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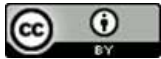
The Role of Organizational Flexibility in Achieving Career Creativity for Physical Education Teachers in Baghdad Education Directorates

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Abstract

Organizational flexibility is “a type of ability to adapt to internal and external environmental changes of the organization.” Organizational flexibility reflects the ability to change direction quickly. Studies and research emphasize the importance of flexibility within the organization, as it is considered an important source for obtaining a competitive advantage and serves as a tool for managing situations. Rapid change and the ability to change conditions within the organization’s environment. Flexibility is considered one of the necessary features in the strategic planning process and a decisive factor for adapting strategic plans to a competitive environment characterized by continuous change. Organization managers must systematically identify, analyze and evaluate variables within the organizational environment and consider flexibility as a basic rule in building Organizations, and by informing the researchers of some references and previous studies related to the subject of the research and the fact that the researchers are one of the female teachers in physical education, the research problem was crystallized in answers to the following questions:

Is there a role for organizational flexibility in the professional creativity of physical education teachers? Is there a correlation between supervisors’ organizational flexibility and physical education teachers’ career creativity? What is the reality of organizational flexibility for supervisors and career creativity for physical education teachers? The research aims to determine the reality of both organizational flexibility and organizational creativity among physical education teachers in the Baghdad education directorates, and to identify the relationship between organizational flexibility and the functional creativity of physical education teachers, and to identify the percentage of the contribution of organizational flexibility to the functional creativity of physical education teachers., So the two researchers wanted Studying the relationship of organizational flexibility and knowing its relationship to functional creativity on a sample of the community of physical education teachers in the Baghdad education directorates. The two researchers used the descriptive method in the relationship style and the sample was chosen intentionally. The two researchers applied the research scale, and the SPSS system was used to obtain the research results. The researchers concluded that organizational flexibility has a role in achieving a good level of job creativity, so the researchers recommend that it is necessary for the Iraqi Ministry of Education to support programs that build and strengthen the foundations of organizational flexibility for them. and this achieves one of the sustainable development goals of the United Nations in Iraq which is (Quality Education).

Keywords | organizational flexibility, functional creativity.

Introduction:

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Our society today is witnessing clear progress and development in many aspects of life, if not in all of them, and among these aspects is the educational aspect, as developed countries place great hopes on the educational aspect, believing that education is the basic and decisive element for bringing about development, and that progress and development for any nation appears from During the scientific and technological development achieved by that nation, this development is affected by the extent of the efficiency and development of its educational systems and their effectiveness and finding solutions to many of the problems that the educational side suffers from. Educational institutions seek to keep pace with internal and external changes by developing the developmental plans and programs necessary to organize their work and develop working teachers and achieve Its goals. In the context of seeking to develop teachers, supervisors seek to combine efforts by creating organizational flexibility that stimulates the work of teachers and explores the energies and creativity of teaching staff in order to catch up with the progress of civilization and progress witnessed by contemporary societies, as this leads to educational institutions having a high degree of efficiency and effectiveness. The effect of this becomes apparent if we realize that change and development in the effectiveness of educational institutions, their goals, operations, and the performance skills of employees, including supervisors and teachers, is what any institution seeks in any society, and it is considered a major requirement and an indicator through which the success or failure of educational institutions in achieving their goals is inferred, which requires finding Efforts are being made to improve the level of performance of these institutions efficiently and effectively. The beginning of career creativity comes through an idea or thought that circulates in the imagination of teachers who specialize in a particular field, as it is difficult for suffering or obstacles to discourage them from pursuing the goal, no

