

The Role of Administrative Creativity in enhancing service quality among employees of the Youth and Sports Department

دور الإبداع الإداري في تعزيز جودة الخدمة لدى موظفي مديرية الشباب والرياضة

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الملخص:

لقد أصبح الدور الذي يلعبه الإبداع الإداري في تعزيز جودة الخدمة من بين أولويات المؤسسات الرائدة في المجال الرياضي وهدفت الدراسة في شكلها العام إلى معرفة دور مؤشرات الإبداع الإداري في تعزيز جودة الخدمة بمديرية الشباب والرياضة لولاية المسيلة، وقد استخدم الباحث المنهج الوصفي، والاستبيان كأداة لجمع البيانات والمعلومات، وقد تم اختيار عينة الدراسة بطريقة المسح الشامل، أي وزع الاستبيان على جميع الموظفين حيث بلغ عدد عينة الدراسة (45) موظف وموظفة، ومن أهم النتائج المتوصل إليها ما يلي: ان الإبداع الإداري له دور في تعزيز جودة الخدمة لدى موظفي المؤسسات الرياضية. الكلمات مفتاحية: الإبداع الإداري – جودة الخدمة - المؤسسات الرياضية.

Abstract: The role played by administrative creativity in enhancing the quality of service has become one of the priorities of the leading institutions in the field of sports. The study aimed in its general form to know the role of indicators of administrative creativity in enhancing the quality of service in the Directorate of Youth and Sports in the state of M'sila. The researcher used the descriptive method and the questionnaire as a tool for data collection. The study sample was selected using a comprehensive survey method, that is, the questionnaire was distributed to all employees, as the number of the study sample reached (45) male and female employees, and among the most important results reached are the following: Administrative creativity has a role in enhancing the quality of service among the employees of sports institutions..

Keywords: Administrative creativity - quality of service - sports institutions.

Theoretical Aspect

Introduction and Research Problem:

Management has become the fundamental principle on which the success of any contemporary institution relies, including the sports field. Nowadays, management is essential in all organizational activities, and it has become a key pillar of their success (Trish Lahsan: 2022, p. 428).

The effectiveness of institutions, including sports institutions, in achieving their goals largely depends on their ability to ensure smooth administrative processes within the organization and empower employees to improve the quality of their work. The success of a sports institution, regardless of its nature, hinges on its ability to guarantee efficient operations and effective management of the aforementioned elements. Thus, emphasizing the principle of managerial creativity among employees becomes a fundamental element for the success of these institutions (Ben Redjem Idris: 2022, p. 286).

Amidst the growing challenges posed by globalization, rapid technological changes, and intense competition, sports institutions of various types and sizes face numerous challenges and obstacles that hinder their progress and development. Consequently, there has been an increased focus on the topic of creativity as it has become essential and vital for these institutions. Management is now in dire need of creative leadership that abandons traditional approaches, effectively handles and manages change, encourages employees to be innovative, generate new ideas, and motivates them to practice new and creative methods. This is done in order to ensure the institution's survival, contribute to its development, and enable it to face and deal with change (Amal Babakr, Hamada: 2016, p. 14).

The creative approach has become one of the important and primary aspects in sports institutions, as emphasized by researchers Amal Babakr and Hamada. Sports institutions have responded to creativity in various ways, with different levels of attention. Some institutions have established specialized units for developing and nurturing creativity,

while others have provided training for individuals and groups in innovative thinking and behavior. This is seen as a means to gain a competitive advantage, as intense competition constantly leads to the emergence of innovations (Amal Babakr, Hamada: 2016, p. 31).

Research Objectives:

- To determine whether authenticity plays a role in achieving service quality among employees of the Youth and Sports Directorate.
- To determine whether flexibility plays a role in achieving service quality among employees of the Youth and Sports Directorate.
- To determine whether problem-solving plays a role in achieving service quality among employees of the Youth and Sports Directorate.

Significance of the Study: This study gains its significance through the researcher's intention to follow a scientific approach that enriches knowledge by understanding the role played by indicators of creativity among employees of the Youth and Sports Directorates in achieving service quality. It is hoped that this study will contribute practically to assist the researcher in this academic field, to identify the most important indicators and elements of creativity that may motivate employees towards service quality, thereby increasing efficiency, participation, and interaction within the Youth and Sports Directorates.

