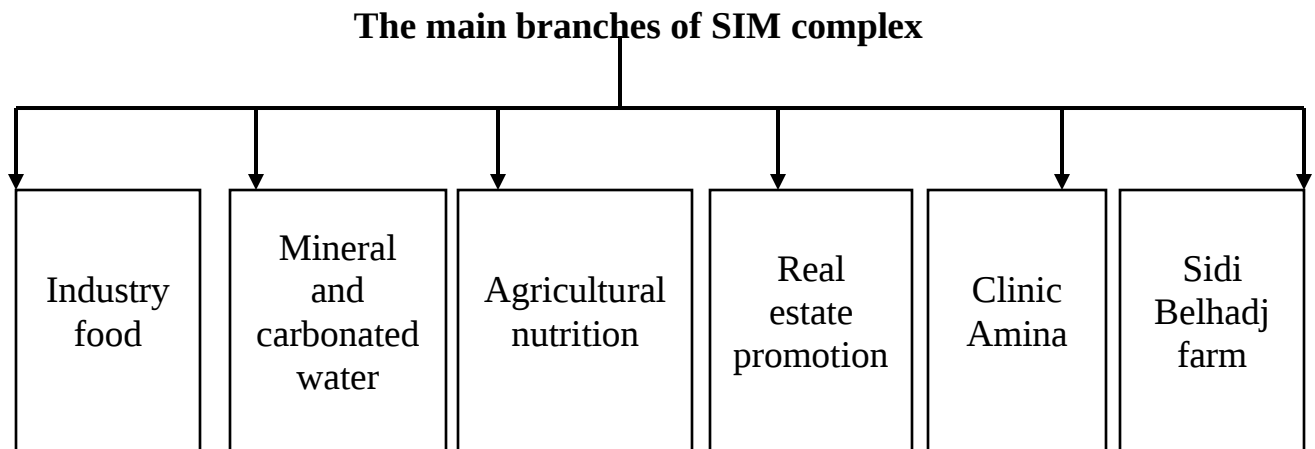
“SOFIPROTEOL”, they opens three factories of the animals nutrition in AIN DEFLA, TNES, MOUZAIA and each factory produces 100.000 ton in the year.

In 2002 a loan bank was established with Jordan, Kuwait and Libya.

About the renewable energy “SIM” enters as a shareholder in the NIL project, the responsible of the construction of two power plant, one for wind turbines and the other for solar energy in Timimoun and El Meghaier.

In 1997 “SIM” and an Italian company constructed a company of spare parts industry, and in 2005 it signed a partnership contract with a Spanish company for producing tomato sauce.

Figure (07): The main branches of SIM complex



Source: based on the internal documents

1.2 Introducing SIM corporation:

The industrial semolina of MITIDJA is located in Blida’s atlas, Mouzaia municipality in the industrial zone of Ain Romana, 14 km from Blida province, it was

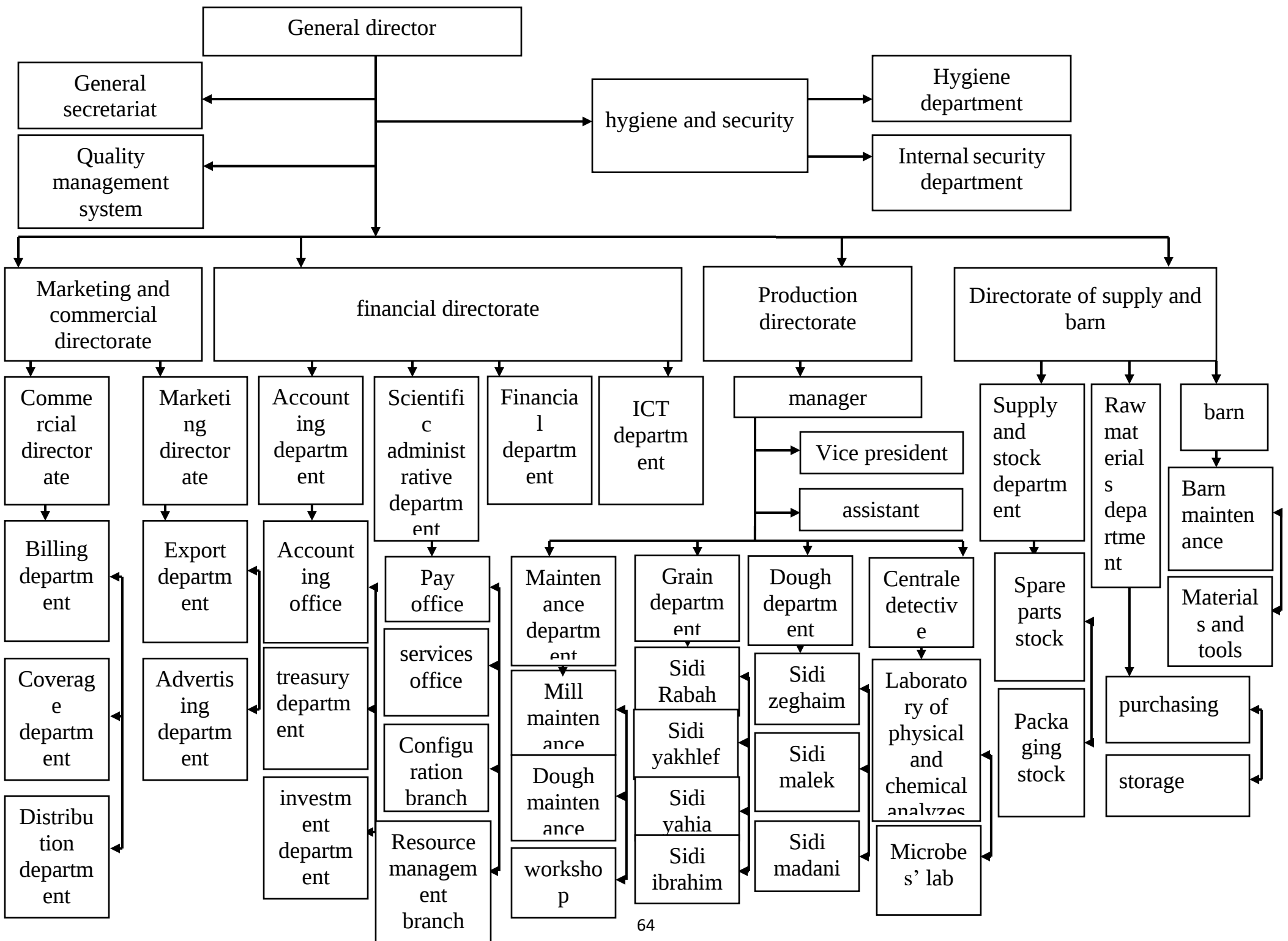
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the first private mill in Algeria in transforming grain, after these years its production capacity reaches to:

- semolina: 1.500 pound/day
- flour: 10.000 pound/ day
- couscous and dough: 6.500 pound/day
- agricultural nutrition: 6.000 pound/ da

1.3. The organizational structure of SIM:

Figure (08): the organizational structure



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Source: based on the internal documents

1.3.1 analysis of organizational structure:

The organizational structure determines the tasks and the responsibilities of each directorate for the organization of the work, this structure contains:

1) the first branch:

General director: highest-ranking person in the company.

2) the general secretariat:

It is an administrative tool specialized in preparing office works, business trips and visitor reception, this department helps to increase the effectiveness of the administration.

3) The third branch:

3.1) hygiene department:

This department responsible for all the directorate in the hygiene, works on ensuring of the cleanliness of the company.

3.2) internal security department:

This department ensuring the internal security in the company, it is divides into groups who work by alternately all the days of the week.

4) Quality management system:

It is a system who controls the quality of the raw materials and the products.

5) Marketing and commercial directorate:

This directorate contains two departments:

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5.1) commercial directorate: contains the following departments:

- * Billing department: its work is preparing the bills of the company's product who are going to be buying to consumers.
- * Coverage department: it is based on paying and following up the consumers when they fail to pay.
- * Distribution department:

5.2) marketing directorate: it is a new department in the company, it plays an important role in increasing the marketing of its products by departments:

- * Export department
- * Advertising department

This directorate studies:

- The target market, communicates the consumers and promote their products.
- Diagnostic the external market and planning for the exportation.

