

## The impact of the Administrative inventive on the effectiveness of organizational performance: the case of part of Small and Medium Size (SME) enterprises in Erbil City

**Farman Tahseen Aziz**

Department of Technical Administration, College Technical Administration Erbil Polytechnic University, Erbil, Kurdistan Region, Iraq.

[farman.tahseen@yahoo.com](mailto:farman.tahseen@yahoo.com)

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### ABSTRACT

This research investigates on the degree of availability of the components of administrative inventive, as well as to identify the ability of Small and Medium Size (SME) enterprises in the Erbil city to achieve effectiveness of organizational performance, and to identify the reality of the relationship to the components of administrative inventive represented here, innovation and intellectual fluency, flexibility, problem solving, and responsiveness to achieve advantage. Competitiveness, and to identify the extent of the change in the dependent variable effectiveness of organizational performance because of the change in the components of administrative inventive, and this was tested through the research hypotheses, and the research tool was prepared, and distributed to the sample consisting of (20) Small and Medium Size (SME) enterprises in Erbil.

The research concluded with a set of results, the most important of which is the high level of administrative inventive the field of achieving effectiveness of organizational performance obtained a high percentage, and it was also found that there was a direct relationship between the components of administrative inventive and the achievement of effectiveness of organizational performance. Statistical significance in the responses of the sample members about

attributable to gender, job title, age, and field, while there are differences according to the years of service.

## **1. Introduction**

Small and Medium Size (SME) enterprises constantly attempt to demonstrate effectiveness in their organizational performance, and from this they can foster administrative inventive, and at the end this will push its employees to be show their inventive capabilities and striving to achieve the organizational goals. SME enterprises are much more encouraged to possess inventive employees through having a higher level of the effectiveness in their organizational performance (Kate, 2014). This means that SME attempt to own valuable employees. Being effectiveness is a positive indicator that the (SME) enterprises can achieve the planned goals and outcomes with the least water of the resources they have (Same source).

When the enterprises are witnessing effectiveness, this means that they are capable of list the rights objectives as well as they can eagerly achieve them. To achieve inventive results, employees must first participate in some reasoning and communicative methods, such as the method of linking ideas from several sources, and conducting comprehensive research that can help develop and enhance the person's capabilities so that they are more inventive people at work. The inventive process is an iterative process that includes finding solving problems in the enterprises by practicing new way (Huang, (2015: 79).

### **1.1 Research Problem**

Small and Medium Size (SME) enterprises in general have realized that survival and continuity in the markets requires them to achieve the advantage that distinguishes them from other competitors, and requires them to constantly compare with the best competitors in the markets. Besides the lack of resources and low capital, all these problems require inventive in the methods of resource acquisition or seizing marketing opportunities to achieve benefit and distinction for Small and Medium Size (SME) enterprises, and thus the study attempts to identify the role of administrative

inventive in Small and Medium Size (SME) enterprises that are operating in the Erbil city and its relationship to achieving effectiveness of organizational performance.

## **2. Research Objectives**

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### **2.1 Research Objectives**

The main objective is to reveal the role of administrative inventive in achieving effectiveness of organizational performance in (SME) enterprises in the city of Erbil, and a set of objectives falls under it:

- 1- To find out the level of the administrative inventive in the (SME) enterprises in Erbil.
- 2- To find out the level of the impact of the administrative inventive on organizational performance in the (SME) enterprises in Erbil.
- 3- Determining the change in the responsiveness and quality, due to the change in administrative inventive.

### **2.2 Significant of the Research**

This research is considered to have the following significant:

- 1- The importance of the study stems from the role that (SME) enterprises play in achieving administrative development.

- 2- Scientific and technological progress cannot be achieved without attention and the development of administrative inventive.
- 3- The survival and continuity of enterprises cannot be achieved without paying attention to the effectiveness of organizational performance and administrative inventive.
- 4- The ability of enterprises to achieve the triad of continuous improvement is not achieved without the development of administrative inventive and its impact on the effectiveness of organizational performance.