The scientific importance of this study derives from the significance of the topic it addresses. The role of creative skills in achieving service quality in sports institutions is one of the important topics that has received and continues to receive considerable attention from interested parties in this field. The progress, development, and sustainability of societies and their organizations primarily depend on administrative creativity that drives them, shapes their plans and policies, and possesses innovative capabilities and creative talents.

Study Hypotheses: General Hypothesis: Administrative creativity plays a role in enhancing service quality among employees of the Youth and Sports Directorate. Specific Hypotheses:

- There is a role for authenticity in achieving service quality among employees of the Youth and Sports Directorate.

- There is a role for flexibility in achieving service quality among employees of the Youth and Sports Directorate.
- Problem-solving plays a role in achieving service quality among employees of the Youth and Sports Directorate.

Definition of Concepts and Terms:

Definition of Creativity: Linguistically, the term "creativity" encompasses several meanings that converge in the sense of inventing or creating something new without a previous example, and making it exceptionally clear. In the Arabic language, it can also refer to the novelty of things, being the epitome and ultimate example of everything.

The Encyclopedia of Arab Language defines creativity as the production of something new or the formulation of existing elements in a new way in a specific field. The New Britannica Encyclopedia defines creativity as the ability to create something new, such as finding a solution to a problem, a new tool, an artistic effect, or a new approach.

In terms of terminology, creativity is defined as a more effective and efficient response to stimuli that occur in the social and cultural environment, influenced by the external environment. It involves complex overlapping processes that lead to influencing and changing behavior, followed by implementation. Creativity requires authenticity, flexibility, update, and a certain level of fluency and expansion to be able to consider alternatives and possibilities.

Concept of Administrative Creativity: Administrative creativity is the ability of a manager to adapt the organization to the internal and external environment's data, making the organization capable of performing its tasks and achieving its goals at a better level amidst new variables.

According to Daft (2021), it is the process of generating a new idea or behavior in a specific work reality, sector, market of the organization, or the general environment.

Procedural Definition of Creativity: Procedurally, administrative creativity can be defined as a management approach that primarily relies on the human element by proposing

distinctive solutions to problems and performing work using new methods and approaches while incorporating the following elements: authenticity, fluency, flexibility, and updating.

Risk-taking: Risk-taking refers to the willingness to accept potential consequences and venture into unfamiliar territory, whether for an individual or an organization they work for.

Quality: Etymologically, the term "quality" originates from the Latin word "qualites," which means the nature or essence of a thing and its degree of hardness. In the past, it referred to precision and excellence (Al Dradkah and Tarek Shelby, 2002, p. 15).

In terms of terminology, according to Fisher, quality signifies the degree of brilliance and distinction, whether in terms of excellent performance or the superior characteristics of a product (goods or services) when compared to established standards from the perspective of the organization or the customer. Kwan categorized the concept of quality into four dimensions (Nayef, 2006, pp. 24-25):

- Quality is the organization's ability to produce and deliver exceptional and distinctive services compared to other organizations.
- Quality is the organization's ability to produce and deliver services that approach perfection.
- Quality is the organization's ability to make changes to its services or production in line with market supply and demand.
- Quality is the organization's ability to achieve financial profits.

In practice, quality is a fundamental criterion for evaluating and testing the extent to which goods and services meet the needs and desires of customers, regardless of their source.

Service Quality: In terms of terminology, researchers and management scientists have not reached a specific definition for service quality. Some define it, like Kotler, as a concept that reflects the actual compatibility of a service with the expectations of individuals seeking that service. It means delivering a service that matches the specified service attributes with the

specific expectations of customers. Thus, the judgment of service quality is made by the actual beneficiary. Others define it as the overall sum of characteristics and advantages that affect the ability of a product or service provided by an organization to meet specific needs. It encompasses various aspects that align with the individual environment, and it revolves around the absence of defects and errors in the product, in line with customer expectations (Mahmoud Mohamed, 2020, p. 75-76).

Procedurally: "Service quality is the extent to which a product satisfies the desired needs and is the main determinant of customer satisfaction or dissatisfaction. It is also considered a primary priority for enhancing the level of quality in its services."