6) Financial department:

- It coordinates between its departments.
- Preparing programs and financial reports.
- Overseeing the financial management of the company.
- Contact the banks.

This directorate contains four departments:

6.1) Accounting department:

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It coordinates between its branches and prepares the budget and control it, analyze it in order to necessary precautions. This department divides into three branches:

- Accounting office.
- Treasury department.
- Investment department.

6.2) Scientific administrative department:

- Its main task is to implement human resource management policies (the recruitment, social services, training, promotion).
- Control the daily attendance.
- Send and receive different administrative documents.
- Preparing wages and payroll.

This department contains four branches as the following:

- Pay office
- Resource management branch
- Services office
- Configuration branch

6.3) Financial department:

- prepares the programs and financial reports.
- overseeing the financial changeset of the company.

6.4) ICT department:

This department controls the communications network and software.

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7) Production directorate:

Contains four departments:

7.1) Maintenance department:

It does all the maintenance works:

- Mill maintenance
- Dough maintenance
- The workshop: it is special for blacksmithing and turning work.

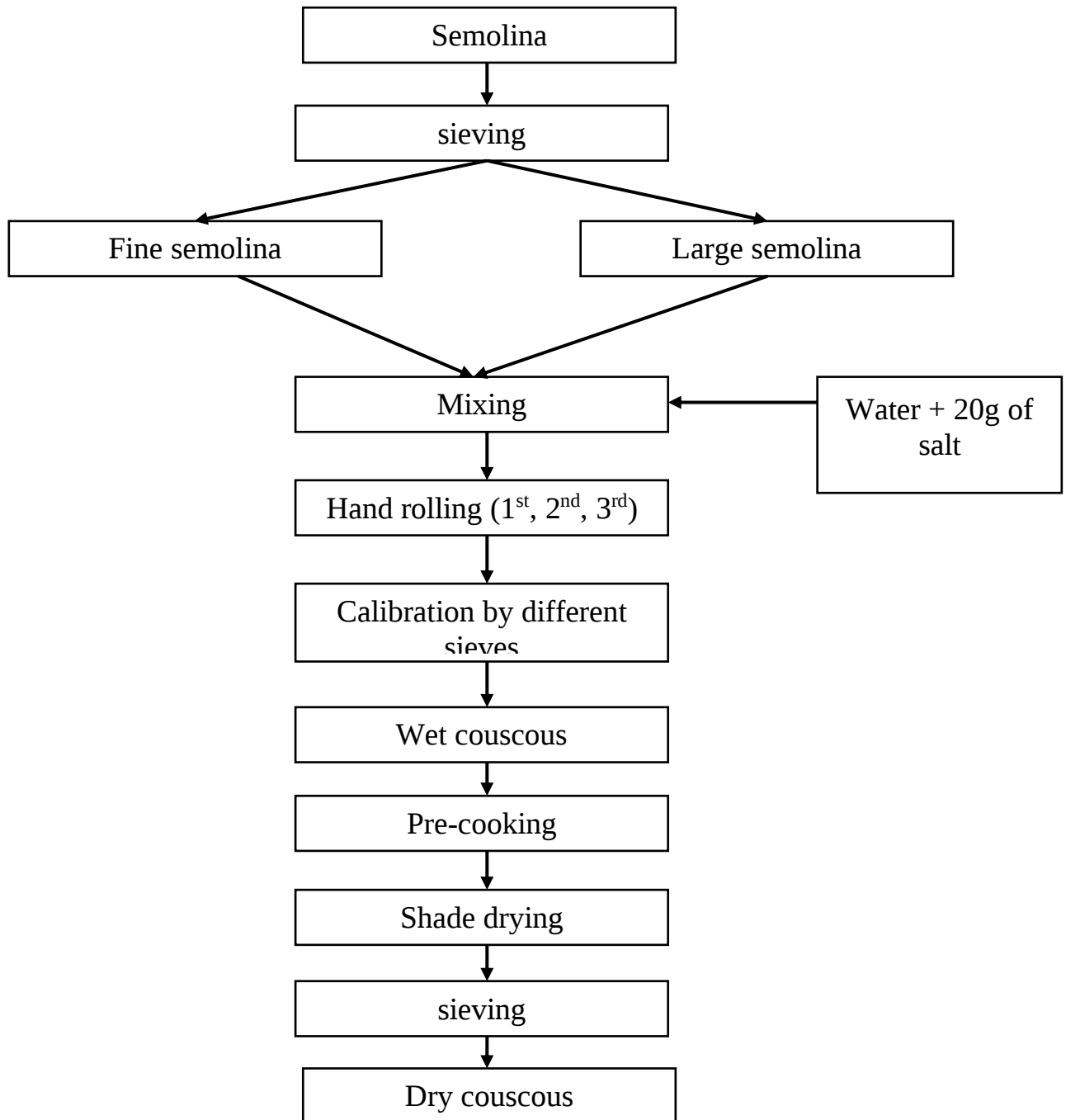
7.2) dough department: This department produces different doughs by different forms, sizes and colors.

There is:

- Sidi El-Zeghaimi dough.
- Sidi Malek dough.
- Sidi El-Madani dough.

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Figure (09): Diagram of couscous preparation:

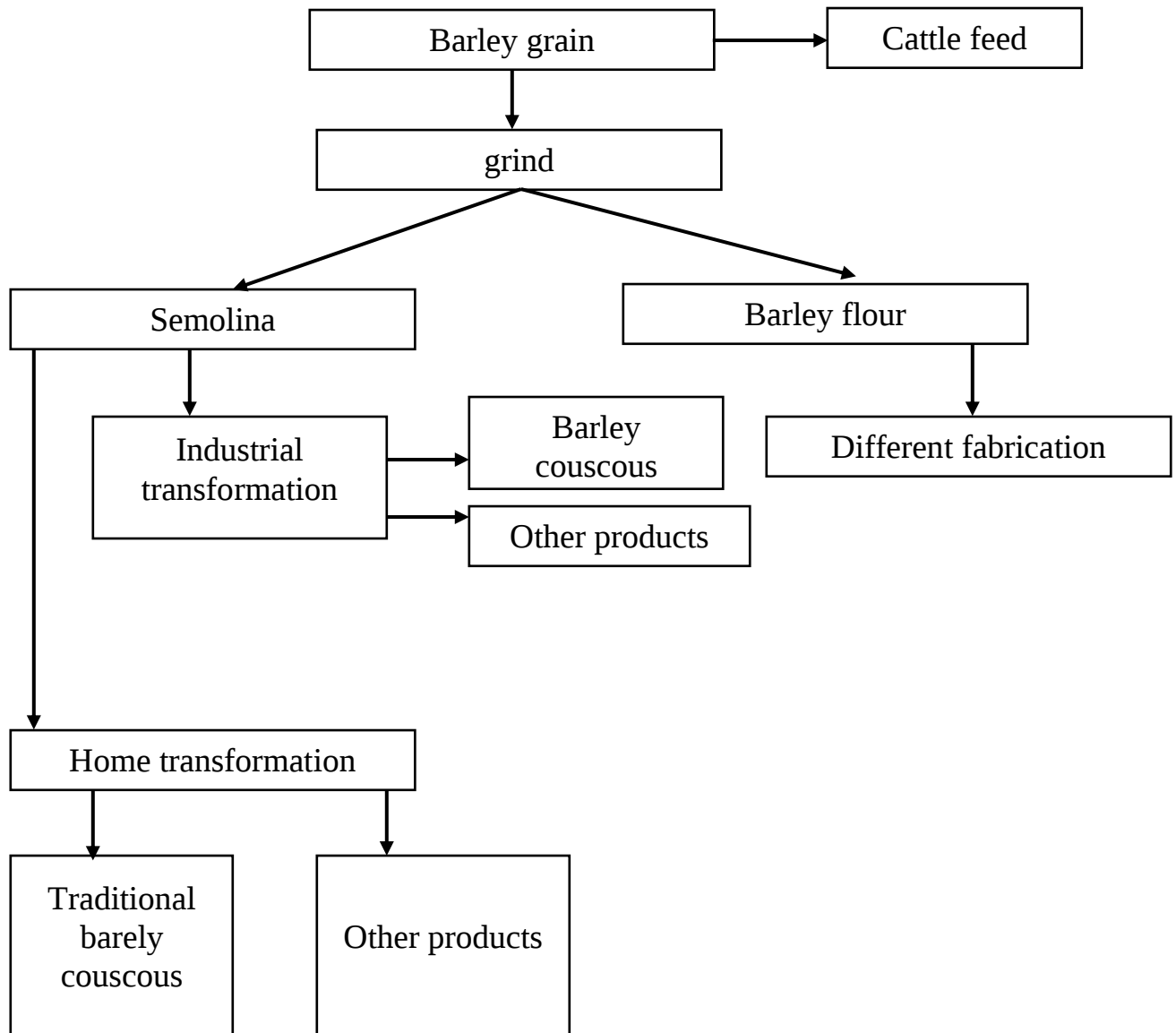


Source: based on the internal documents

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7.3) grain department: this department manages the production unites (semolina and flour) distributed into four mills:

- Sidi Rabah mill, Sidi Yakhlef mill, Sidi Yahia mill, Sidi Ibrahim mill.
- Figure (10): **Diagram of barley utilization:**



Source: the internal documents

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7.4) Central detective:

- Laboratory of physical and chemical analyzes:

In this laboratory they analyze the grains and the products.

- Microbiology lab:

They analyze the microbiology products.

8) Directorate of supply and barn:

8.1) Supply and stock department:

- Spare parts stock: includes repair of various material of the company.
- Packaging stock: the packaging of the company products.

8.2) Raw material department:

Includes two sectors:

- The purchase: purchases different tools and raw materials.
- Storage: stores what was bought.

8.3) barn department:

- barn maintenance.
- gear and tools.

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1.4 the information of the employees and the turnover of SIM:

Table 01: the turnover of the industrial semolina of MITIDJA SIM:

Year	Number
2017	12.892.628.942,91
2018	13.431.792.470,78
2019	13.545.551.493,06

Source: human resource department

Every year the turnover increase more than the last year.

Table 02: workforce development in industrial semolina of MITIDJA SIM:

Years	2012	2013	2014	2015	2016	2017	2018	2019	2020	now
employees	699	859	973	1089	1036	1200	1270	1267	1260	1124

Source: human resource department

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Section 02: the methodology card of empirical study

2.1 Tools of the study for collecting the information and the data used:

Each study has special tools used by the researchers, this section trait our methodology approach to collect data.

Our theme based on the **documents** of industrial semolina of MITIDJA SIM, the **observation** through my visit to the various departments of the company, the **interview** with the employees for supporting our knowledge and the general idea about the mindset and skills of the employees, I distributed a **questionnaire** of forty-five question between dichotomous and multichotomous, the questionnaire is a direct resource of the information, through it we take the result and we analyze it.

2.2 The target population of the study:

Our target population of our study is the employees of the administration of the industrial semolina of Matija SIM -Blida-.

they are 175 employees that mean 15.57% of the total population of the company.

2.3 Sampling technique and size:

We used a simple random simply for collecting data in this research, this sampling technique takes as a way to select the appropriate sample size for representing as much as possible the population of the sample. The sample size is going to consist of 50 administration employees at random from the company, that mean 28.75% of the total administration employees within the company.

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2.4 The method of collecting data:

In this research we use a questionnaire, one of the most famous tools used, who allows to collect data, based in a sample, also it is simple in terms of collect data and win time.

2.5 The conception of the questionnaire:

The questionnaire has group of forty-five questions, the close and the open questions.

We collect the data of the gender through dichotomous question, the questions of the chapter one and two we rely on the multichotomous questions.

We use two types of questions in our questionnaire in order to confirm our hypothesis and for reaching to our conclusions and recommendations.

The questionnaire contains three sections:

- The first section includes the personal information for the administration employees (age, gender, educational qualification, years of experience).
- The second section contains of a set of questions in order to identify the reality the change management in the company of SIM.
- The third section: contains of a set of questions in order to identify the reality of administrative creativity in the company of SIM.

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2.6 The sources of collecting data:

2.6.1\ Primary sources:

The data collected through a questionnaire. We designed the question's questionnaire according to the objectives of the study as well as the research questions raised in the study.

we distributed 60 questionnaires only 50 answered it, that means 83.33% of the sample.

2.6.2\ Secondary sources:

The secondary sources are important as the primary. We used books, articles, magazines.

2.7 Methods of analyzing data:

After collecting the data, we encoded them by using the statistical software tools (SPSS) in order to analyze the data, we used the descriptive analysis to summarize the data. These methods presented in form of graphical or numerical.

The graphical method recognizes patterns in data and the numerical analysis methods allow us precise measurements. We are relying on graphs, tables in order to make it easier for other to understand and compare the result.

2.8 Reliability statistics:

The researcher used one step for ensuring the reliability of the questionnaire, Cronbach's alpha. We used Pearson correlation for knowing the correlation between the variables.

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2.9 Cronbach's alpha:

We accounted the reliability by the method of Cronbach's alpha:

Table 03:

The field	Number of items	Cronbach's alpha
The first chapter: change management in in industrial semolina of MITIDJA SIM		
The models of change management	10	0.923
Reasons of the resistance to change	05	0.856
Methods for dealing with the resistance to change	03	0.817
Second chapter: administrative creativity in industrial semolina of MITIDJA SIM		
Possessing of the fluency	04	0.820
Possessing of the flexibility	04	0.676
Possessing of the originality	03	0.564
The motivation in the enterprise	03	0.643

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Possessing of the expertise	03	0.741
Encouraging the creativity in the enterprise	06	0.929
The total	45	0.903

Source: prepared by the student, based on the results of the questionnaire and SPSS.

We observe that the reliability coefficient of the first chapter higher than the second chapter.

The Cronbach's alpha according to the table is (0.903), this indicates that the questionnaire has a high degree of reliability, that means if we repeat the same study on the same sample study, we will get the almost the same results.

2.10 Study variables:

Dependent variable: administrative creativity

Independent variable: strategic management

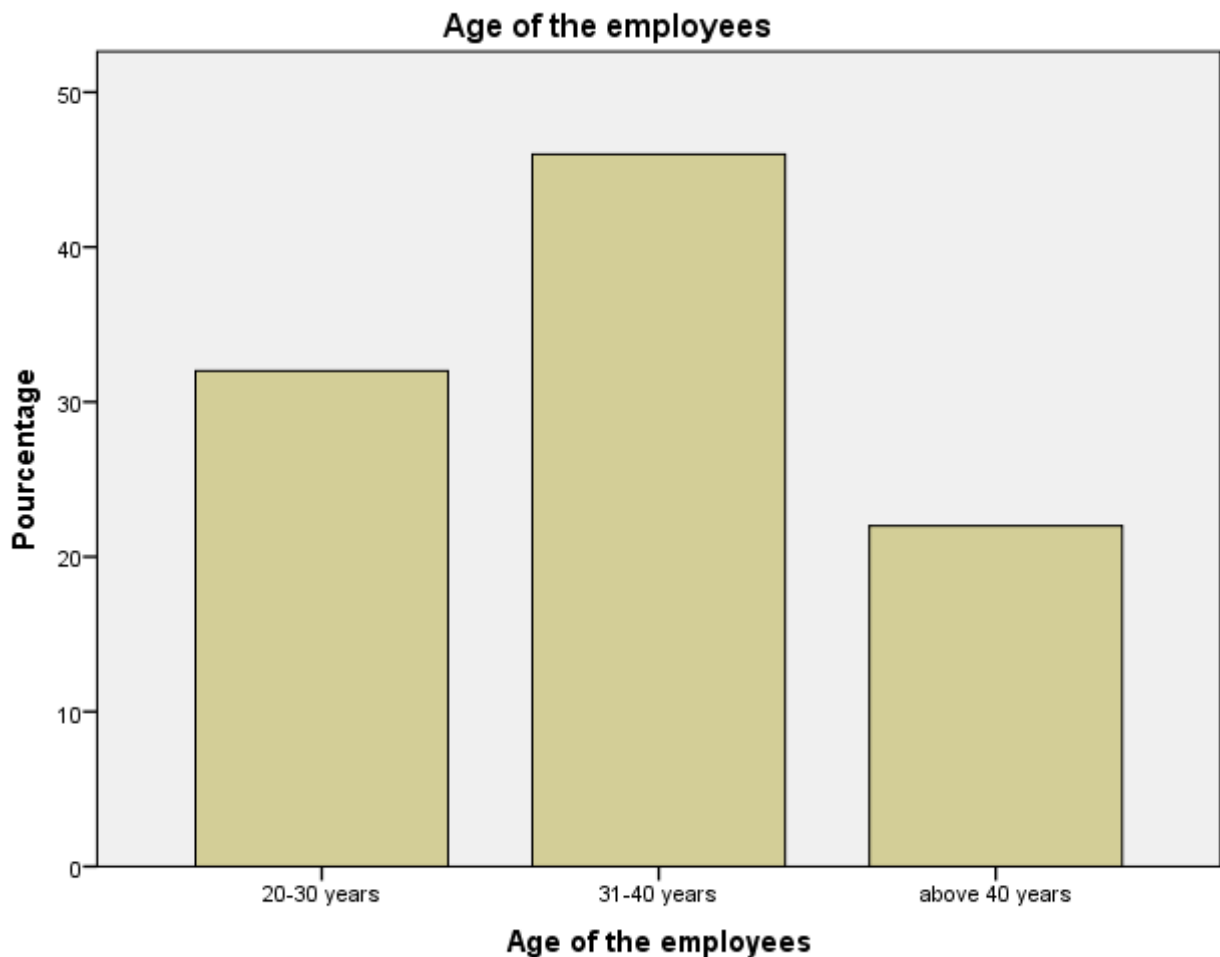
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Section 03: analysis the data