### **2.3 Research Hypothesis:**

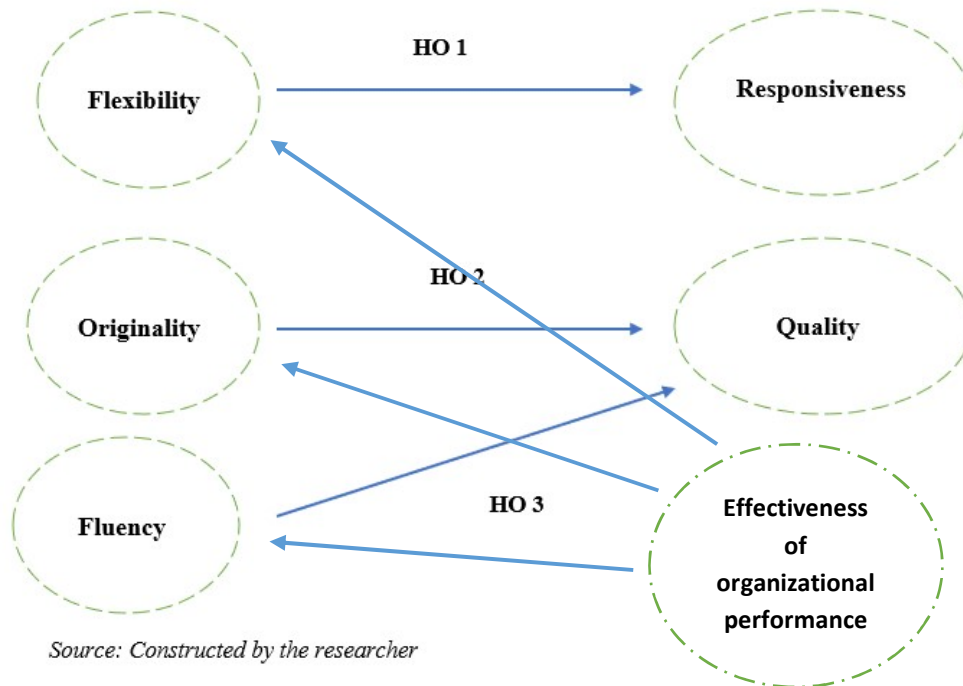
- 1- There is no statistically significant relationship at the level ( $\alpha \leq 0.05$ ) between flexibility and responsiveness to effectiveness of organizational performance through administrative inventive in (SME) enterprises in the city of Erbil.
- 2- There is no statistically significant relationship at the level ( $\alpha \leq 0.05$ ) between originality and achieving quality in the effectiveness of organizational performance through administrative inventive in (SME) enterprises in the city of Erbil.
- 3- There is no statistically significant relationship at the level ( $\alpha \leq 0.05$ ) between fluency and achieving quality through administrative inventive in (SME) enterprises in the city of Erbil.

### **2.4 Research Limitations:**

The researcher has difficulties in gaining the responses as the enterprises are not so eager to the research areas and mostly, they are not working based on scientific methods.

### 2.5 Research Model

Independent variables	Dependent Variables
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### 3- Literature Review

A system that includes a set of inventive ideas, procedures, practices, rules, and roles, in addition to the organizational structure and inventive activities carried out by both managers and employees, which aim to improve relations and interaction among them and find effective methods and methods that help achieve the enterprise's goals. Inventive contributes to creating suitable work environments and achieving goals in ways that are easier, simpler, and better than if they were attempted and achieved by the usual traditional methods (Kate, 2019: 68)

The term administrative inventive in business administration sciences refers to the possibility of change, development, and renewal in general, as administrative inventive depends mainly on inventive, (David, 2020: 103), and that is based on new ideas and knowledge during which new and innovative things are formed that were not previously through the processes of interaction and blending.

