PalArch's Journal of Archaeology of Egypt / Egyptology

SELF-MANAGEMENT AND THEIR IMPACT ON CAREER CREATIVITY

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Abstract

Career creativity is one of the important topics as it brings together a lot of diversity in concept, types and dimensions. Interest in it at the level of business organizations began at the end of the forties of the last century.

The concept of job creativity is surrounded by a certain ambiguity and diversity in the principles and perspectives, some of which focused on being a process of stages that produce something new, or it is the generation or adoption of new ideas and their application, or it is the activity that leads to a product characterized by severity and originality, as it expresses capabilities or Attributes of individuals, such as the ability to solve problems and make decisions, the capacity of communication, the spirit of risk, the ability to change and encourage creativity, or that it adopts a new behavior for the organization's industry. And external, but the predominant source is the mind and thinking through the interaction of experiences, skills and information. As for its types, various studies have led to the diagnosis of different types of creativity, such as product creativity, process innovation, technological innovation, administrative creativity, radical creativity, added creativity, stereotypical creativity, and atypical creativity.

The emergence of creativity in a large part of it is improvisational rather than planned, and it has been found that job creativity is linked and affected by many environmental and employment variables and studies in its field have indicated that it responds to the impact of self-management in a direct and effective manner and its relationship to it is directly and directly increasing.

Keywords: Self, management and career creativity.

Introduction

Management has been receiving the attention of science and scholars from ancient times to the present. It is the pillar on which societies have been established throughout the ages, and on this basis, the time stages in which the administrative process passed from the ancient civilization to the current era of development have varied, where the administration stimulated career creativity during its transformation process. A successful organization in reaching distinction and owning the reasons for being above the throne of fair competition in light of changing environmental conditions.

And because the most important pillar in this administrative structure is the human resource, with its diversity and variation, interest has increased in human skills and how to develop them by proposing a new idea based on raising the level of work for the organization first and foremost.[1]

Recent studies have directed to increase interest in human resources and classify them into human and intellectual capital, and tried to find sources of knowledge and means of acquiring it to enhance the experiences of working individuals and support their skills. In addition to making information available to them and enhancing their confidence in their potential by giving them the necessary capabilities to participate seriously in the decision-making and decision-making processes, in addition to giving them more freedom to act in the situations they face, aiming to seize the available environmental opportunities and confront the threats coming from the environment itself.[2]

Within this concept, it has become necessary for organizations today to move away from everything that is routine, late in the course of work, and violate the bureaucratic aspects in it, and to make career creativity the basis of their movement and activity.

As well as moving away from heavy hierarchy and adopting flat structures with freedom of movement. Urging individuals to participate in work and to change the formulas of employment and organizational relationships, which must consider individuals important treasures and not costs and burdens that the organization should reduce. And for this, focus should be placed on giving individuals real opportunities at all levels of the organization by mobilizing the energies of individuals in solving problems. According to the formulas of innovation and job creativity and then enhancing the capabilities of the organization in achieving its successes, and this requires increasing the exercise of freedom of action and independence within the organization with an increase in the ability of

self-organization of individuals and their acceptance of bearing more responsibilities.

Research problem

The problem of the current research lies in asking a fundamental question, and we tried through this study to find out the answer to this question, whether it was in the affirmative or the opposite! The idea of wondering is:

If we give the decision-maker more powers, powers and capabilities ... in other words, if we give him self-management, will this be reflected positively on his work through career creativity in him, or the opposite is true.

The first topic

Self-management

First, the concept of self-management

"Strategies that facilitate behaviors (encourage behaviors) that reduce deviation from norms". As we see here, it is divided into the self-concept first and management second. If we want to address an aspect of both concepts, the self-concept will be "The way individuals see themselves, and the way they think others perceive them" .[3] It represents "the way we perceive ourselves," so it is the frame of reference to which we return to measure and perceive the things and the individuals around us.As for the concept of self, it is "to promote self-esteem, self-confidence, and mental integrity."[4]

And the self-concept is that "individuals who have intense opportunities to serve their own behavior usually have a desire to access information related to their outcomes at work". The concept of self is synonymous with self-fulfillment : "He says that self-fulfillment occurs when a judgment is made about someone or something, and the person who performs that judgment captures additional characteristics or causes that support his point of view and liberates those that do not suit him." As for the self-concept of, it means "needs related to self-esteem, which are the needs of self-confidence, independence and achievement, and these are all related to the reputation of the individual and the need to know his status, recognition and appreciation."[5]

