



*The organizational creativity and its role in HR planning in the economic  
institution A field study at Tebessa cement institution)*

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**Abstract:**

This paper aims to figure out the role of organizational creativity in HR planning in the economic institution, The paper used the descriptive approach. replying on a comprehensive survey applied to the supervisors category of the cement institution of Tebessa city that include 42 supervisors using a search form of 15 questions. The data obtained was processed by the statistical methods in addition to SPSS program.

The results came to confirm the significant reliability degree between the independent and dependent variables what confirms as well the big role of the organizational creativity in HR planning because the management by objectives is a creative style withan important role in building a HR data base correct and accurate business process re-engineering has a significant role in the validity of the HR planning results.

**Keywords:** economic institution, HR planning, organizational creativity,

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## I. INTRODUCTION

The fast development of sciences and technology in work environments led to the change of many concepts and visions to achieve success and uniqueness in organizations. After sticking to the laws and applying the rules were the only one way to achieve effectiveness, this latter becomes today into the flexibility of those rules dealing with the variables of the organizational environment according to needs of work and its environment, and after the wealth was how to invest capitals, it becomes today how to use perfectly the human resources and their capabilities and skills to be a real wealth that requires distinctive ways to obtain and look after it.

Organizational creativity is one of the important recent concepts that has been circulated between researchers' pen in this field. It means to release freely the ideas that bring quick solutions to work problems and to change the methods and means of work systems in accordance with the laws of work environment to become faster and more flexible to the new development. Business process re-engineering and management by objectives are considered of the modern creative strategies which proved their efficiency in several major corporates, where the first depends on the radical change of work environment and the second depends on sharing the organizational operations as a whole between the superior and subordinate. Taking into consideration that the interest in the human resource is a modern trend called by the recent studies in different areas due to its real importance that reflects positively on corporates, because it is a work force pushing towards success and distinction for what it has of renewable capabilities subject to growth and continuity. The researchers' trend today emphasizes the interest in all processes that chase its acquirement and preservation according to phases and stages taken carefully by who are in charge; HR planning is also a serious and special phase on which the success of the remaining phases is based. It is considered a major pillar to the success of the organizational operation because it provides valuable and important information about the numbers and competences needed in the corporate to achieve its goals, so it is a part and parcel of the general planning of the corporate. The validity of its results depend on the efficiency of the management approaches applied in the corporate, thus the significance of this study manifests clearly in what it aims to shed light on the roles of organizational creativity in HR planning process at the level of the Algerian economic corporate through a field study in a cement company in Tebessa, therefore the problematic sets as the following:

What is the role of organizational creativity in HR planning in the cement corporate of Tebessa?

**This main problematic has sub questions, they are:**

- What is the role of the management by objectives and HR planning process in the cement corporate of Tebessa?
- What is the role of business process re-engineering in the HR planning process in the cement corporate of Tebessa?
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**I-2 hypotheses:**

There is a main hypothesis to answer temporarily the first main problematic; it is:- The organizational creativity has a major role in HR planning, thus sub-hypotheses rise:

- The management by objectives has a serious role in the HR planning process.
- Business process re-engineering has a serious role in the HR planning process.

### **I-3 the objectives and importance of the study:**

This study aims to recognize the role of organizational creativity with its dimensions represented in business process re-engineering and management by objectives in HR planning process with its dimensions and valid results to build a HR data base in this corporate. Organizational creativity and HR planning are one of the very important subjects at both scientific and practical levels. At the practical level, we find that organizational creativity is one of the successful ways which enable corporates to bear the updates to become a necessity required by the data of constantly moving and changing environment, as the human element is a priceless resource that should be taken care of because it contributes significantly to the push of corporates towards success and distinction. At the scientific level, this topic deals with two very important variables as it occupies of novelty and modernity a sensitive position in social studies what enable our study to contribute humbly to the knowledge of this field.