Sports institutions: In terminology, they are the official structures that oversee the management and development of sports activities, as well as the organization of rules and regulations related to sports. They also organize sports competitions at the national, regional, continental, and international levels (Mouazzouz, 2016, p. 37)

The practical aspect: The methodological approaches followed: The survey study: The first step we took in our research is the survey study, which is of great importance. It serves as the foundation upon which the researcher builds his initial perceptions about the study and its field of application. Through the survey study, we interpret the aspects subject to study from field practice. We conducted a survey study by interviewing a sample of (10) administrators from the research community and distributing a questionnaire to this sample to ensure the compatibility of the study community with the planned study

The aim of the survey study is to ensure the suitability of the study location and the validity of the tool used regarding the research topic. To understand the various aspects to be studied, we visited the Directorate of Youth and Sports in the province of M'sila to familiarize ourselves with the aspects of the problem addressed in our research. Through this visit, we identified the role of administrative creativity in enhancing service quality. The most important results obtained are as follows:

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- Defining the research community and sample and determining the most appropriate method for selecting that sample.
- The correlation coefficients for all the statements are statistically significant, indicating the validity of the questionnaire statements for this study.
- The stability coefficients are high and statistically significant, indicating the possibility of obtaining consistent results using the questionnaire.
- Data and Information Collection Tools: The researcher relied on a questionnaire in this study.
- Steps for designing the Administrative Creativity questionnaire:
- Administrative Creativity Questionnaire: The initial design of the Administrative Creativity questionnaire was based on reviewing the literature, research, and questionnaires used in previous studies related to administrative creativity. One of the studies that was used as a reference is the thesis titled "Internal Work Environment and its Relationship to Administrative Creativity among the Employees of the Directorate of Youth and Sports" by Ben Rajam Idris, 2018, Ph.D. thesis, University of M'sila.
- Table (01): Illustrates the dimensions and number of statements in the "Creativity and Service Quality" study questionnaire.

| Administrative Creativity | Number of Statements |
|----------------------------------------------------------|----------------------|
| The role of authenticity in achieving service quality | 1 to 6 |
| The role of flexibility in achieving service quality | 7 to 12 |
| The role of problem-solving in achieving service quality | 13 to 18 |

- ❖ Table No. (02): Represents the Rating Scale of the Administrative Creativity Questionnaire. The questionnaire includes five degrees.

| Response | Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------|----------------|-------|-----------|----------|-------------------|
| Degrees | 5 | 4 | 3 | 2 | 1 |

Reliability of the Administrative Creativity and Service Quality Questionnaire: The reliability of the questionnaire was assessed using the "internal consistency reliability" coefficient. The internal consistency reliability of the questionnaire items was calculated based on a sample of 12 statements. The correlation coefficients between each statement and the total score of the items were calculated as follows: [Please provide the correlation coefficients for each statement and the total score].

Table number (03): Correlation coefficients between the statements of the dimensions of administrative creativity and the total score of each dimension.

| M | Correlation | Statement Content | Dimension | Significance |
|----|-------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------------|
| 01 | 0.834 | I complete the assigned tasks in a renewed manner. | The role of authenticity in achieving service quality. | 0.001 |
| 02 | 0.952 | I avoid repeating what others do in solving work problems | | 0.001 |
| 03 | 0.734 | I feel bored with the repetitive procedures and I seek innovation and facilitation of the service | | 0.002 |
| 04 | 0.648 | I excel in debating and dialogue, and I possess the ability to present strong arguments and persuade others. | | 0.009 |
| 05 | 0.728 | I feel that I have a unique contribution in generating new ideas that I offer to improve the quality of service. | | 0.003 |
| 06 | 0.699 | I strive to present new ideas to the | | 0.004 |

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| | | | | |
|----|-------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------|
| | | organization and actively contribute with innovative suggestions. | | |
| 07 | 0.654 | I have the ability to spontaneously and effortlessly provide new ideas to enhance workflow and facilitate the work process. | The role of flexibility in achieving service quality. | 0.002 |
| 08 | 0.755 | I make it a point to seek out opposing opinions to mine in order to benefit from them and enhance the organization. | | 0.005 |
| 09 | 0.887 | I don't hesitate to change my position when I become convinced of its inaccuracy. | | 0.045 |
| 10 | 0.678 | I make sure to do changes in work methods periodically. | | 0.043 |
| 11 | 0.671 | I am able to see things from different perspectives for the benefit of the sports institution. | | 0.023 |
| 12 | 0.723 | The institution seeks to obtain new ideas to improve its work output | | 0.033 |
| 13 | 0.687 | I anticipate work problems before they occur to avoid impacting the quality of work | The role of problem-solving in achieving service quality | 0.011 |
| 14 | 0.777 | I plan to address potential work problems before they arise. | | 0.023 |
| 15 | 0.811 | I am often able to anticipate and provide solutions to problems before they occur in the service. | | 0.001 |
| 16 | 0.844 | I make sure to identify any | | 0.003 |