Among the definitions of administrative inventive mentioned by the researchers as well, it is a process that the individuals create for their selves and characterized by it when he faces difficult situations and lives in them and coexists with them deeply, then he soon responds to those situations and tries hard to produce a new tool or idea that eases the burden of those obstacles on it (Makin, 2015: 29)

### **3.1 Elements of administrative inventive**

Inventive is a person's view of something differently; therefore, we can say that inventive requires the ability to feel that there is a problem that requires treatment, and then the ability to think in a different and creative way to solve it in the best way. To achieve creative results, the individual must first engage in some cognitive and behavioral methods, such as the method of linking ideas from several sources, and conducting comprehensive research that can help in developing and enhancing a person's abilities to be more creative people at work. The creative process is an iterative process and includes finding solutions for problems that occur in a new way, (George, 2014: 57), which is mostly represented in the introduction of new and useful ideas or finding goods or services. New services or a way of working that did not exist before or adopting new ways of cooperation amongst individuals, which we explain below: Jena, 2018: 95).

1- Administrative inventive from innovative products: This is what distinguishes the organization where their purpose is to produce physical products that are traded.

2- Administrative inventive from generating services: This is in organizations where their purpose is to deliver bunch of services, for example, legal consultancy agencies, engineering consultancy offices, promotion and promotion agencies, and other producers and service providers (Tony, et, el, 2022: 34).

3- Administrative inventive by creating new work techniques: It is an appropriate method used by those (SME) enterprises that deal directly with the public and wish to achieve more organization and coordination in the workflow inside and outside the institution (Hammad, 2022: 93).

4- Administrative inventive through the creation of new administrative processes: It is characterized by enterprises and government departments that work in the administrative field, clearing community services, and dealing with many files, issues, and the public.

5- Administrative inventive through the creation of a new leadership thought: inventive here is represented in the ability to put forward new ideas. This type of inventive spreads in the management of institutions that are based on guidance, and the leadership of a crowd of people such as scouting teams and training camps in the army and police and others.

Types of inventive the inventive process within any organization can be classified into two main categories, (Andy, 2020: 81) namely technical creativity, and administrative inventive, and they are as follows:

1- Technical inventive is the innovation, invention and development of new mechanisms and techniques in the tools, equipment, and workflow methods that the organization needs and pursues.

2- Administrative creativity, which is concerned only with how to complete the various procedures, tasks, and roles, as well as ways to advance the organizational structure of the institution and improve relations between individuals and the public.

According to Harrison. (2015: 54), administrative inventive is divided into two parts, namely:

- Scientific administrative creativity, which depends on mental efforts and requires knowledge of various scientific and mathematical rules and theories.

- Practical administrative creativity, which depends on ways to develop immediate solutions to problems and crises, address various issues, and develop quick plans and suggestions to address any shortcomings.

### **3.2 Effectiveness of organizational performance**

The concept of effectiveness of organizational performance is the distinction of an enterprise in providing all its services and skills, such as goods and resources, in a way that makes it superior to other (SME) enterprises that provide the same services, in order to achieve increased customer loyalty to it, and their satisfaction with the level of its services, and thus increase the volume of its profits and improve its reputation in the labor market (Miller, 2017: 98), Gaining an effectiveness of organizational performance depends on the enterprise's ability to create a good work environment, formulate a strategy that supports innovation and time management, and its ability to respond to scientific progress, and possess good knowledge and skills to achieve excellence for all data in the internal and external environment, (Barny, H. 2013: 47). This achievement of superiority will not be a temporary or short-term act but rather a permanent attempt to maintain the balance of the enterprise vis method the other parties in the market. Practically, according to the new concept, managers are keen on continuous diligent work to identify, (Wang, H, 2014: 125), analyze, discover, maintain, and invest in the effectiveness of organizational performance of the enterprise. By having a effectiveness of organizational performance, it makes the business more attractive to the consumer This may be because it can offer lower prices, better quality product or superior customer service in economics, this is known as value proposition. (Wang, H, 2014: 120).