### **I-4 the concepts of study:**

- a- Organizational creativity:** it is a modern concept that emerged with the recent organizational studies. Joseph Schumpeter defines it in his book "Economic Revolution Theory" published in 1912 as:" it is the result of innovating a new method or a system/style in the production what leads to the change of the product's components and the way designing it." (Abdelaziz, 2006, P26). By this, he emphasized on creating the methods, ways and systems. Robbins also defines it "a new idea executed in order to develop the production, or the process or the service, where creativity in organizations may vary from making improvements that lead to creating something new and valuable and making a huge radical development. These improvements may include some aspects like the production, organizational structures, new technologies and the new plans and programs related to individuals, workers and administrative systems" (Alkhassaouna, 2011, P54). Organizational creativity is known procedurally the application of a set of creative methods working on the renewal and radical change to all the variables of organizational work environment and applying the principle of share in the identification of goals, responsibilities and visions. **Business reengineering** is a word consists of two parts: engineering and management. It emerged first with Michael Hammer and James Champy in their book "Reengineering the Corporation", in which they define it" rethinking in a basic way and redesigning radically the main operations of the organizations to achieve huge results of improvement in the modern performance

criteria: the service, the quality, the costs, and the completion speed of work" (Atef, 2011, P32). Business process reengineering is also a recent concept which appeared first in Peter Drucker's book published in 1954, and he insisted on the importance of setting goals to the organization and the individual together by the consent of all parties, and it is a set of processes which their execution is shared between the superior and the subordinate, and it starts from identifying the goals to the ways and methods to run them through the identification of the main responsibility areas of each individual in the organizations in the light of the expected results. (Redha, 2014, P81)

**b-HR planning:** it is one of the serious operations on which achieving the corporate's goals are based, and the success of the other processes of looking after the human element. Burnham defines this notion: "the strategy of getting, and using and developing the human resources in the corporate." Hence, this definition shows that HR planning is the plan to get the human resources and use it in the affairs needed in the corporate and to work on developing those resources. Whereas, Patten explains it "making sure of right quantitative and qualitative availability of human resources in the right place and time and do of it what is needed." By this definition, he added some important elements to this concept which is the process of identifying the quantity and quality of the human resources needed and the identification of place and time. It is also remarkable that it refers to the human resources available in the organization and the confirmation process of their relevance to corporate requirements in terms of quantity and type (Ibrahim, 2014, P163). HR planning is defined procedurally as: an organized consistent administrative process which aims to estimate the current and future corporate requirements of the human resources during a given period in order to achieve its goals.

**c-The economic corporation:** The economic corporation has a heavy importance in the society; it reflects on all aspects of life since it is a social, economic and cultural unit that works on achieving its goals represented in meeting the society's needs and desires according to its social and cultural characteristics, as it guarantees the ways of decent living based on the goods and services it provides and on the incomes that contribute to advancing the development wheel. The definitions of economic corporate vary with the various views of researchers and thinkers and their fields of study. Nacer dadi defines the economic corporate as "all forms of the totally independent economic organizations which aim to provide production for marketing purpose, and it is organized and equipped in a way tasks and responsibilities are distributed, and it can be defined as an economic unit in which human and material needed resources accumulate to perform the economic production. (Adoun, 1999, p13)

**II-Method and tools:** This study is conducted in the cement company in Tebessa; it is an industrial corporate with a commercial spirit located in Tebessa as a branch of the Cement Group of Algeria. This study took around three months from 01/01/2018 to 03/30/2018, in which the descriptive analytical approach is used depending on the comprehensive survey

method over the executives and semi executives through a questionnaire of 15 questions distributed to 42 supervisors and just 38 were obtained i.e. 86% as a result to the inability to reach some of them, with few interviews with some supervising executives in addition to the observation element to some situations and changes took place in the work environment. SPSS was used too to process the data obtained and analyze it using statistical methods like calculating ratios, arithmetic mean, standard deviation, correlation coefficient, and Chi-square.

### III. RESULTS AND DISCUSSION :

#### III.1-The characteristics of the research community:

Research community is the executives' category; here are their most important socio-professional characteristics through gender, age and seniority variables.