As for the subjective concept of , it is "a deep understanding of a person's strengths and weaknesses, as well as his needs and goals." And so forth, writers and researchers differ in presenting the self-concept. As for the term management, it simply means carrying the burden or managing the business and managing and dealing with different situations and in

different circumstances, or from another point of view it means (controlling) or directing others to make them comply with the orders of another person who has the authority and responsibility that entitles him to make others carry out the duties and tasks he asks for them. Without any discussion mentioned.[6]

For this reason, managers are considered the front line of confrontation and have in their possession all that is related to the implementation of formal, formal control, systems, structures, laws, policies, procedures and everything related to the subordinate in a way that makes it compatible with the depth of organizational work.

There are five main forms of management: [7]

1. Crisis management. These are simply geared towards survival.
2. Administration directed to maintain the status quo.
3. Management with goals and objectives, which are directed towards a specific achievement, and the results to be reached in the near future are determined in advance.
4. Strategic management, directed towards the long-term vision and achieving the desired organizational benefit.
5. Integration, the value based on leadership, which is directed towards cooperative relations and strategic integration, to improve the work of self-management based on responsibility and consensus.

From experience, we know that organizations can make progress and maturity if they adopt the following matters in their work:

1. Acting with laws.
2. Doing things in the best way.
3. New Foresight.
4. Flexibility in work.
5. Adopting career creativity and personality.
6. The intuitive speed of employees and their managers and their agility.
7. Uncontrolled imagination.
8. Encouraging informality and the adoption of horizontal organizational structures that are inflated and far from the routine lethal gradients.

Thus, self-management is the process of using work strategies that help in reaching the daily control of daily activities in order to achieve the organizational goals, and the role of managers in the self-leadership organization is to encourage workers to develop self-control skills. Thus, self-control means that workers possess the capabilities to control their orientations at work, whether in the short or long term. Self-leadership moves away from emphasizing external forms of control, that is, it moves away from external methods of control or external control that are imposed

on workers. And the primary method that leaders use to encourage self-leadership is the role modeling method, i.e. role modeling, which is the process by which leaders show those behaviors that are intended to be followed and imitated by the workers. Role modeling, it must be clear to the workers, and the workers realize that the managers demonstrate the required roles or behaviors that the workers want to imitate. Also, the workers must see that there is some connection or correlation between adopting that behavior and achieving the desired positive results, and we find that the employees They often mimic the behaviors of successful managers,Table (1) compares traditional behaviors with leaders who have the ability to self-manage:

Table 1.Showa comparison between traditional behaviors and those of self-management leaders

Behaviors of traditional leaders	Behaviors of leaders with self-management ability
Organization: the ability to organize (structure) its work and the work of those working under their leadership. Hegemony: Restricting the freedom of action of individuals or groups under their command. Honoring: An expression of desirability or disapproval of the work. Complementarity: Encouraging group cohesion and reducing conflict between groups. Communication: Providing, searching and exchanging information with group members.	Encouraging self-rewards Encouraging self-monitoring Encouraging the goal-setting process Encouraging self-criticism Encouraging exercise or self-training Acting as a model or role model by showing them appropriate behavior Encouraging the development of a cultural environment that supports and develops self-leadership

In the study was made clear that if organizations want to achieve excellence in the implementation of their production, marketing, financial and other processes in a way that achieves their superiority over their competitors and satisfies their customers and stakeholders in the organization, they must be characterized by eight characteristics that are the foundations of excellence To any organization, as Tom Peters and Robert Waterman put it in their book, Searching for Excellence:[8]

1. Implementation bias.
2. Approaching the customer.
3. Development of independence and businessmen spirit.
4. Achieving productivity through people.
5. Self-practice and the pursuit of value creation.
6. Limitation to areas of expertise.
7. Simple organization and small number of workers.