| | | | |
|----|-------|--------------------------------------------------------------------------------|-------|
| | | shortcomings or weaknesses in what I do in the sports institution | |
| 17 | 0.786 | I have a keen eye for identifying the problems that others face in their work. | 0.043 |
| 18 | 0.634 | I feel excited when dealing with work challenges | 0.034 |

The previous table number (3) shows that the correlation coefficients between each statement of the sub-dimensions (distribution, procedures, transactions) and the total score of the questionnaire ranged from 0.952 to 0.634. These coefficients are considered significant at a level of significance (0.01-0.05). Thus, the statements of the administrative creativity questionnaire are valid for the intended measurement.

The reliability of the administrative creativity questionnaire was measured using Cronbach's alpha coefficient. It is worth noting that Cronbach's alpha coefficient ranges from 0 to 1, and the closer it is to 1, the higher the reliability, while the closer it is to 0, the lower the reliability.

The following table number (04) shows the value of Cronbach's alpha coefficient for the reliability of the administrative creativity questionnaire.

| Number | The questionnaire | The number of items | Cronbach's Alpha coefficient |
|--------|--------------------------------|---------------------|------------------------------|
| 01 | Creativity and service quality | 18 | 0.852 |

According to the previous Table 04, the Cronbach's Alpha coefficient for the questionnaire of managerial creativity and service quality was 0.852. This high reliability value indicates that the research tool has a high level of consistency, giving us full confidence in the validity of the questionnaire.

Research Methodology: The methodology refers to the set of principles and rules followed by the researcher in studying the problem to discover the truth (Noiri Boubekeur Ben Elbar El Said 2020, p. 343). The researcher adopted a descriptive methodology.

Study Population and Sample: The study population consists of all employees of the Directorate of Youth and Sports in the province of M'sila, with a total of 55 male and female employees. The research sample is a sample survey, which does not require complete lists of all individuals or elements in a specific geographical area. The selection of sample areas is random, but each geographic area selected must represent the variations related to the research topic (Abdulhakim Laayadi, Ahmed Ben Mohammed: 2021, p. 522).

The research sample is a survey sample, meaning that the sample is selected using a comprehensive survey method. Therefore, the study population is the same as the research sample. This method gives all members of the population an equal opportunity to be included in the research sample, which enhances the objectivity of the research tool. Before conducting the field study, 10 individuals were excluded from the original population, who had already participated in the survey. As a result, the questionnaires were distributed to a group of individuals estimated at 45 employees.

Study Limitations: The initial stage involved conducting the survey study, which took place from January to March 7, 2023. The second stage involved the field implementation of the main study, which took place from March 10 to May 20, 2023.

Statistical Methods: The researcher used the statistical software called the Statistical Package for the Social Sciences (SPSS) and relied on the following statistical techniques:

- Cronbach's Alpha coefficient to assess the reliability of the questionnaire items.
- Pearson correlation coefficient to determine the correlation between research variables.
- Mean and standard deviation.

Presentation, interpretation, and discussion of the results of the first hypothesis: There is a role for authenticity in achieving service quality among the employees of the Directorate of Youth and Sports.