**Table No 01: it shows distributing research singles according to gender, age and seniority variables**

<b>Gender</b>	<b>Repetitions</b>	<b>Ratios</b>
Males	36	94.73%
Females	2	5.26%
Total	38	100%
<b>Age</b>	<b>Repetitions</b>	<b>Ratios</b>
From 20 to 30 years old	3	7.89%
From 31 to 40 years old	20	52.63%
41 and more	15	39.47%
Total	38	100%
<b>Seniority</b>	<b>Repetitions</b>	<b>Ratios</b>
From 1 to 10 years	18	47.36%
From 11 to 20 years	07	18.41%
More than 21 years	13	34.21%
Total	38	100%

*Source: from the two researchers' work*

-The findings from this table show the distribution of research singles according to the variables of gender, age and seniority, where we see from 38 singles as a total number of participants in the cement company of the executives' category 36 of them are male i.e. 94.73% where there are 2 singles are female i.e. 5.26% what means that the number of females is too little and this is due to the nature of the hard works in the corporate of the industrial feature which requires a great effort and abnormal time where women cannot work in the shift system and with technical intervention teams anytime under demand.

-The ages of the sample are divided as the following, first category (from 20 to 30) with a ratio of 7.89%, the second category (from 31 to 40) with a ratio of 52.63%, whereas the ratio of the third category (from 41 and more) is 39.47%. This confirms that the most of the sample is of the youth since the ratio of the participants whose age is less than 40 is 60.52% what means that the management pattern applied in this corporate provides promotions opportunities in the supervision positions depending on their qualifications and vitality in running the business.

-It is also noticeable that 47.36% represents the category of less than one to ten years' experience where 18.41% represents the category of 11 to 20 years' experience and 34.21% the category of participants with more than 21 years of experience. These ratios explain that most of the questioned participants have less than 15 years of experience what clarifies that the management pattern always in this corporate encourages the young competences with promotion opportunities and career development regardless the seniority criterion which became often an obstacle in front of creation and creativity.

### III.2-The analysis and discussion of the study's results:

We present in the following the results related to testing the first and second hypothesis with a careful analysis and discussion.

**Table No 02: management by objectives play an important role in building HR data base in the Cement Company of Tebessa**

Study indicators	Arithmetic average	Standard deviation
The exact determination of objectives and policies contributes to know the real amount of work	3.52	0.922
The objectives determination process contributes to provide comprehensive data about the interior and exterior position of the corporate	3.63	0.661
Sharing objectives and responsibilities contributes to get complete information from all units	3.42	0.889
Division of labor contributes to provide data of the real performance of workers	3.21	0.905
Periodic meetings contribute to give a realistic image of the work locations and their true needs	3.55	1.131
Open communication contributes to the existence of an always renewing data base	3.52	0.979

*Source: based on two researchers' work*

-The value of the arithmetic average of the first indicator reached 3.52, so it refers to the participants' views about the strong and average levels and to the adaptation of the management

by objectives strategy in the corporate which emphasizes on the precision of objectives and policies thus it requires a deep study based on objective and exact data of the real amount of work. Standard deviation 0.922 shows the dispersion and non-homogeneity of the participants' points of views and this is because of the divergence in the correct understanding of this process content due to their focus on achieving their side or sub-objectives related to their career expertise and also to the lack of experience of some of them.

-The value of second indicator's arithmetic average reached 3.63 what means the centralization of the sample's opinions about strong and average levels represented in 89.5%. The practical reality proves that the determination process of goals and objectives is proceeded by a practical and realistic study of the corporate interior situation in terms of financial, human, material and production potentials...etc. and its exterior situation represented in the economic variables such as boom or bust status, and work laws related to employment, retirement, wages, in addition to the political attitude of the state towards immigration and retirement what makes this method contributes to provide a comprehensive data base to be one main pillar on which HR planning is set. The standard deviation 0.661 shows the dispersion of the participants' opinions with a slight proportion, thus it reflects the difference in the views about the ways used in information circulation which is accepted by some and not by others.

-The value of the third indicator's arithmetic average reached 3.42 where the participants' opinions are centered on strong and average levels by 84.2%. The management by objectives style works on sharing all organizational units based on the specialty of each in providing information about the daily work through the daily performance reports which complete each other consistently. This makes such a method or style contributes significantly to providing complete and comprehensive data of the HR planning process. The standard deviation 0.889 shows the non-homogeneity of the participants' views averagely because of the some problems that take place sometimes between the supervisors due to the delay of information at the needed time.

-The value of the fourth indicator's arithmetic average is 3.21, the centering of the participants' opinions about the strong and average levels what proves that the decentralized management pattern, that is based on dividing labor and roles and responsibilities, contributes to provide the data related to the real performance of workers what makes it a data base on which HR planning processes are build. The standard deviation 0.905 shows the non-homogeneity of the participants' points of views because of the divergent satisfaction extent of some sample participants on the dominant management pattern.