8. A combination of centralization and decentralization

The study agrees with that. From the above, we note that the features of distinction are adherence to the matters that lead towards the direction proposed by self-management (independence, flexibility, the orientation towards decentralization, and the creation of value). And participation in work and others) and vice versa, in moving away from such matters and names will lead to the organization falling into the trap of weakness factors and this is what the same previous study proposes. [9]

Second, the emergence and development of self-management

Table 2. Show administrative schools' theories

S	Theories	Researchers	Year	Directions
1. Classical management theories				
	A. Scientific management	Fred Rick Tyler Frank and Lillian Gilbert Henry Gantt	1856 – 1917 1868 – 1924 1861 - 1919	Segregation of management and workers and the focus on determining the time to complete the work without any authorization.
	B. Administrative process	Henry Nayol Luther Click	1841 - 1925	Operations, the conceptual framework for operations and the principles underlying operations
	C. Organizational principles	Henry Fayol	1841 - 1925	Administrative concepts and their applicability to human activities, the interrelated work of the manager called the administrative process.
	D. Bureaucracy	Max Weber Mosca Michaels	1864 – 1920	Distribution of activities, authority, and structurally defining tasks.
2. Neoclassical management theories				
	A. Human relationships	Elton May Mary Follett Hugo Munceter Berg	1880 - 1949 1866 - 1923	Focusing on the person as an individual with feelings and emotions, not as a matter.
	B. Human needs	Abraham Maslow	1945	Maslow's theory arranged human needs according to their importance in a form called the hierarchy of needs. (It is noted that

S	Theories	Researchers	Year	Directions
				the needs of self-realization are at the top of the pyramid). This is what our present study deals with.
		Princess Likert	1967	Focusing on employees and involving them in management and decision-making.
	C. Theory X and Theory y	Douglas McCurricor	1957	X = Lazy person who does not like work and perseverance. Y = Competent person concerned with his work and achieving his goals.
3. Modern theories				
	A. organizational behavior	Chester Bernard Herbert Simon	1938 1947	Focuses on that the president studies the various aspects of an individual's behavior and the factors or variables that affect this behavior and take advantage of it to increase their production.
	B. Social style	Bolton	Thirties	It focuses on the apparent behavior of the human being and divides it into four patterns: aggressive, receptive, assertive, and responsive behavior.
	C. Operations Research	Dr. James Conant Dr. Vannevar Bush	1939	Emphasis on the use of mathematical methods in administrative processes
	D. Systems theory	Lodig Vaughn Berta Lanvey (Physics and biologist)	1939	It emphasizes that the system is composed of inputs, processes, outputs and feedback that overlap with each other as a whole.
	E. Situational theory			Focusing on immediate situations with diagnosing their causes and developing treatments for them. Administrative decisions depend on the situations

S	Theories	Researchers	Year	Directions
				and circumstances surrounding work.
	And Theory Z	William O'Shea		Focuses on organizational goals, information flow and reduction of managerial levels, concern for employees and motivation for their involvement in management and decision making.
	G. Total Quality Management	Edward Deming Joseph M. Jordan Kaworwa complained William Conway	1947 Fifties Cetnat Of the modernists	Focuses on using different work teams and statistical tools to achieve improved quality and higher productivity.

Third,The difference between traditional management and self-management

Depending on the characteristics as features of self-management, we find on the contrary that traditional management, as described by many researchers, including suffers greatly from the equal, including:[10]

1. Imposing strict orders that are reluctantly executed by subordinates.
2. Continuing to write the bureaucratic laws imposed on workers in a rigid manner, as they must observe them in their daily operations within the organization.
3. Continuous attempts to prevent career creativity and kill it while it is in the cradle of subordinates.
4. The one-sided view by managers to solve work problems without referring to the opinions of workers in that.
5. The prevalence of the many and little-important vertical communications that can be dispensed with due to their large number and cause a waste of time and effort.
6. The prevalence of boring administrative red tape that causes work to go backwards continuously.
7. Killing the morale of working individuals and thus reducing productivity.
8. Managers devote 25% of their work time to resolving conflicts between subordinates.

In contrast to the self-management that, if adopted in the work, the leader here will be responsible for the self-management team as a whole, in which each individual is responsible for himself and his colleagues in the

team in a way that aims to achieve the work in an integrated and coordinated manner and as a result of the weakness of bureaucratic management in resolving disputes Among the employees, many of its employees will leave their work, which generates the organization a set of hidden losses

The hidden costs of replacing employees) were explained by researcher Richard. D. It follows that:

"Leaving many subordinates to work comes as a result of mismanagement that cannot resolve disputes between them, and replacing them with others requires a number of costs, including:

1. Lost time invested in training employees who quit.
2. Lost wages or salaries paid to departing employees while training new employees.
3. Loss of knowledge generated by departing users.
4. Loss of opportunities and dissatisfied customers during the period in which the sites remain without users
5. Loss of productivity and loss of morale when employees leave work.
6. Recruiting costs and wages for the purpose of finding alternatives for employees.
7. Loss of time represented in interviewing candidates and training for new employees.
8. The wages or salaries that are paid to new employees during the period of their training and before they learn how to do the work.
9. Supervising new employees so that they learn how to get work done.
10. Losses cause mistakes that occur in new users and obstacles to the transition.