In this section we are going to present the result of the study, through answering the questions' study and present the important results of the questionnaire after analyzing its paragraphs, in order to identify the change management and its impact on administrative creativity in “industrial semolina of MITIDJA SIM”.

3.1 The personal characteristics of the sample study:

Figure (11): The distribution of the sample study according to the age

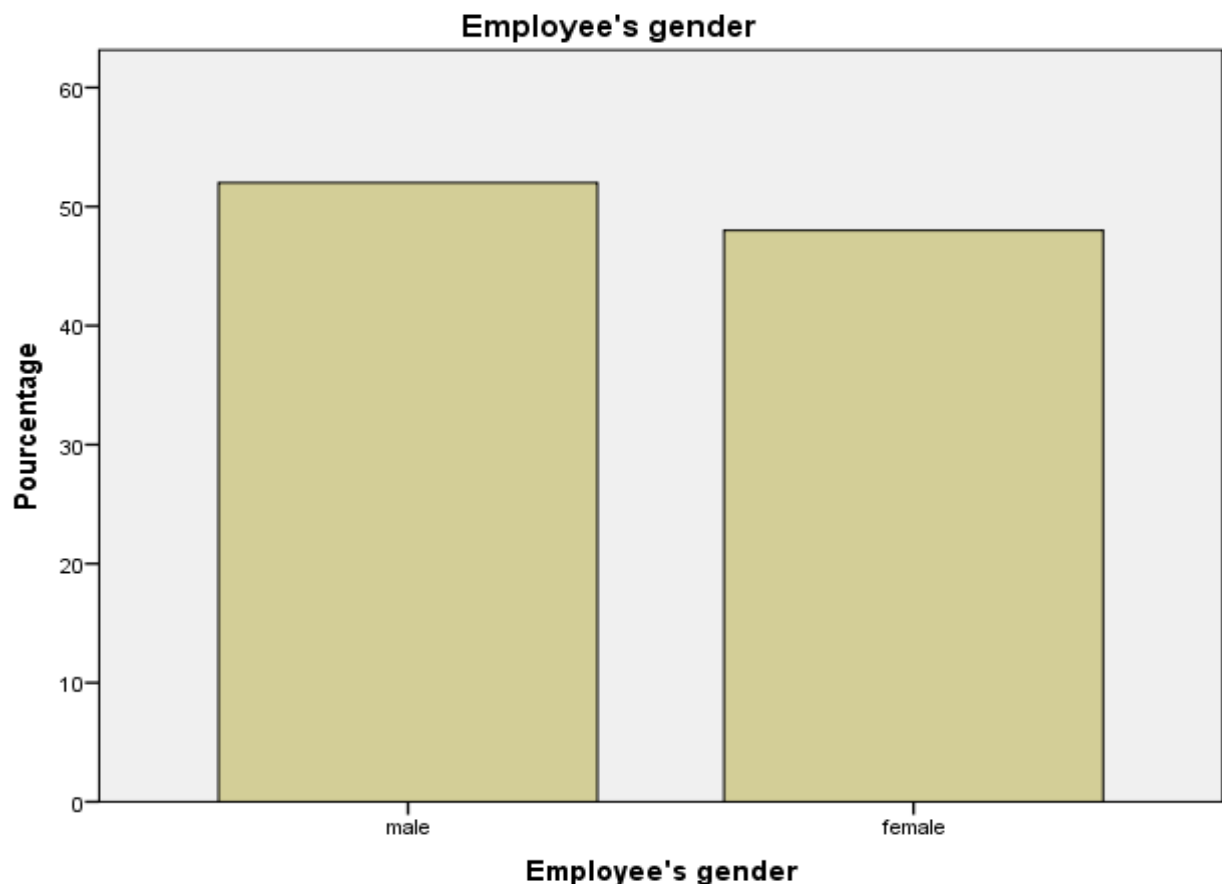


Source: based on the results of the SPSS.

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32% of the sample study are between [20-30] years, 46% are between [31-40] years, this is good indicator because these ages represent the period of performance and experience, the creative person it will be more creative in his thirties and forties¹, and 22% are above than 40 years, that means they have a long experience who has a positive impact on their creative capacity.

Figure (12): The distribution of the sample study according to the gender



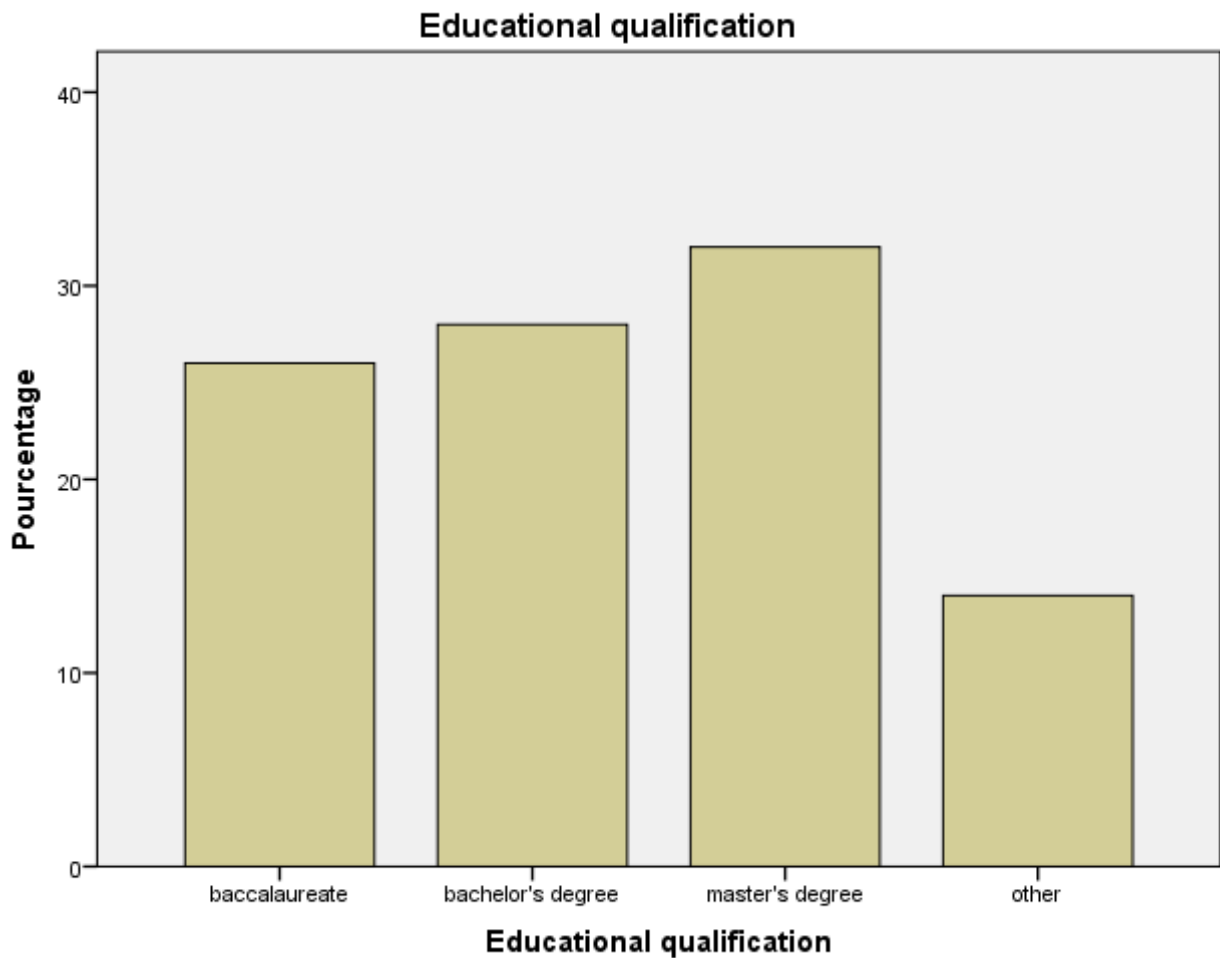
Source: based on the results of the SPSS.