-The value of the fifth indicator's arithmetic average reached 3.55 the participants' views centering on strong and average levels, what confirms the role of the periodic meetings to give a realistic image of the work locations and its real requirements and needs what makes the image clear to HR planning process to be built on solid and realistic bases. The standard deviation

1.131 presents the high heterogeneity of the participants' opinions because of the different degree of satisfaction about the nature of discussions and conversations in these meetings.

-The value of the sixth indicator's arithmetic average reached 3.52 centering the participants' opinions about strong and average levels what confirms the success of the communication pattern adopted in the Cement Company of Tebessa that is proved by the findings and characterized by openness to all the horizontal and vertical directions between the superiors and subordinates. This contributes to the creation of a social atmosphere featured by the good relations so it contributes in return to provide a consistently renewing and updating data therefore to the HR planning process. The standard deviation 0.979 shows the heterogeneity of the participants' opinions in the satisfaction degree of some about these relations due to the individual differences in the needs and emotional desires.

**III-3 The results of second hypothesis test:**

**Table No 03: business process reengineering has a significant role in the validity of the HR planning results in the Cement Company of Tebessa**

Study indicators	Arithmetic average	Standard deviation
The clarity of goals and policies contribute to the precision of HR planning results	3.44	0.955
The delegation of authorities contributes to the fast information flow and the liberty of its circulation	3.42	1.056
The used information techniques contribute to reduce errors in HR planning results	3.47	1.246
ICT contribute to provide information with less effort and costs	3.84	0.945
Collective harmonious work contributes to provide non contradictory information	3.42	1.106

*Source: from the two researchers' work*

-The value of the first indicator's arithmetic average is 3.44 centering the participants' opinions on the strong and average levels which confirms that the determination of objectives and policies precisely and clearly means a solid ground on which all HR planning mechanisms are built, where we find the calculation of work load depends on knowing the amount of work to calculate the amount of work needed to conduct each obligation in current and future period of time , and this reflects in return on the precision of results. The standard deviation 0.950 shows the non-homogeneity of the participants' views due to the different degree of satisfaction of some because of the personal differences and emotional needs.



-The value of the second indicator's arithmetic average reached 3.42 centering the participants' points of view on strong and average levels what makes sure that labor division according to the expertise leads to information availability at all levels according to specialties and not restricted to one single person. This principle makes all the organizational units interrelated working with the notion of dependency which allows flowing information rapidly and contributes significantly to save time to get the HR planning results. The standard deviation 1.056 presents the heterogeneity of the participants' views significantly concerning the degree of satisfaction of some because of the individual differences in emotional needs and desires.

-The value of the third indicator's arithmetic average reached 3.47 centering the participants' points of view on levels (average, strong, very strong) what confirms the success of IT used in the corporate and its modernity and contribution facilitating the organizational operations. They play a great role in information filtering, scheduling and presenting processes in various ways with lowering a big percentage of errors, what reflects positively on the HR planning results. The standard deviation 1.246 shows the non-homogeneity of the participants' views out of the difference in the degree of satisfaction for some due to the individual differences in the emotional needs and desires in addition to the lack of experience of some workers newly employed which makes them not capable of dealing with these technologies and techniques.

-The value of the fourth indicator's arithmetic average reached 3.84 centering the sample's opinions on levels (average, strong, and very strong) which reflects to what extent the ICT used of cell phones, internet, and laptops contribute to transmit and circulate information in short time with less costs and easy accessible ways. The standard deviation 0.945 shows the heterogeneity of the participants' view resulting from the different degree of satisfaction due to the individual differences in emotional needs and desires.

-The value of the fifth indicator's arithmetic average is 3.42 centering the participants' views on levels (average, strong, very strong) represented in 65.8% which confirms the collective work – team work- based on the understanding, collaboration and harmony values that denies all aspects of conflict that obstruct the workflow. Team work contributes significantly to provide consistent non- contradictory information which reflects positively on HR planning processes as one core administrative processes whose results have to be valid executable. The standard deviation 1.106 shows the significant heterogeneity of the participants' views because of the different degree of satisfaction out of the differences in the views regarding the collective work characteristics.