Fourth, Dimensions of self-management

The responsible individual will not be able to practice self-management in his work unless he has the mechanisms that will help him in that. Among these mechanisms are the following:[11]

A - Information / knowledge technologies

In the early fifties, when computers and mechanization were the main headlines, everyone predicted the inevitable demise of middle management, and many experts mentioned that by the year (1980) the middle management will have completely disappeared, and all decisions will be made by the computer and the upper management on the basis of a comprehensive information system. "These predictions proved to be completely and quickly incorrect, and at the same time the predictions were spread over a wide range as the middle management lasted for twenty

years, and we can call the fifties and sixties as the time of the middle management. As the knowledge-based top management cannot assume that the men in charge of operations do what they are ordered to do, and it has to accept the reality that middle ranks make real and honest decisions, and the process-based organization cannot do its work in isolation from the top management.

B - Resources (financial, material, human)

It is known that the responsible individual will not be able to perform his work if he does not have what he can help with, and we mean here the financial allocations and material resources represented in stationery, furniture and all other matters related to facilitating work, and the most important thing that must be provided here is the human cadre of competent subordinates who are able to conduct the work Efficiently and effectively by investing their energies in the best possible way .[12]

C - Empowerment (delegation, decentralization, freedom and flexibility in work and effective participation in work by applying the principle of participatory management)

First of all, we would like to refer to the theory (leader exchange - team member), meaning the theory known as LMX (Leader - Member Exchange), which suggests that the quality of the relationship between the leader and his team members facilitates the link between administrative trust and employee empowerment, which explains the importance of relationships between leaders And members (workers) in achieving empowerment.

The second topic

Job creativity

Its concept - its importance - its conditions - its sources

First - the concept of career creativity

The term functional creativity in the Arabic language is one of the strains, as it was not mentioned in poetry and prose except in limited locations. It was not mentioned in the current accepted concept except in early Islam. and the word functional creativity in the dictionary Al-Waseet means heresy innovation, and he established it on a non-previous example, and innovation that has become an end in its characteristic, whether good or bad, and so-and-so innovated in the matter, whoever was the first to do it is an innovator. [13]

Successful institutions, in order to ensure their survival and continuity, are strong and influential, they must not stop at the limit of competence, meaning that they are convinced of doing their work in a correct manner or performing the duties entrusted to them honestly and sincerely .. As despite the importance of this feeling and its superiority. Rather, her ambition must go beyond that, so she aims her eyes further. And with its hopes for the supreme and sublime so that it will sparkle in ideas, performance and goals, in other words, so that it will be a creative and creative organization ... And innovation, career creativity and renewal become the hallmarks of its performance and services. Job creativity is one of the basic necessities in business and organization management, as time is accelerating and escalating, and needs and aspirations are also growing and expanding. It is not considered sufficient or even satisfactory. The performance of work in organizations of different types and types in the traditional routine methods because continuing to do so leads to either standing, which is therefore Back off the accelerated knees moving forward or failing. Based on this, we may be able to define career creativity as: "Generating useful methods and methods for doing business. The decision. Job creativity is a decision that carries with it solutions to the existing problem in a new and unique way"?[14]

And functional creativity "Finding new ways of thinking and learning that change the main way the organization's operations and outputs. "And according to "The process that gives something that was not previously present. "Andwhen : It is "the processes that lead to the creation of an idea and its output through a useful product and service or methods of operations."And defined it as: "the original way to solve problems and make decisions, provided that knowledge of the problems under study is available. "And career creativity when : "How to think away from traditional contexts while evoking all forms of adventure from adopting and supporting change processes in order to achieve creative transformations in the organizations' environment and operations, as well as devising their outputs to their environment "And it is according to:[15] "The ability to devise methods, means and ideas that can receive the optimal response to workers and motivate them to invest their capabilities and talents to achieve organizational goals. "And functional creativity according to: "is the adaptation of the invention for use in innovation.[16] From all of the above, the study concludes that functional creativity is the creation of new ideas that are far from the traditional context of thinking and the development of all methods and methods that would transform these ideas into an applied reality and have a beneficial value for society bearing all forms of adventure represented in the processes of change and support to achieve organizational goals.Thus, career creativity includes

effective management methods and the ability to successfully influence and take matters into higher and better ranks.