¹ ABDEL FATAH, Nabil. The skills of creative thinking and its relationship with take decision. Administrator's magazine, Mascate, 1995, p.70.

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It is clear from the form that the percentage of males (52%) is higher than the percentage of females (48%).

Figure (13): The distribution of the sample study according to the educational qualification



Source: based on the results of the SPSS.

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The result revealed that (26%) of respondents have been taken the baccalaureate, followed by holders of bachelor degree with (28%), (32%) for holders of master, (14%) for other. We also note that no respondent has a doctorate degree.

Form (13): The distribution of the sample study according to the years of experience



Source: based on the results of the SPSS

From the result presented in the bar-graph above, we find that (18%) of respondents occupy their position below 5 years, (26%) between 5 to 9 years, (40%) between 10 to 15 years, we observe that almost the half of the respondents have considerable experience and that has a positive impact on their creative capacity, because the creativity increases by the years of experience, and (16%) occupy their posts more than 15 years.

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3.2 The items of the first chapter mentioned in the questionnaire:

For determine the definite values who allow us to see that the items of the questionnaire tend to the degree of approval

Table 04: the opinions orientation

The classification	The opinions
1	Strongly disagree
2	Disagree
3	Neuter
4	Agree
5	Strongly agree

we will follow the following process:

- We account the mean.
- We account the standard deviation.
- We account the range: the difference between the largest and the smallest values of the approval, that means $(5-1=4)$.
- Then we define the length of the cell: by devising the range on the number of the degree of approval, that means $(4/5=0.80)$.
- Then we add the length of the cell to the smallest values of the degree of approval (1), for obtaining the cell upper bound (so disagree), it means $(1+0.80= 1.80)$, the same process for the others:
 - Each mean whose value lies between $(1-1.80)$ is classified in the cell of “strongly disagree”.

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- Each mean whose value lies between (1.80-2.60) is classified in the cell of “disagree”.
- Each mean whose value lies between (2.60-3.40) is classified in the cell of “neuter”.
- Each mean whose value lies between (3.40-4.20) is classified in the cell of “agree”.
- Each mean whose value lies between (4.20- 5) is classified in the cell of “strongly agree”.

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3.2.1 The model used by the industrial semolina of MITIDJA SIM -Blida-

Table 05: Lewin's model

Items	Mean	Standard deviation	Direction
The administration talks about the change	4.42	0.835	Strongly agree
the administration tries to reduce the number of the resistances	4.22	0.910	Strongly agree
The administration takes action to change	4.02	0.869	Agree
The administration involves individuals in the change process	2.56	0.846	Disagree
The administration leads change	3.02	0.820	Neuter
Incorporating change in the routine of the enterprise	3.80	0.894	Agree
Total	3.67	0.645	Agree

Source: based on the results of the SPSS.

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According to the table:

- The answers are between the directions of strongly agree and agree, also the section take the direction of agree with mean of (3.67) and standard deviation of (0.645), that means the sample members have the same direction with what is in this section and they are agree with the applying of Lewin's model in industrial semolina MITIDJA SIM.
- The mean of the first item is (4.42), it is higher than (4.20) and less than (5) and the standard deviation is (0.835) who indicates the presence of the variance in the answers, that reflects the positive view of the sample members towards this item, so it classifies into the choice of "strongly agree", that means the administration talks about the changes happen in the company.
- The mean of the second item is (4.22), it is higher than (4.20) and less than (5), and the standard deviation is (0.910) who indicates the absence of the variance in the answers, that reflects the positive view of the sample members towards this item, so it classifies into the choice of "strongly agree", that means the administration of the industrial semolina of MITIDJA SIM tries to reduce the number of the resistors for changing.
- The mean of the third item is (4.02), it is higher than (3.41) and less than (4.20), the standard deviation is (0.869) that indicates the presence of the variance in the answers, that reflects the positive view of the sample members towards this item, so it classifies into the choice of "agree".
- The mean of the sixth item is (3.80) it is higher than (3.41) and less than (4.20), the standard deviation is (0.820) that indicates the presence of the variance in the answers, that reflects the positive view of the sample members towards this item, so it classifies into the choice of "agree".

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- The mean of the fifth item is (3.02), it is higher than (2.61) and less than (3.40), the standard deviation is (0.849) who indicates the presence of the variance in the answers, so it classifies into the choice of “neuter”.
- The mean of the fourth item is (2.56), it is higher than (1.81) and less than (2.60), the standard deviation is (0.894) that indicates the presence of the variance in the answers, so it classifies into the choice of “disagree”, the administration doesn’t involve the employees in the process of change management.

Table 06: Kotter’s model:

Items	Mean	Standard deviation	Direction
The administration leads the change	3.02	0.820	Neuter
The administration forms a group for guiding change	2.60	0.986	Disagree
The administration shows the primary change results in every phase of change	1.96	0.934	Disagree
The administration promotes these results	2.16	0.820	Disagree
The total	2.43	0.652	Disagree

Source: based on the results of the SPSS.

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- The mean of the first item is (3.02), it is higher than (2.61) and less than (3.40), the standard deviation is (0.934) that indicates the presence of the variance in the answers, so it classifies into the choice of “neuter”.
- The mean of the second item is (2.60) it is higher than (1.81) and equal (2.60), the standard deviation is (0.820) who indicates the presence of the variance in the answers, so it classifies into the choice of “disagree”.
- In the fourth item, the mean is (2.16), it is higher than (1.80) and less than (2.60), the standard deviation is (0.820) that indicates the presence of the variance in the answers, so it classifies into the choice of “disagree”.
- The mean of the third item is (1.96), it is higher than (1.80) and less than (2.60), the standard deviation is (0.986) who indicates the absence of the variance in the answers, so it classifies into the choice of “disagree”.
- The total mean of the items is (2.43) less then (2.60) and more than (1.80), the standard deviation is (0.652) that indicates the presence of the variance in the answers that means the sample members are disagree with the application of Kotter’s model and the enterprise does not apply this model.

Table 07: Carter’s model

Items	Mean	Standard deviation	Direction
The administration talks about the change	4.42	0.835	Strongly agree
The administration takes action to change	4.02	0.869	Agree

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The administration makes the good climate for the change	2.26	0.983	Neuter
Total	3.56	0.689	Agree

Source: based on the results of the SPSS.