matter how much effort and time it requires. What is important here is that those who are creative are among those who have cognitive motivations that are evident. In their need to build appropriate situations and experiences in integrated and meaningful ways, because the cognitive motivation represents the need to understand a world full of experiences and make it logical and reasonable. Accordingly, we find that the physical education teacher who develops his cognitive ability by investing his motivation to acquire knowledge is able to use the best methods. Thinking about analyzing situations and experiences and thus being qualified to build rules and creative products that would improve the educational process in a way that is consistent with the environment in which educated individuals live. Hence the importance of the research lies in explaining the role of organizational flexibility for supervisors in achieving the goals of the educational institution and its success by creating job creativity among teachers and performing duties in the best way, as they are considered an important factor in increasing the teacher's effectiveness because of the support they provide and the ability to adapt and prepare to deal with the surrounding environmental variables. And confronting them, as well as the ability to quickly change direction and deviate from pre-determined procedures or the ability to do something different from what was planned and contribute by identifying and enhancing positive aspects and diagnosing, treating and developing weaknesses.

Through the researchers' acquaintance with some references and previous studies related to the subject of the research, and the fact that the researchers are one of the teachers in physical education, the research problem was crystallized in answers to the following questions:

Is there a role for organizational flexibility in the career creativity of physical education teachers?

Is there a correlation between supervisors' organizational flexibility and physical education teachers' career creativity?

What is the reality of organizational flexibility for supervisors and career creativity for physical education teachers?

Research aims:

- Determining the reality of both organizational flexibility and organizational creativity among physical education teachers in the Baghdad education directorates.
- Identify the relationship between organizational flexibility and career creativity of physical education teachers
- Identify the contribution of organizational flexibility to the career creativity of physical education teachers.

Research fields:

The human field: physical education teachers in the education directorates in Baghdad Governorate.

Time range: for the period from 3/12/2024 to 4/22/2024

Spatial area: Baghdad Governorate schools.

Definition of terms:

-Organizational flexibility: Thaer Ghobari defines it as “a type of ability to adapt to the organization’s internal and external environmental changes” (2).

-Professional creativity:

Basma Qasim Muhammad Al-Daraisa defines it as “that decision that leads to the success of the teacher and the achievement of his goals based on correct and complete information that leads to achieving a comprehensive understanding of the circumstances of the problem, taking into account all possible alternatives, as well as relying on the correct methods in the decision-making process” (1).

Method and procedures:

Research Methodology:

The two researchers adopted the descriptive approach in a manner consistent with the nature and objectives of the research, using the survey

method and correlational relationships as one of its types, in a manner consistent with the nature and objectives of the research.

Research community and sample:

The research population was determined from physical education teachers working in the education directorates (Al-Karkh First, Second, and Third) and (Al-Rusafa First, Second, and Third) in Baghdad Governorate. The two researchers chose the research sample in a random manner, as the research sample included, and their number reached (90) teachers. Out of (132) and (68.18%) of the research community.

The two researchers excluded (18) teachers, (3) teachers for each education, due to conducting exploratory experiments on them.

Methods, devices and tools used in the research:

The aim of the tools that are used in the research is to give an indication of the needs of the study, and in order for the two researchers to be able to complete their study to the fullest extent, they must use tools and means that help them in completing their work, which are:

- Research methods: include:

- Arab and foreign sources and references.
- Personal interviews.
- Expert questionnaire for the two study scales.
- Books to facilitate the task.
- Field visits to collect information.
- Data dump forms.
- Standards.

tools and equipment Used:

- Computer type (HP)
- Manual electronic calculator
- Stationery and office supplies

Field research procedures:

To achieve the objectives of the current research, the two researchers followed the following steps: Preparing two standards (organizational flexibility, functional creativity). The two researchers reviewed literature, references,

scientific sources, and previous relevant studies. The two researchers sought the help of some (10) experts and specialists, in order to reach to the final version of the research procedures.

Procedures for preparing an organizational flexibility scale:

For the purpose of arriving at standards that meet the required scientific foundations from the first step of building them until all requirements are completed, the two researchers adopted the organizational flexibility scale prepared by the researchers. The scale consists of (50) items, and with regard to calculating grades, they are awarded according to a five-point scale (1, 2, 3, 4, 5), noting that the answer grades for the paragraphs are (completely agree, agree, to some extent, disagree, and do not agree at all).