The study also concludes that job creativity is multi-faceted and can be viewed through four aspects:[17]

1. The concept of functional creativity based on the characteristics of the creative person and his abilities to get rid of the normal context of thinking.
2. The concept of functional creativity based on the basis of production that is characterized by the greatest possible amount of intellectual fluency, automatic flexibility and originality as a response to an exciting situation or problem and as a result, something new is born, whether it is an idea, discovery or invention so that it is original novel.
3. The concept of job creativity as a process in which the user becomes sensitive to problems, and thus it is the process of realizing gaps, defects, missing elements, and inconsistency between them, then searching for evidence of assumptions and linking results.
4. The concept of job creativity based on the position of career creativity or the creative environment represented by the climate, which includes conditions and situations that facilitate job creativity or prevent the release of the users' functional creativity energies, and these circumstances are divided into two parts:
A. General conditions: linked to society and its culture, career creativity grows and flourishes in societies that are distinguished by providing opportunities for their children to experiment without fear or hesitation.
B. Special circumstances: related to heads, managers and leaders and their roles in creating conditions and the organizational environment to develop the career creativity of workers

Logically, every successful business needs three types of individuals:

1. Managers
2. The workers
3. Creative people

Unless there is a consensus and harmony between these three types, the work will not proceed towards progress and success. (The managers and workers) are usually the ones in charge of the work, whereas (the creators) are distinguished from their predecessors by their characteristics and decorations.

Second - the importance of job creativity

If an individual excels in performing his work, he will ultimately obtain a set of benefits that can be listed as follows, according to what was presented:[18]

1. The importance of job creativity lies in the fact that it makes the individual aware of the obstacles to job creativity and recognizes the extent of their influence and penetration in it, because knowing these obstacles and understanding them will help him to overcome them.

2. It makes the individual capable of self-confidence, meaning that he is able to think and come up with useful ideas in the field in which he specializes. And that this confidence is the amount that makes him able to know himself and does not exaggerate it. This is because excessive trust is as damaging as lacking confidence, both of which make a person deviate from the path. While the lack of confidence calls for volumes and negligence, increasing them helps to impulsivity and exaggeration, and how many beautiful ideas have been lost due to lack of confidence or excess in them. As for a reasonable amount of confidence, it drives the individual to productive thinking. It also generates hope in the success of ideas and enlightens him with realistic opportunities for success. We must refer here to the factors that contribute to the formation of self-confidence in a person and the most important factors in the upbringing in the early stages of life, education, companions, habits, values, experiences and experiences that the individual went through, the jobs he held, the work he performed, and the chances of success and failure he was exposed to.

3. The creative individual learns to follow a scientific approach in his thinking in order to achieve the desired benefit from the new ideas he arrives at. The steps of this approach are summarized as follows:

A. To pay attention to all the ideas that come to his mind and not to expel his days - unless they are contrary to religious values and original principles, and to record these ideas and not rush to criticize or analyze them or think about the difficulties they will encounter, but rather he must leave them a little and allow them to ferment.

B. To begin after a period of analyzing, studying and evaluating the ideas reached by means of measures or criteria for the feasibility or effectiveness of these ideas.

C. He sets a plan to implement the new idea. There is no benefit from the ideas except for performance if they are translated into an action plan.

D. To evaluate ideas after implementation - that is because evaluation refines his ability to think later and make him see in a clearer light and a greater degree of realism.

E. And the individual must take into account in all this the elements of career creativity that we mentioned earlier (saturation with the problem), flexibility, abundance of ideas, and originality).

As for the study, it summarized several things that job creativity can achieve, namely:[19]

1. Feeling of emotional reassurance.
2. Self-respect.
3. Respect for others who are important to the individual
4. Expecting significant others to perform better than the individual.
5. The individual enjoys a greater margin of freedom.
6. The individual gets used to a greater margin of responsibility.
7. The individual receives an effective reward (material and moral) for every better performance.
8. Absence of painful punishment for failure to perform at the best.
9. Encouraging repeated attempts until better performance is achieved.