Table 05: Descriptive statistics and standard deviations of the responses of the study sample members to the items measuring the role of authenticity in achieving service quality, along with an explanation of the descending order of the means.

| Number | Rank | standard deviation | Arithmetic average | paragraph | Level |
|--------|------|--------------------|--------------------|---------------------------------------------------------------------------------------------------|-------|
| 01 | 01 | 0.701 | 4.29 | I complete the assigned tasks in a renewed style. | High |
| 02 | 02 | 0.626 | 4.23 | I avoid repeating what others do in solving work problems. | High |
| 03 | 03 | 0.675 | 4.06 | I feel bored with the repetitive procedures followed in completing work tasks. | High |
| 04 | 04 | 0.832 | 4.03 | I feel bored with the repetitive procedures followed in completing work tasks. | High |
| 04 | 05 | 0.907 | 4.00 | I feel that I have a unique contribution in generating new ideas that I present in the workplace. | High |
| 05 | 06 | 0.866 | 3.84 | I am keen on presenting new ideas to contribute to the work within the organization. | High |
| 06 | | 0.446 | 4.07 | overall average | |

Based on the data and results presented in Table (05), it is evident that the level of the authenticity element plays a significant role in enhancing service quality, with an average score of 4.07. Paragraph (01) which states "Completing assigned tasks in a renewed style" had the highest agreement with an arithmetic mean of (4.29), indicating that employees in the Directorate of Youth and Sports agree that they complete assigned tasks in a renewed

style. Paragraph (06), ranked sixth, which states "Being keen on presenting new ideas to the organization," had an arithmetic mean of (3.84). This indicates that employees are keen on presenting new ideas to the organization because they recognize that these new ideas and information contribute to the development of the Directorate of Youth and Sports.

Based on the results regarding the role of authenticity in achieving service quality, it is clear that the organization is committed to considering the conditions and needs of the establishment, as well as the internal working environment. The organization recognizes that the purpose of authenticity is the proper appreciation of its human resource needs, as previously presented in the theoretical aspect of the objectives that can be achieved through human resource planning.

From the above, we see that administrative creativity enjoys a high level of importance as it is the first and essential stage of sports management, which balances the activities of the human resource tool and the organization's goals. This result is consistent with a study conducted by Mariam Omar (2016) on the impact of organizational creativity on achieving competitive advantage in small and medium-sized enterprises in the milling sector in the provinces of Ouargla, Tamanrasset, which indicates that authenticity has a role in achieving competitive advantage in the organization.

Presentation, interpretation, and discussion of the results of the second hypothesis: There is a role for flexibility in achieving service quality among employees of the Directorate of Youth and Sports.

Table (06): Arithmetic means and standard deviations of the responses of the study sample individuals to the paragraphs that measure the dimension of the role of flexibility in achieving service quality, with an indication of the descending order of the arithmetic means.

| Number | Rank | standard deviation | Arithmetic average | Paragraph | Level |
|--------|------|--------------------|--------------------|-----------------------------------------------------------------------------------------|-------|
| 01 | 01 | 0.803 | 4.12 | I am able to present new ideas for work improvement spontaneously and easily | High |
| 02 | 02 | 0.757 | 4.06 | I would like to know the opposing opinion to mine in order to benefit from it. | High |
| 03 | 03 | 0.781 | 4.05 | I never hesitate to change my position when I am convinced of its lack of validity. | High |
| 04 | 04 | 0.790 | 4.01 | I am keen on bringing about changes in work methods periodically | High |
| 05 | 05 | 0.939 | 4.01 | I have the ability to see things from different perspectives. | High |
| 06 | 06 | 0.710 | 3.88 | The institution seeks to acquire ideas that contribute to solving work-related problems | High |
| | | 0.462 | 4.02 | overall average | |

Based on the analyzed data presented in Table 06, it is evident that the sample's attitudes are positive towards the mentioned items. This is because their arithmetic means are higher than the mean of the measurement tool based on the adopted five-point scale. The high agreement percentage for all items indicates that there is a significant role for flexibility in

achieving service quality, with arithmetic means ranging from 4.12 to 3.88. The item number 01, which states "I have the ability to present new ideas to improve work automatically and easily," ranked first with an arithmetic mean of 4.12. This indicates that the institution values obtaining new ideas and resorting to external sources, which motivates employees to improve their promotion opportunities through fair means and focus on competent human resources. The item number 06, which states "The institution seeks ideas that contribute to solving work problems," ranked sixth with an arithmetic mean of 3.88, indicating that the institution cares and strives to find solutions to the problems it faces in order to achieve its plans and goals, resulting in consistent performance and loyalty rates.

From the obtained results, it is clear that flexibility plays a role in achieving service quality. The institution is committed to considering flexibility in service quality and the internal working environment conditions. The goal of flexibility is to accurately assess the institution's needs, which is in line with the study conducted by Murad Mohammed in 2017, which indicates that flexibility plays a role in achieving quality in the institution.