-Procedures for preparing a measure of functional creativity:

The two researchers will rely on the quality of work life scale prepared by (Basma Qasim Muhammad Al-Daraisa) (1), and modified by (Lateef Muhammad and Ali) (5), and applied to physical education teachers in the Middle

Euphrates, and consisting of (26) Paragraph, and the answer alternatives are five-fold (always, often, sometimes, rarely, never).

Exploratory experience:

The two researchers conducted the survey on (18) teachers from the research community and from outside the main sample of the research, on Wednesday, 3/13/2024, and the aim of conducting the survey was to identify the extent of the sample's understanding of the study - Prompt phrases for measures (organizational flexibility, functional creativity) that are included in the scale, and to identify the difficulties that might arise during application in order to work to avoid them, and to extract scientific coefficients for the two research scales to ensure the validity and stability of the two scales, and Table (1) shows this. The two researchers achieved an understanding of the research sample of the statements included in the scales, and determined the expected time for applying the scale, in light of The results of the pilot study of the scale, and the response time for the scale was determined to range from (20-25) minutes.

Table (1)

It shows the values of the scientific coefficients for the two research standards

No.	Variables	measuring unit	Virtual validity	Degree of stability	Sig value	Connotation
1	Organizational flexibility	Degree	%100	0.913	0.000	significance
4	Functional creativity	Degree	%100	0.931	0.000	significance

Applying the two research standards to the main study sample:

After completing the preparation procedures, the two researchers applied the measures (organizational flexibility, organizational flexibility) to the application sample to extract and discuss the results.

Statistical methods used in the research:

The two researchers used the statistical package (SPSS) to extract the results of the current research.

Results:

Table (2)
Results of the overall score for the two research scales, organizational flexibility and functional creativity

the scale	Arithmetic mean	standard deviation	Hypothetical mean
Organizational flexibility	124.4	3.345	92
functional creativity	94.82	4.561	74

-Presenting the results of the correlation and the percentage of its contribution between organizational flexibility and functional creativity:

Table (3)
It shows the correlation coefficient and the percentage of contribution between organizational flexibility and functional creativity

No.	variable	Measure of functional creativity	Contribution percentage	(Sig) value	Connotation
1	Organizational flexibility measure	0.781	0.610	0.001	significant

Discussion:

It is clear from the results of Table (2) and by comparing the results of the arithmetic means of organizational flexibility for the study sample and its axes with their hypothesized mean that they are greater than their hypothesized means. This indicates that the study sample has a good level of organizational flexibility. Therefore, through Table (2), it was found that the majority of teachers have high organizational flexibility through what is shown in the arithmetic mean. The researchers noted that the better the organizational flexibility of the research sample, the better the level of teachers' job creativity. The researchers explain that teachers in sports activity departments and teachers in education directorates Baghdad people enjoy a good and distinguished degree of functional creativity in their work towards the institution in which they work, and this is what (Thaer Ghubari and Khaled) indicated that creativity is "the method that the individual uses in producing the largest possible number of ideas about the problem to which the individual is exposed, and these ideas are characterized by diversity and difference." "Lack of repetition, commonness, and originality" (2), in addition to what was

confirmed by (Abdul Muti and Muhammad Assaf), as well as their possession of new and useful ideas related to solving specific problems or the feeling that there is a problem that requires addressing it, and their ability to think differently and creatively, which is the process of producing real ideas or things. Or imaginative and put it in new ways" (4). Mona Khaled Akar also indicated that functional creativity is a set of creative abilities, skills, and innovative ideas that vary and differ from one person to another, and this is due to the types of cultures, upbringing, upbringing, and education among people in general (6). And through the results that appeared in Table (3): We see that the correlation value was positive, and this shows the extent of the relationship between organizational flexibility and functional creativity. The researchers attribute this result to the fact that adopting organizational flexibility within educational institutions contributes to achieving consensus and correct implementation of their plans, arranging priorities, and defining roles and responsibilities in a way that ensures the achievement of educational goals (Abdul Moati and Muhammad Assaf) point out that adopting organizational flexibility in institutions allows achieving positive effects if it is employed in an

effective and organized manner, and it can have negative effects and repercussions on the institution's work and on its competitive capabilities if the appropriate organizational environment is not provided. Which accepts differences and stimulates active and effective communication" (4), and this is also indicated by (Sundus Musa Jawad, Zainab Ali Kazem) "Building the organizational aspect in schools between the concerned parties (principals and teachers) is an important factor in achieving integration for school" (3).