As for the opinion of the present study, individual career creativity achieves very great importance for the creative individual and the organization alike. With regard to the individual, career creativity achieves the individual's self-respect through the performance of his tasks in the best way and the respect of others for him as a distinguished person. As for the organization, the flow of creative ideas from the heads of creative individuals in it will lead the organization to excellence and competition in its field of work and in its environment through achieving stability. And advancement and progress for it and thus its control over the advanced sites and its superiority over its counterparts from the organizations working in the same field.

Third - Conditions for job creation

The studies specialized in the fields of job creativity have unanimously agreed that the main conditions for accepting job creativity are novelty, originality and utility, and this is confirmed by the studies of each ,[20] as shown in a studya number of these factors, including:

1. Renewal and authenticity.
2. Social approval (acceptance).
3. Interest.
4. Singularity.
5. Realism.
6. The strange and uncommon.
7. Abundant production and fertility.

From the foregoing, the current study would like to show that the meaning of novelty, originality and benefit is as it has been explained in its study as "novelty: is the introduction of anything new, and authenticity: is scarcity and distinction while utility:[21] is the economic and social benefits. In spite of the importance of these conditions, especially when they are subjected

to precise standards, other studies have not only met the three conditions presented for creativity, but have gone beyond that by providing a comprehensive framework for the factors affecting the acceptance of job creativity in the form of binding conditions for its acceptance, as explained by the following: [22]

1. Cost: This is one of the most important factors on the basis of which job creativity is accepted. Job creativity is accepted or rejected.
2. Complexity: The more easy and understandable the job creativity is, the faster the acceptance process will be, and vice versa.
3. Clarity: transparency is a very important factor in the career creativity process. Job creativity is if it is open and can be examined and applied, and this is what is closely related to communications. Knowledge is not required to transfer only, but surrender to knowledge and understanding knowledge are very important and influential factors in a specific direction.
4. Compatibility: The new job creativity should not contradict the values and convictions that individuals carry, and on the contrary there will be no chance for the success of career creativity, and the desired economic benefit from the job creativity process should be achieved by achieving surplus value from the use of functional creativity. As for the social benefits, they are many, including the possibility of reducing unemployment rates, increasing the harmony of society members, and enhancing the well-being of its citizens, and the scientific dimension is through the use of knowledge that enables a person to discover new scientific facts ... etc.

This, according to the present study, is what corresponds with reason and logic. Any creative work will not be feasible unless it is of reasonable cost free of complexity and is characterized by transparency and clarity and compatible with the convictions and acceptance of individuals.

Fourth - Sources of career creativity

The researchers point to the diversity of sources of career creativity, but most of them emphasized the internal and external sources or the role of the mind and thinking. It was stated in that philosophers are the enemy of inspiration and revelation, and they are one of the most important sources of career creativity. While others mentioned that the most important source of career creativity is intuition, and according to this viewpoint, career creativity occurs suddenly and without the interference of the will in it.[23]

Also indicated that functional creativity is the source of the interaction of three elements: cognitive, intellectual and artistic experiences, skills, creative thinking, and internal and external motives. As for,[24] he asserts

that creativity in jobs arises from the glow in the mind of genius, and most of them result from the hypothetical and conscious search for career creativity opportunities, and among these opportunities within the organization are (unexpected occurrence, conflict, needs of operations and changes in the structure of the industry and the market As for external sources, they are changes in tastes and new knowledge.

As for emphasized that ideas in functional creativity emanate from all levels in the organization, and that the organization will be more creative if it is able to stimulate functional creativity thinking at all levels As for the study ,A group of these sources is identified as the main reservoirs of creativity:[25]

Research - Invention - Discovery - Development - Problem Solving.

The third topic

The relationship between self-management and career creativity

Many researchers tried to show and cause the relationship between self-management and its management processes and job creativity, and many of them set out to present their ideas and efforts in explaining the paths and directions of this relationship. In the studies linking them, and this is expected due to the novelty of the topic, however the researcher was able to count some serious contributions of a group of researchers in this important topic, identifying some of the approaches, approaches and results to it with an indication of the type of relationship.[26]

In today's business environment, self-management is the sure source of competitive advantage, and when markets change, technologies increase, the number of competitors increases, and products become rapidly obsolete, successful organizations constantly generate new self-management, then spread it within the organization and embody it in a manner. Fast new products and services and innovate constantly.[27]The main feature of the knowledge-intensive organization is the ability to solve complex problems through innovative and creative solutions, but he pointed to the ambiguity surrounding the relationship between formal self-management (the phenomenon) and creativity, as it may not be decisive in creativity. Some works that require higher education for a long time, formal self-management is more useful than creativity, then he added, although the relationship indicates that creativity is a required thing when self-management is not sufficient and the tendency to creativity decreases when self-management is available, but we must expand In this view, formal self-management may often provide a base for creativity.[28]