- The mean of the first item is (4.42), it is higher than (4.21) and less than (5), the standard deviation is (0.835) that indicates the presence of the variance in the answers, all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “strongly agree”.
- The mean of the second item is (4.02), it is higher than (3.41) and less than (4.20), the standard deviation is (0.869) who indicates the presence of the variance in the answers all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “agree”.
- The mean of the third item is (2.26), it is higher than (1.80) and less than (2.60), the standard deviation is (0.983) that indicates the absence of the variance in the answers, that reflects the positive view of the sample members towards this item, so it classifies into the choice of “disagree”.
- The total mean of the items is (3.56) less then (4.20) and more than (3.41) with the standard deviation is (0.689) that indicates the presence of the variance in the answers, this model shares the first and the second items with the model of Lewin, only the third who is specially for this model and it classified into the disagree position, that means the company don't use the carter's model.
- **According to all the result**, it is clear that Lewin's model of change management who is applied in SIM company.

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3.2.2 The reasons for resistance to change:

Table 08: The reasons for resistance to change

Items	Mean	Standard deviation	direction
feeling of fear from the change	3.92	1.132	Agree
feeling of discomfort from the change	3.84	0.948	Agree
losing a job while the change	3.96	0.926	Agree
suggest that changes will not work	3.86	1.043	Agree
Not convinced by the change	3.62	1.039	Agree
Total	3.84	0.813	Agree

Source: based on the results of the SPSS.

- The mean of the third item is (3.96), it is higher than (3.41) and less than (4.20), the standard deviation is (0.926) who indicates the absence of the variance in the answers all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “agree”.
- The mean of the first item is (3.92) it is higher than (3.41) and less than (4.20), the standard deviation is (1.132) that indicates the absence of the variance in the answers, that reflects the positive view of the sample members towards this item, so it classifies into the choice of “agree”.
- The mean of the fourth item is (3.86) it is higher than (3.41) and less than (4.20), the standard deviation is (1.043) who indicates the absence of the variance in the answers all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “agree”.

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- The mean of the second item is (3.84) it is higher than (3.41) and less than (4.20), the standard deviation is (0.948) that indicates the absence of the variance in the answers, that reflects the positive view of the sample members towards this item, so it classifies into the choice of “agree”.
- The mean of the fifth item is (3.62) it is higher than (3.41) and less than (4.20), the standard deviation is (1.039) who indicates the absence of the variance in the answers, all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “agree”.
- The total mean of the items is (3.84) less then (4.20) and more than (3.41) with the standard deviation of (0.813) that indicates the presence of the variance in the answers, the results indicate that the administration employees have all the kinds of resistance.

According to the result of the above table we find that there is more than one reason for resistance to change, the first and the second items express the blind resistance, the third expresses the political resistance in the organization, the fourth and the fifth express the ideological resistance. The mean of the third is the higher so the majority of the employees resist because they have a **political resistance**.

3.2.3) Methods for dealing with resistance to change:

Table 09: Methods for dealing with resistance to change

Items	Mean	Standard deviation	direction
The enterprise provides trainings in new skills to encourage the change	4.04	0.778	Agree

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Relying on the method of manipulation to persuade workers to change	3.84	0.904	Agree
Forcing employees to accept the change	4.04	1.152	Agree
Total	3.97	0.819	Agree

Source: based on the results of the SPSS.

- The result of the first item the standard deviation is (0.778) who indicates the presence of the variance in the answers and the mean (4.04), it is more than (3.41) but less than (4.20) so it is in the case of “agree”, that means the enterprise follows the methods of education and communication for dealing with resistance to change.
- The result of the third item the standard deviation is (1.152) that indicates the absence of the variance in the answers and the mean (4.04), it is more than (3.41) but less than (4.20) so it is in the case of “agree”, that means the enterprise follows the manner of explicit and implicit coercion for dealing with resistance to change.
- The result of the second item the standard deviation is (0.904) that indicates the absence of the variance in the answers and the mean (3.84), it is more than (3.41) but less than (4.20) so it is in the case of “agree”, that means the enterprise follows the methods of manipulation and co-optation for dealing with resistance to change.

According to the result, we observe that the company of SIM based on the positive method (education and communication) and the negative methods (the manipulation

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and co-optation as the explicit and implicit) for reducing the resistance, but also it relies on the manner of education and communication.

3.3 The items of the second chapter mentioned in the questionnaire

Table 10: The fluency

Items	Mean	Standard deviation	direction
the ability to propose quick solution	4.40	0.733	Strongly agree
The ability to present more than one idea in a short period of time	4.26	0.839	Strongly agree
Having the ability to think quickly in different circumstances	3.78	0.670	Agree
The ability to express the ideas freely	3.88	0.682	Agree
Total	4.08	0.591	Agree

Source: based on the results of the SPSS.

- The mean of the first item is (4.40) it is higher than (4.21) and less than (5), the standard deviation is (0.733) that indicates the presence of the variance in the answers, all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “strongly agree”. It means that the administration employees have a higher degree in proposing quick solution to face the work’s problem.
- The mean of the second item is (4.26) it is higher than (4.20) and less than (5), the standard deviation is (0.839) who indicates the presence of the variance in the

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answers, all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “strongly agree”. It means that the administration employees have a higher ability to present more than one idea in a short period of time.

- The mean of item number four is (3.88) it is higher than (3.41) and less than (4.20), the standard deviation is (0.682) that indicates the presence of the variance in the answers, all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “agree”. It means that administration employees have a higher ability to express the ideas freely.
- The mean of item number three is (3.78) it is higher than (3.41) and less than (4.20), the standard deviation is (0.670) that indicates the presence of the variance in the answers all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “agree”. It means that administration employees have a higher ability to think quickly in different circumstances
- The total mean of the items is (4.08) less then (4.20) and more than (3.41) with item the standard deviation is (0.591) who indicates the presence of the variance in the answers, all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “agree”.

According to the result it seems clear that the administration employees of industrial semolina of MITIDJA SIM have a higher degree of the fluency.

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Table 11: The flexibility

Items	Mean	Standard deviation	direction
The ability to adapt to the works assigned to you	4.38	0.760	Strongly agree
The ability to present new ideas to develop work	4.22	0.647	Strongly agree
The ability to vision things from different angles	4.06	0.580	Agree
Ensure that changes are made in working methods every period	4.32	0.606	Strongly agree
Total	4.24	0.464	Strongly agree

Source: based on the results of the SPSS.

- The mean of item number one is (4.38) it is higher than (4.21) and less than (5), the standard deviation is (0.760) who indicates the presence of the variance in the answers, all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “strongly agree”. It means that administration employees have a higher ability to adapt to the works assigned to theme.
- The mean of item number four is (4.32) it is higher than (4.21) and less than (5), the standard deviation is (0.606) that indicates the presence of the variance in the answers all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “strongly agree”. It means that

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administration employees ensure that changes are made in working methods every period

- The mean of item number two is (4.22) it is higher than (4.21) and less than (5), the standard deviation is (0.647) who indicates the presence of the variance in the answers all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “strongly agree”. It means that administration employees have a higher ability to present new ideas to develop work.
- The mean of item number three is (4.06) it is higher than (3.41) and less than (4.20), the standard deviation is (0.580) that indicates the presence of the variance in the answers, all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “agree”. It means that administration employees have the ability to vision things from different angles.
- The total mean of the items is (4.24) less then (5) and more than (4.21) with the standard deviation of (0.464) who indicates the presence of the variance in the answers all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “strongly agree”.

According to the result it is clear that the administration employees of industrial semolina of MITIDJA SIM have a higher degree of the flexibility.

Table 12: The originality

Items	Mean	Standard deviation	direction
Executing what is assigned to you in a new manner	4.46	0.614	Strongly agree

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Stay away from what the others do in solving work problems	4.18	0.716	Agree
The possession of the skills of discussion and persuade	4.28	0.678	Strongly agree
Total	4.30	0.485	Strongly agree

Source: based on the results of the SPSS.