Based on the above, it can be seen that administrative innovation in enhancing service quality enjoys a high level of importance, as it is the first and fundamental stage of managing the institution and achieving a balance between its activities and goals.

These findings are consistent with a study conducted by Mariam Omar in 2016 on the impact of organizational innovation on achieving competitive advantage, focusing on small and medium-sized enterprises in the milling sector in the states of Ouargla, Tamanrasset, and Tébessa, which indicates that authenticity plays a role in achieving competitive advantage in the institution.

Presentation, interpretation, and discussion of the results of Hypothesis 3:

Problem-solving has a role in achieving service quality for the employees of the Directorate of Youth and Sports.

Table 07: Arithmetic means and standard deviations of respondents' answers to the items measuring the aspect of problem-solving's role in achieving service quality, with an explanation of the descending order of arithmetic means.

Through analyzing the data results in Table (07), it can be observed that the sample's attitudes are

| number | Rank | standard deviation | Arithmetic average | Paragraph | Level |
|--------|------|--------------------|--------------------|------------------------------------------------------------------------------------|-------|
| 01 | 01 | 0.734 | 4.29 | I predict work problems before they occur. | High |
| 02 | 02 | 0.792 | 4.28 | I plan to address potential work problems. | High |
| 03 | 03 | 1.051 | 3.98 | I can often anticipate the solutions to work problems. | High |
| 04 | 04 | 0.838 | 3.84 | I strive to identify any shortcomings or weaknesses in the work I do. | High |
| 05 | 05 | 0.847 | 3.81 | I possess a keen vision to detect the problems that others may face in their work. | High |
| 06 | 06 | 0.932 | 3.76 | I feel excited when dealing with work problems. | High |
| | | 0.42 | 3.99 | overall average | |

positive towards the paragraphs listed in the table. This is because their arithmetic means are greater than the average of the study tool (the questionnaire). By relying on the adopted five-point scale, it becomes evident that the agreement percentage is high for all paragraphs. The first paragraph, which states "I predict work problems before they occur," had the highest arithmetic mean (4.29) and a standard deviation of (0.734). This indicates that employees in the institution attach great importance to predicting problems and working on their solutions. This enables the institution to identify the appropriate mechanisms for developing these programs and assess their impact on employee performance.

Furthermore, the overall average of (3.99) reflects the high level of problem-solving skills contributing to service quality. This is confirmed by the sixth paragraph, which states "I feel excited when dealing with work problems," ranking sixth with a high arithmetic mean (3.67).

This explains that the institution follows an evaluation and problem-solving approach by sensing and addressing issues to address weaknesses and flaws.

Based on the obtained results, problem-solving plays a role in enhancing service quality. It is evident that the employees of the Directorate of Youth and Sports are concerned and attach great importance to problem-solving before they occur. This aligns with Ali Khaled Al-Khalidi's 2013 study titled "Administrative Creativity and Competitive Advantage: A Study of Jordanian Public Universities," which indicates that problem-solving contributes to enhancing service quality for employees in sports institutions.

Conclusions:

1. Authenticity plays a role in achieving service quality among the employees of the Directorate of Youth and Sports.
2. Flexibility also plays a role in achieving service quality among the employees of the Directorate of Youth and Sports.
3. Problem-solving contributes to achieving service quality among the employees of the Directorate of Youth and Sports.

Suggestions: After studying and diagnosing the indicators of administrative creativity to enhance service quality among employees in sports institutions, and based on the study's results and the identified strengths and weaknesses in this area, the following suggestions can be made:

1. Increase cultural awareness of the importance of administrative creativity to enhance service quality.

2. Work on providing specialized teams within sports institutions to address any urgent issues or problems.
3. Provide the necessary financial support, equipment, and resources for implementing administrative creativity to enhance service quality.
4. Give employees sufficient opportunities to express their opinions on the evaluation of their work.
5. Respect and treat employees fairly in all matters that affect their work reality.
6. Facilitate opportunities for collective collaboration among employees and increase coordination between different administrative departments and offices.
7. Organize workshops, seminars, and publish informative brochures to familiarize employees with administrative creativity in sports institutions, instilling confidence and reassurance among the workforce.

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