The core cognitive capabilities have been transformed into processes that enable organizations to rapidly introduce new products to the market, or rapidly modify existing products or services.Emphasized that the organization's investment in its knowledge, and its re-use in its production processes and in developing products or services and renewing itself, is among the reasons for its success. The process of creating a new product is a mixture of art and science, and managers use art when they base their decisions on intuition, intuition, or gut feeling when they lack the experience and information required for rational decision-making, but managers should benefit from The opportunity to use technologies in their analyzes that help them create the best product.[29]

Emphasized that bringing about real change and job creativity requires the transfer of implicit self-management and participation in it, although obtaining, transferring and applying it in the field is costly, and the study noted the role of communities of practice as a common use in management. Personality, and who share an active interest in the field of technological innovation or in the field of administrative creativity.[30]

The necessity of distinguishing between the supply and demand sides of self-management, as supply strategies tend to focus only on distributing and spreading the available self-management and then reflects a weak context for improving learning and creativity in the organization, while the demand side focuses on meeting The organization needs new knowledge, so it tends to learn and be creative, and the study indicated that although the individual plays an important role in the process, innovations emerge from the efforts of groups and not individuals, and that new self-management is what individuals collaborating in groups form and who create ideas The new study called for focusing on the four dimensions by practitioners to self-management, namely:[31]

- Embryology: It refers to the extent to which users are free in learning programs.
- Politics: The policy of creating, disseminating and using self-management in the organization has a significant impact on the overall rate of creativity at work.
- Intellectual diversity: It is the degree in which the organization supports the plurality of ideas, even the different ones, which will have an impact on creativity, and the cognitively and intellectually diverse organizations are more capable of creativity than others.
- Connectivity: The intensity of communication between individuals and groups financially affects the rate and quality of creativity.

Pointed out that new programs such as information sharing and self-management facilitate creativity processes, and help business

organizations today to keep pace with the rapid changes in their environment, as well as facing the need for strategic and cultural change and rapid and continuous innovations in technology, services, products and processes.The knowledge accumulation is the first stage of the creativity process, and that self-management, through its generation and transmission to individuals and units within the organization, facilitates the development of goods and services.[32]

The review of the aforementioned studies reflects a set of indicators as follows:[33]

1. They all adopted creativity as a responsive variable, that is, it is dependent on the influence of the explanatory factor, which is self-management and its management processes, and this is consistent with the directions of this study.
2. The relationship between self-management and creativity is an incremental positive relationship.
3. The effect of self-management was not limited to a specific dimension or a specific type of creativity, but rather its impact mostly included career creativity (ability and adoption).
4. The contribution of self-management to career creativity is reflected in the rapid emergence of creativity, in its early adoption, or that it enhances existing innovations or in maintaining and preserving them for the longest possible period.
5. The effect of self-management in creativity is not limited to one type of self-management, but rather includes both types (implicit and apparent), with the influence of one of them distinct from the other in some creations.
6. Knowledge diversity in the organization increases the opportunities for creativity and its plurality.
7. The creativity capabilities of organizations differ according to their levels of self-management.

Conclusions

1. Increasing the influence of personal leadership, rewards and resources on the innovation process, which the study considered one of the six measures of creativity used by the study.
2. Increasing the impact of both self-development and decentralization on the process of obtaining patents, and this results from reducing official pressure on individuals through the use and encouragement of decentralization, as well as the individual's moral incentive to push the individual towards creativity more and more.
3. Increasing the impact of (self-regulation, rewards, support, encouragement and resources) on published scientific research. If the individual organizes himself and his time on his own and gets rewards as a result of his efforts,

as well as the support and encouragement of his administration and the provision of the necessary resources for his creative work, he must in return be the fruit of all this, except for the increase in published scientific research.

4. Increasing the influence of (rewards and resources) in the process of translating and writing books.

5. Increase the influence of (self-awareness, self-regulation, rewards, support, encouragement and resources) in the supervision process of graduate studies.

6. Increasing the impact of each of (self-awareness, self-development, rewards) in encouraging individuals and urging them to try to obtain prizes from various parties (Iraqi, Arab, regional or international).

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