Effectiveness of organizational performance is not seen as a material or immaterial thing that the organization owns or obtains through purchase, but it can be said that it is a mixture of all of that, as well as adapting it in line with the organization's strategic orientation and the goals to be achieved, (Harry, et, el, 2022: 63) Therefore, it expresses the state of exclusivity in which it is compared to other competitors, and this leads us to say that any small or large organization can possess the effectiveness



of organizational performance provided that it harnesses its potential and capabilities in the correct investment of opportunities available in the market compared to other competitors, (Zhang, M., & Hartley, J. L, 2018: 48). As far as the marketing aspect is concerned, the effectiveness of organizational performance means the organization's ability to attract customers, build its mental standing as an organization or for its products, increase the perceived value and achieve their satisfaction. Thus, creating value for the customer through effectiveness of organizational performance does not mean focusing on the price side and its low only, but it extends to different extents, whether it is in the quality of the product, the safety achieved, the various benefits that it achieves compared to other products, the damage and damages resulting from use.

### **3.3 Dimensions of effectiveness of organizational performance**

The (SME) enterprises that seek to obtain a larger market share as a basis for their success and superiority are the ones that offer their products at a lower cost than their competitors. Lower cost is the main operational objective of (SME) enterprises that compete through cost, and even enterprises that compete through effectiveness of organizational performance other than cost, they seek to achieve lower costs for the products they produce. (Harrison, 2015: 203). The concept of effectiveness of organizational performance explains that it means finding something unique that the enterprise excels over competitors, that is, the effectiveness of organizational performance makes the enterprise unique and distinct from other competitors. He asserts that enterprises seek to excel in their business environment by owning and maintaining an effectiveness of organizational performance.

The effectiveness of organizational performance aims in practice to meet the needs and desires of the customer to acquire the customer's good or service. Effectiveness of organizational performance is achieved when the enterprise can carry out its activities at a lower cost or with better efficiency than competitors through good use of resources, or it uses its ingenuity and experience in carrying out its activities in a way that achieves greater value for the customer relative to competitors (George, 2014: 75). The effectiveness of organizational performance is the distinguishing

feature of the enterprise from competing enterprises due to its possession of resources and auxiliary factors, which gives it a dynamic internal strength that establishes for it a strong position towards the different parties of the beneficiaries, which is manifested in the goods and services it provides of unique value to its target customers (Jena, 2020: 44). The effectiveness of organizational performance is the enterprise's distinction over its competitors in a unique position that allows it to provide one or more distinct products in a successful manner and better profitability. The customer wishes to obtain it through that product, and the enterprise can achieve the effectiveness of organizational performance by giving customers everything they want better than any other enterprise.

The effectiveness of organizational performance is declaring the enterprise's ability to excel in the areas of marketing and finance above all its priorities, which in turn requires understanding the general framework of the enterprise through: timely delivery of the good or service, in addition to considering the rate of operational capabilities (Makin, 2015: 63). The senior management of the industrial enterprise works to achieve the enterprise's effectiveness of organizational performance through its products that fulfill the needs and desires of customers or the value that customers wish to obtain from those products (Ghalib, 2022: 94).

**Criteria for judging the quality of effectiveness of organizational performance** (David, 2020: 24).

It is determined by three conditions: Feature Source We distinguish between two types of advantages according to this criterion:

1- Minor effectiveness of organizational performance: It relies on the lower charge of workforce and resources, and it is comparatively relaxed to reproduce by contestants.

2- Highly effectiveness of organizational performance: based on product or service excellence, good reputation or brand, strong customer relationships, and these

advantages necessitate the obtainability of high-level assistances and competences, for instance, providing training chances for employees.

The number of advantage sources that the organization owns the institution's reliance on a single effectiveness of organizational performance exposes it to the risk of being easily imitated by competitors, (Kate, 2019: 26), so it is advisable to multiply sources of effectiveness of organizational performance to make it difficult for competitors to imitate it.

The degree of improvement, development and continuous renewal of the feature organizations generate innovative recomences and quicker to evade competing organizations reproducing or simulating their current competition, consequently, they tend to generate competition from a positive level, and the organization should continuously evaluate the presentation of its competition and the degree of its payment on the dominant values in the subdivision, (same source), and it can enrich these criteria aim to properly evaluate them and know the efficiency, and make the conclusion to retain them or recklessness them in the event that they do not attain the goals of dominance on the competitor and financial funds.