Conclusions:

-Organizational flexibility has a role in achieving a good level of job creativity, which appeared on the axes of the organizational flexibility scale for Baghdad education teachers.

-The administrative and organizational programs and plans approved by the Iraqi Ministry of Education are flexible and enable their teachers to adapt to the variables of their internal and external environment.

Author's declaration:

Conflicts of interest: None

We confirm that all tables and figures in this article are ours and written by the researchers themselves.

Ethical-Clearance: this manuscript approved by local ethical committee of physical education and sport sciences college for women on (May /2024)

Author's contributions:

All contributions of this study were done by the researchers (H.S. and W.A.) who get the main idea and work on writing and concluding also with number of experts, Warda Ali Abbas in Statistics, Huda Shihab in revision, Taj Al-deen Alaa Al-deen in translating, Ali Makki in proofreading

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Recommendations:

-The need for the Iraqi Ministry of Education to support programs that build and strengthen the

foundations of organizational flexibility and realize its importance in raising the level of organizational attractiveness of teachers.

-Paying attention to developing organizational flexibility because of its importance in career creativity to ensure that teachers reach the level of creativity and raise the educational level.

-Conducting research similar to the current research for different teaching categories.

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دور المرونة التنظيمية في تحقيق الابداع الوظيفي لمدرسي التربية الرياضية في مديريات تربية بغداد

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مستخلص البحث

ان المرونة التنظيمية هي "نوع من القدرة على التكيف مع التغيرات البيئية الداخلية والخارجية للمنظمة"، اذ تعكس المرونة التنظيمية القدرة على تغيير الاتجاه بسرعة وتؤكد الدراسات والأبحاث على أهمية المرونة داخل المنظمة، حيث أنها تعتبر مصدر مهم للحصول على ميزة تنافسية وهي بمثابة أداة لإدارة حالات التغيير السريع والقدرة على تغيير الأوضاع داخل بيئة المنظمة، وتعتبر المرونة من إحدى السمات الضرورية في عملية التخطيط الاستراتيجي وعامل حاسم لتكثيف الخطط الاستراتيجية لبيئة تنافسية تتسم بالتغيير المستمر، ويجب على مديري المنظمة تحديد وتحليل وتقييم المتغيرات بشكل منهجي داخل البيئة التنظيمية واعتبار المرونة قاعدة أساسية في بناء المنظمات، لذا ارادت الباحثتان دراسة علاقة المرونة التنظيمية ومعرفة علاقتها بالإبداع الوظيفي على عينة من مجتمع مدرسي التربية الرياضية في مديريات تربية بغداد، وقد استخدمت الباحثتان المنهج الوصفي بأسلوب العلاقات وكان اختيار العينة بطريقة عمدية، وقامت الباحثتان بتطبيق مقياس البحث، كما تم استعمال نظام (SPSS للحصول على نتائج البحث، واستنتجت الباحثتان أن المرونة التنظيمية لها دور في تحقيق مستوى جيد من الابداع الوظيفي، لذا توصي الباحثتان من الضروري ضرورة دعم وزارة التربية العراقية لبرامج تبني وتعزيز اسس المرونة التنظيمية لهم. وهذا ما يحقق احد اهداف التنمية المستدامة للامم المتحدة في العراق (التعليم الجيد).

المرونة التنظيمية ، الابداع الوظيفي

الكلمات المفتاحية