- The mean of item number one is (4.46) it is higher than (4.21) and less than (5), the standard deviation is (0.614) who indicates the presence of the variance in the answers, all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “strongly agree”. It means that administration employees of industrial semolina of MITIDJA SIM execute what is assigned to theme in a new manner.
- The mean of item number three is (4.28) it is higher than (4.21) and less than (5), the standard deviation is (0.678) that indicates the presence of the variance in the answers, all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “strongly agree”. It means that administration employees of industrial semolina of MITIDJA SIM stay away from what the others do in solving work problems.
- The mean of item number two is (4.18) it is higher than (3.41) and less than (4.20), the standard deviation is (0.716) who indicates the presence of the variance in the answers, all that reflects the positive view of the sample members towards this item, so it classifies into the choice of “agree”. It means that administration employees of industrial semolina of MITIDJA SIM possess the skills of discussion and persuade.

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Table 13: The motivation

Items	Mean	Standard deviation	direction
The worker is rewarded when he presents new ideas	4.18	0.766	Agree
Satisfying from the way of motivation in the enterprise	4.04	0.755	Agree
The responsible appreciates the efforts of the employees	4.20	0.694	agree
Total	4.14	0.564	Agree

Source: based on the results of the SPSS.

The result of the table:

- According to the above table, we observe that the answers of the sample population are in the same direction, agree, also the direction of this section with mean of (4.14) and standard deviation of (0.564) who reflects the variation in the population's direction, from these we conclude that the industrial semolina of MITIDJA SIM motivates their administration employees.

Through the result of the table, we classify the items of this section, according to the mean and the standard deviation:

- The item three is in the first place with “strongly agree” in degree of approval, its mean (4.20) and standard deviation of (0.694) that indicates the variation in the sample members answers, that means the company rewards the employees when they present new ideas.

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- The item one is in the second place with “agree” in degree of approval, its mean (4.18) and standard deviation of (0.766) who indicates the variation in the sample members answers, that means the employees are satisfying from the way motivation followed by the company.
- The item two is in the third place with “agree” in degree of approval, its mean (4.04) and standard deviation of (0.755) who indicates the variation in the sample members’ answers, that means the responsible appreciates the efforts of the employees.

Table 14: The expertise

Items	Mean	Standard deviation	direction
experience helps employees in solving problems	4.34	0.640	Strongly agree
technical experience increases the degree of vision the problems and solve them	4.22	0.751	Strongly agree
Related the previous experience with the now experience in the various situation	4.26	0.921	Strongly agree
Total	4.27	0.629	Strongly agree

Source: based on the results of the SPSS.

The result of the table:

- According to the above table we observe that the answers of the sample population are all in the same directions “strongly agree”, also the direction of this section took the direction of strongly agree with mean of (4.27) and standard deviation of (0.629) that reflects the variation in the population’s direction, from

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these we conclude that the administration employees of industrial semolina of MITIDJA SIM have important degree of expertise.

Through the result of the table, we classify the items of this section, according to the mean and the standard deviation:

- The item one is in the first place with “strongly agree” in degree of approval, its mean (4.34) and standard deviation of (0.640) who indicates the variation in the sample members answers, that means the employees rely on their expertise in solving work’s problem.
- The item three is in the second place with “strongly agree” in degree of approval, its mean (4.26) and standard deviation of (0.921) that indicates the absence of variation in the sample members answers, that means the technical experience of the administration employees of industrial semolina of MITIDJA SIM increases the degree of vision the problems and solve them.
- The item two is in the third place with “strongly agree” in degree of approval, its mean (4.22) and standard deviation of (0.751) who indicates the variation in the sample members answers, that means the administration employees of industrial semolina of MITIDJA SIM relate the previous experience with the now experience in the various situation.

Table 15: Encouraging the creativity in the company

Items	Mean	Standard deviation	direction
The enterprise encourages the risk taking	3.92	1.114	Agree
The enterprise encourages ideas and evaluate them fairly	3.96	0.989	Agree

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The enterprise increases the skills and knowledge of workers	4.06	1.023	Agree
the change happens continuously in the enterprise	3.96	0.956	Agree
The change's degree in the enterprise helps the employees to be creative	3.82	1.024	Agree
resist the change is an obstacle on the creativity in the enterprise	3.98	0.998	Agree
Total	3.95	0.875	Agree

Source: based on the results of the SPSS.

The result of the table:

- According to the above table we observe that the answers of the sample population are all in the same directions “agree”, also the direction of this section took the direction of agree with mean of (3.95) and standard deviation of (0.875) who reflects the variation in the population’s direction, from these we conclude that the company of industrial semolina of MITIDJA SIM encourage the creativity and there is an impact of change management on the administrative creativity.

Through the result of the table, we classify the items of this section, according to the mean and the standard deviation:

- The item three is in the first place with standard deviation of (1.023) that indicates the absence of the variance in the answers and the mean (4.06), it is more than (3.41) but less than (4.20) so it is in the case of “agree”, that means the industrial semolina of MITIDJA SIM encourages the risk taking.

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- The item six is in the second place with standard deviation of (0.998) that indicates the absence of the variance in the answers and the mean (3.98), it is more than (3.41) but less than (4.20) so it is in the case of “agree”, that means the industrial semolina of MITIDJA SIM encourages ideas and evaluate them fairly.
- The item two is in the third place with standard deviation of (0.989) who indicates the absence of the variance in the answers and the mean (3.96), it is more than (3.41) but less than (4.20) so it is in the case of “agree”, that means the industrial semolina of MITIDJA SIM increases the skills and knowledge of workers.
- The item four is in the fourth place with standard deviation of (1.114) that indicates the absence of the variance in the answers and the mean (3.96), it is more than (3.41) but less than (4.20) so it is in the case of “agree”, that means the change happens continuously in the industrial semolina of MITIDJA SIM.
- The item one is in the fifth place with standard deviation of (0.956) who indicates the absence of the variance in the answers and the mean (3.92), it is more than (3.41) but less than (4.20) so it is in the case of “agree”, that means the change's degree in the industrial semolina of MITIDJA SIM helps the employees to be creative.
- The item five is in the sixth place with standard deviation of (1.024) that indicates the absence of the variance in the answers and the mean (3.82), it is more than (3.41) but less than (4.20) so it is in the case of “agree”, that means resist the change is an obstacle on the creativity in the industrial semolina of MITIDJA SIM.

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3.4 verification of the hypotheses:

We will test the following hypotheses: there is an impact of change management on the administrative creativity in industrial semolina MITIDJA SIM -Blida-, we choice Pearson correlation, on significant level of (0.01), in order to reach to the results with high degree of viability.

We started by two principles preposition for the hypothesis:

- Firstly: null hypothesis H_0 : there is no impact of change management on the administrative creativity.
- Secondly: the alternative hypothesis H_1 : there is an impact of change management on the administrative creativity.

If the significant value level of the correlation less or equal (0.01), we refuse the null hypothesis and accept the alternative hypothesis and we say that there is an impact of change management on the administrative creativity, if not we accept the null hypothesis and refuse the alternative hypothesis and we say there is no impact of change management on the administrative creativity in industrial semolina MITIDJA SIM -Blida-.

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Table 16: the relationship between the change management and the administrative creativity in industrial semolina of MITIDJA SIM -Blida-

Pearson correlation	Motivation	Encouraging creativity
Models of change management	0.407	0.427
Significance level	0.003	0.002
Statistical significance	(0.01) **	

Source: based on the results of the SPSS.

Basing on the results of the table, we could analyze the relationship between change management models and the motivation in the industrial semolina of MITIDJA SIM, according to the sample members, there is statistically significance relationship between change management models and the motivation at a statistical significance of ($\alpha \leq 0.01$), this is because the calculated significance level is (0.003) less than ($\alpha \leq 0.01$), this result confirms the existence of the relationship between the change management models and the company motivations.

The relationship is direct estimated at 40.7%, that means the more the company implements change management models, the more it motivates the employees to be more creative.

Also, the relationship between change management models and methods of encouraging the creativity in the industrial semolina of MITIDJA SIM, according to the sample members, there is statistically significance relationship between change management models and the motivation at a statistical significance of ($\alpha \leq 0.01$), this is because the calculated significance level is (0.002) less than ($\alpha \leq 0.01$), this result confirms the existence of the relationship between the change management models and

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the methods of encouraging the creativity in industrial semolina of MITIDJA SIM -Blida-.

The relationship is direct estimated at 42.7%, that means the more the company implements change management models, the more it encourages the creativity within the company.