### **3.4 Obstacles to gaining effectiveness of organizational performance**

There is no doubt, the organization's acquisition of the effectiveness of organizational performance in its environment will not be easy (Huang, 2015: 52). The institution may face several obstacles, limiting the possibility of acquiring a effectiveness of organizational performance, and a strategic competitive position in the market. Among these obstacles, we find:

#### **3.4.1 First: Internal Obstacles: (Peter, 2015: 82).**

- They express the numerous interior difficulties opposite the organization in its situation within the same country, that we recap below:
- Any enterprise has to focus on the cost dimension in order to make the production and marketing costs of its products lower than its competitors.

- The focus strategy ideally attempts to get businesses to focus on a few target markets instead of all of them.
- This strategy is often used by smaller businesses because they may not have enough resources or the ability to target everyone.
- Usually, enterprises that follow this method focus on the needs of customers, and how their products and services improve their daily live.

#### **3.4.2 Second: External Obstacles: (Dimova, 2014: 29).**

- When enterprises can strike the perfect balance between price and quality, it usually leads to the success of the service or good.
- The enterprise's resources and business strategy will have a profound impact on creating the effectiveness of organizational performance.
- It is possible that a viable strategy is not sufficient unless you control the unique resources that have the potential to create this relatively unique advantage.
- Cost leadership is one of the concepts developed by Porter which basically means the lowest cost of operations in each industry and is driven by the efficiency, scaling, size, scope, and experience of startups.
- Cost leadership sought to take advantage of production volume and well-defined scope of work to deliver high quality products, use advanced technology and other economies.
- Cost leadership is not used in every industry so you have to study your industry and target market and sometimes it is best for small businesses not to compete at all on a price point if the market includes big competitors with a strong brand.

#### **3.5 Small and Medium Enterprises**

Small and medium-sized companies are companies that keep their level of revenue, assets, or number of employees within certain limits. Each country has its own definition of small or medium business, because the country determines the size that

these companies should have, depending on the sector of activity to which they belong. Although these firms are small, they play an important role in the economy, as they are much more numerous than firms, employ many people, and are pioneering in nature and conducive to innovation (Harman, S., 2020).

According to World Bank, small and medium enterprises is using the criterion of the number of workers, which is considered an initial criterion, and the establishment is considered small if it employs less than 50 workers. There are many countries in the world that use this criterion to define small and medium enterprises. In the United States of America, Italy and France, the establishment is considered small and medium if it employs up to 450 workers, in Sweden up to 200 workers, in Canada and Australia up to 100 workers, while in Denmark it is the establishments that employ up to 50 workers (Christopher, T. & Dani, J., 2019).

While the International Labor Organization defines small and medium enterprises as small units that produce and distribute goods and services and consist of independent producers who work for their own account in urban areas of developing countries, some of which depend on work from within the family and others may hire workers and craftsmen and most of them work with small fixed capital or possibly without fixed capital (Ion, M., 2020).

Small and medium enterprises are significant in all countries of the world, especially developing countries, considering the relative disparity between the small project in developed countries compared to the small project in developing countries, in terms of the size of capital, productivity and labor used. In the United States, Japan and the countries of the European Union, the capital ceiling for small and medium enterprises, it exceeds 25 million dollars, while all small and medium enterprises in developing countries have a capital size ranging between 20 thousand dollars and one hundred thousand dollars, and it may be less than that (Josh, N., 2018).

There are several criteria for defining small and medium enterprises, such as - the criterion of employment, capital, added value, or according to functional characteristics such as - type of management, specialization, production methods, or

market trends. Dependence on the size of assets and added value. In addition, some studies have added the used technology criterion and the sales volume criterion in addition to the legal criterion as a basis for the classification of small and medium enterprises (Bruce, H., 2019).

#### **4- Research Methodology**

##### **4.1 Research Design:**

The researcher depended on Descriptive analytical method on this study. It is an accurate and detailed description and analysis of a specific phenomenon or subject, and it is in two forms, the first is qualitative and the second is quantitative, numerical, as the qualitative expression describes the phenomenon and clarifies its characteristics, while the quantitative expression clarifies an insulting numerical description (Kerry, 2018); where it shows the amount or size of this phenomenon and the degree of its association with various other phenomena, and this approach may be limited to stating an existing situation in a specific period of time or a development that includes several periods of time (Marten, 2019).