**III-4 the results of the main hypothesis test:****Table No 04: Test the general hypothesis statistically**

<b>Coeff. of correlate.</b>	<b>Coeff. of determ.</b>	<b>S. squ.</b>	<b>Degr. freedo m</b>	<b>Averag. squares</b>	<b>value of F.</b>	<b>Level of sig</b>
0.885	0.783	21.273	2	10.637	62.993	0.000

*Source: of the two researchers' work*

The table shows the results of the linear regression analysis for the test of the validity of the main hypothesis, where the calculated value of F represented in 22.993 and the value of the sig level is 0.000 is less than the level of the significance adopted 0.05. Therefore, we can refer statistically to the validity of the models to test the main hypothesis. It is also clear from the same table that the independent variable "organizational creativity" in this model explains 78.3% of the variance of the dependent variable "HR planning", and it is an explaining power refers to the effect with a statistical significance to a dependency degree of the HR planning dimensions over the organizational creativity ones in the Cement Company of Tebessa, what proves statistically the great and important role played by the organizational creativity in the HR planning role.

**III.4-Discussion of results in the light of hypotheses:**

The statistical results confirm the significant effect of the management by objectives in building a data base for HR planning process at the level of significance 0.05. It explains the serious and huge role this style or method plays through what it provides of information with the needed criteria related to the HR planning process such as precision, objectivity and modernity. This is also proves the validity of the hypothesis saying that the management by objectives is a good style with a heavy role in building data base for human resources. It confirms as well the significant effect of business process reengineering in the extent of the validity of HR planning results at the level of significance 0.05, what proves the great role played by the radical changes witnessed in the organizational environment at all levels with all ways, methods, means, equipment, visions and expectations in the extent of validity of HR planning results through providing consistent and complete information on which those results are build. This finding confirms the hypothesis that business reengineering is a work style which has a great role in the validity of HR planning results. From the results of the main hypothesis test, we find a dependency relationship with a statistical significance at the level of significance 0.05 between the independent variable "organizational creativity" and the dependent one "HR planning" what proves the truth of the main hypothesis saying that organizational creativity has a great role in HR planning, since it provides modern methods and styles of work and advanced

means contributing positively to build a consistently renewing updating data base, because the bases on which those creative styles are set require profound studies about the work environment and its variables, and all organizational units work in the light of those bases dependently what characterizes the work by consistency and completeness. Thus, the information needed in the HR planning process is available anytime. We conclude that management by objectives is a creative way with a serious role in building HR data base that is featured by renewal, accuracy, and clarity. Business process reengineering is a modern style reflects an environment full of creativity in all its organizational variables, what makes it having an important role in the extent of validity of HR planning results. Therefore, organizational planning has a great and significant role in the effectiveness of the HR planning process.

**Conclusion:**

This study attempted to present a scientific vision under the social research in the sociology of human resources development, where it aimed to know the role of the organization creativity in the HR planning as one core processes which enable the corporate to determine its needs of human resources in order to achieve its goals. The findings of this study proved the truth its hypotheses that assumed the great contribution of the independent variable dimensions to the dependent variable dimensions. The practical reality confirmed that when creativity enters any field, it must leave positive effects which reflect on its variables, and since it is mated with organization in this study; we find its contribution to the organizational environment and its incomes what reflects on its outcomes. And since the Cement Company of Tebessa works with the dependency and integration principle between the organizational units, so it was a supporting factor that helped very much in creating an effective organizational atmosphere because when the organizational environment is colored by creativity with its characteristics such as the freedom of speech and the presentation of new ideas to accept and solve work problems what creates a harmonious collective atmosphere works in a consistent way aiming to the integration of all parties in order to achieve the mutual goals, those goals which have been determined and planned before, and to design the suitable ways to make them true, what aids to have an precise and renewing and modern data base serving the HR planning process in its results at the right time with less costs. This is the target behind the efforts spent by the Algerian economic corporate to overcome the market challenges. Nevertheless, with these results, some serious questions rise and open future horizons of studies, since the Cement Company of Tebessa applies modern and creative methods and styles that reflect positively on the HR planning results, can they affect the same way the other processes like employment, promotion and career development?

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