Table 17: the relationship between the change management and the administrative creativity in industrial semolina of MITIDJA SIM -Blida-

Pearson correlation	The fluency	The flexibility	Methods for encouraging creativity
Methods for dealing with resistance to change	0.414	0.418	0.584
Significance level	0.003	0.003	0.000
Statistical significance	(0.01) **		

Source: based on the results of the SPSS.

According to the results of the table, we could analyze the relationship between the methods applying for dealing with resistance to change and fluency of the administrative employees in the industrial semolina of MITIDJA SIM, according to the sample members? there is statistically significance relationship between methods applying for dealing with resistance to change and the fluency of the administrative employees at a statistical significance of ($\alpha \leq 0.01$), this is because the calculated significance level is (0.003) less than ($\alpha \leq 0.01$), this result confirms the existence of the relationship between methods applying for dealing with resistance to change and the fluency of the administrative employees.

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The relationship is direct estimated at 41.4 % that means the more the company implements methods applying for dealing with resistance to change, more the employees acquire the fluency in their work.

Also, the relationship between methods applying for dealing with resistance to change and the flexibility of the administrative employees in the industrial semolina of MITIDJA SIM, according to the sample members there is statistically significance relationship between methods applying for dealing with resistance to change and the flexibility of the administrative employees at a statistical significance of ($\alpha \leq 0.01$), this is because the calculated significance level is (0.003) less than ($\alpha \leq 0.01$), this result confirms the existence of the relationship between methods applying for dealing with resistance to change and the fluency of the administrative employees in industrial semolina of MITIDJA SIM -Blida-.

The relationship is direct estimated at 41.8% that means the more the company implements methods for dealing with resistance to change, the more the administration employees acquire the flexibility at work.

Also, the relationship between methods for dealing with resistance to change and the methods of encouraging the creativity in the industrial semolina of MITIDJA SIM, according to the sample members, there is statistically significance relationship between methods applying for dealing with resistance to change and the flexibility of the administrative employees at a statistical significance of ($\alpha \leq 0.01$), this is because the calculated significance level is (0.000) less than ($\alpha \leq 0.01$), this result confirms the existence of the relationship between methods applying for dealing with resistance to change and the methods of encouraging the creativity in industrial semolina of MITIDJA SIM -Blida-.

CHAPTER 03: Change management and creativity in SIM -Blida-

The relationship is direct estimated at 58.4% that means the more the company implements methods for dealing with resistance to change, the more the industrial semolina of MITIDJA SIM -Blida- encourages the creativity.

Table 18: verification of the second hypothesis:

The item	Mean	Standard deviation	opinion
resist the change is an obstacle on the creativity in the enterprise	3.98	0.998	Agree

Source: based on the results of the SPSS.

The opinions of the employees are agreeing, that confirm the second hypothesis who says there is negative impact of resistance to change on administrative creativity on industrial semolina of SIM MITIDJA -Blida-.

According to all the results, we could say that there is a positive impact of change management on administrative creativity in industrial semolina of MITIDJA SIM -Blida-.

CHAPTER 03: Change management and creativity in SIM -Blida-

Conclusion:

In this chapter we tried to study the reality of the theme on the industrial semolina of MITIDJA SIM -Blida-.

We identified the place of the study, the sample and the tools of the study to confirm the reliability of it and all the tools who help us in analyzing the answers of the sample members.

According to the result we found that there is a positive impact of change management on administrative creativity in industrial semolina of MITIDJA SIM -Blida-.

General conclusion

General conclusion

The success of a company depends to the management within the organization, especially with the changing of nowadays who obliged an especial process to manage the change and enhance the creativity.

Our research studies the concepts of the change management and the administrative creativity, according to the theoretical chapters we concluded the following results:

- ✓ Change management has importance role in the competitiveness of the enterprises.
- ✓ Administrative creativity is a competitive advantage for the enterprise.

The main objective of this research is to study the change management and its impact on administrative creativity in industrial semolina of MITIDJA SIM -Blida-, the results were as the following:

- ✓ The majority of the respondents are males in their thirties, with more than 10 years of experience.
- ✓ The majority of the respondents answer that the company applied Lewin's model of change management.
- ✓ The respondents resist the change because they have one of the kinds of resistance which is the political resistance in the organization.
- ✓ Almost all the sample member answer that they have an important degree of the administrative creativity: fluency, flexibility, originality, and expertise.

General conclusion

- ✓ The employees are satisfied with the way of motivation the employees in industrial semolina of MITIDJA SIM -Blida-.
- ✓ The majority of employees are satisfied with the methods of encouraging creativity followed by industrial semolina of MITIDJA SIM -Blida-.
- ✓ Result reveals that there is a positive impact of change management on the administrative creativity in the industrial semolina of MITIDJA SIM -Blida

The recommendations

The results revealed some points of strength that increases the effectiveness of change management on the administrative creativity. However, the company must enhance the change management.

Based on the results of the study, we formulated the following recommendations:

- ✓ Results indicate that the administration employees have skills of administrative creativity, so the researcher see that will better for the industrial semolina of MITIDJA to improve them.
- ✓ The employees resist the change because of political reasons, so the company must deal with them because the result says that the deal with the resistance has an impact on the flexibility and the fluency of the administration employees.
- ✓ The employees are with the motivations of the company, so the industrial semolina of MITIDJA SIM must improve them.

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Annexes

annexes

Annex 01: questionnaire

A study on administrative employees of industrial semolina of MITIDJA ‘SIM’

Ladies and gentleman,

As part of preparation of the thesis in the title of “change management and its impact on administrative creativity”, in order to obtain the master degree from the higher school of management -Tlemcen-, we are honored to participate with us in the theme of the research by answering the following questions:

Age : 20-30 years ☐ 31-40 years ☐ above 40 years ☐

Gender: male ☐ female ☐

Educational qualification: baccalaureate ☐ bachelor's degree ☐

master's degree doctoral degree other

years of experience: below 5 years 10 -5 years

10-15 years above 15 years

	the change management model approved by the organization					
N	Paragraph	Answer				
	If there is any change, the administration:	Strongly agree	agree	neuter	disagree	Strongly disagree
1	Talks about the raisons of change					
2	Tries to reduce resistance to change					
3	Takes action to change					
4	Involves individuals in the change process					
5	Leads the change from the administration					
6	Incorporating change in the routine of the enterprise					

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7	Form a group that guides change					
8	The administration shows the primary change results in every phase of change					
9	The administration promotes these results					
10	The administration makes the good climate for the change					
	The kinds of resistance					
11	There is feeling of fear from change					
12	feeling of discomfort from the change					
13	losing a job with the change					
14	suggest that changes will not work					
15	Not convinced by the change					
	Dealing with resistance to change					
16	The enterprise provides trainings in new skills to encourage the change					
17	Relying on the method of manipulation to persuade workers to change					
18	Forcing employees to accept the change					

n	The Degree of possessing administrative creativity					
	Paragraph	Degree of approval				
	Fluency in the work	Strongly agree	agree	neuter	disagree	Strongly disagree
19	The ability to propose quick solution					
20	Present more than one idea in a short period of time					
21	The ability to think quickly in different circumstances					
22	The ability to express the idea freely					
	Flexibility in the work					

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23	The ability to adapt to the works assigned to you					
24	The ability to present new ideas to develop work					
25	The ability to vision things from different angles					
26	Ensure that changes are made in working methods every period					
	Originality in the work					
27	Executing what is assigned to you in a new manner					
28	Stay away from what the others do in solving problems					
29	The degree of possession of the skills of discussion and persuade					
	Motivation in the work					
30	The worker is rewarded when he presents new ideas					
31	satisfying from the way of motivation in the enterprise					
32	The responsible appreciates the efforts of the employees					
	Expertise					
33	experience helps employees in solving problems					
34	Your technical experience increases the degree of vision the problems and solve them					
35	Related the previous experience with the now experience in the various situation					
	Encouraging creativity					
36	The enterprise encourages the risk taking					
37	The enterprise encourages ideas and evaluate them fairly					
38	Increases the skills and knowledge of workers					

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39	the change happens continuously in the enterprise					
40	The change's degree in the enterprise helps me to be creative					
41	resist the change is an obstacle on the creativity in the enterprise					