##### **4.2 Research population:**

Research population consists of administrative staff at the (SME) enterprises in Erbil city. It is all individuals or institutions that could be members of the research sample. A research population is a natural, geographical collection of individuals or subjects. In brief, the population from the research point of view is nothing but a physical collection, and for economic and practical reasons, the individual cannot study the research population in all studies, but instead he studies the sample (Seta, 2018).

##### **4.3 Research sample:**

The research sample was randomly selected from the research population, that is (145) administrative staff from (20) (SME) enterprises in Erbil city. It is a group of individuals selected from the research population randomly or standardly and possessing the same characteristics as the basic population with the aim of providing

a large amount of information for analysis and providing more accurate results about the community (Mina, 2018).

#### **4.4 Data collection method:**

The researcher used questionnaire as a method to collect data for this research. The researcher depended on other previous studies to construct the research questionnaire. The questionnaire is one of the most important tools used in scientific research, especially in educational and social research. It is the researcher's way to obtain data and information related to the research's vocabulary, whether the research is survey or partial. Often, the questionnaire is used to identify the trends of the study sample, study its behaviors, and discover Important information that obliges the researcher to carry out scientific research (Frank, 2018).

#### **4.5 Statistical methods used:**

The researcher used (SPSS), T-Test, One-Way ANOVA, Cronbach's alpha as analyzing tools in this research.

#### **4.6 Reliability**

Reliability refers to how consistent a method is in measuring something. If the same result can be achieved consistently using the same methods under the same conditions, the measurement is considered reliable i.e., it is constant. In the research Alpha Cronbach was used to measure the reliability of the responses as shown below:

Table (1) Reliability Test - Cronbach's alpha coefficient

Items	Cronbach's alpha coefficient values
Flexibility	0,6994
Originality	0,7654
Fluency	0,6890
Quality	0,6,906

Responsiveness	0,6975
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From the above table we can conclude that the Cronbach's alpha coefficient for all the items is high, this indicates there is consistency between the questions and this means it is valid to test the hypothesis.

Table (2) Distribution of research sample

Variable	Level	Number of respondents	%
Gender	Male	98	77.0
	Female	47	23.0
Age	30 years	88	66.2
	35-40	31	18.1
	40-above	26	15.7
Level of experience	5 years	41	21.4
	5-10	72	59.5
	10-15	32	19.1

The demographic variables of the study included gender, age, and level of experience as they are shown in the above table.

Most of the respondents were male that is (96) staff that represents (77.0 %) while the female staff represent only (23.0 %) for the (47) female respondents.

As per the age variable, most of the respondents where in the age of 30, they represent (88) with the percentage of (66.2%). on the other hand, respondents with the age of 40 and onward represent the lowest level that is (6) respondents and the percentage is (15.7 %).



Regarding the level of experience, respondents with the experience from represent (72) respondents with the percentage of (59.5%), while respondents with the experience level of 5 years is in the second class with (41) respondents with the percentage of (21.4%).

## 5. Statistical Analysis

Table (3) Administration inventive Items

No.	Items	Mean	Standard Division	T-Value	Sig.	Balance
1	Administration inventive	3.435	3.768	12.324	0.000	Significant
2	Originality	3.00	3.124	14.124	0.000	Significant
3	Fluency	3.654	3.541	13.332	0.000	Significant
4	Flexibility and quality	3.690	3.490	14.102	0.000	Significant

*Source: From the researcher*

Based on the above table, we can find out that, for the administration creativity, the (SME) enterprises in Erbil city have significant impact that is (3.435), less that Renewal and intellectual fluency that is (3.654), while identifying originality of the innovation is the lowest which is (3.00) and flexibility and quality Mean is (3.690), this means all the items can have impact of the administering creativity.

Table (4) Relation amongst administration inventive items and effectiveness of organizational performance

Items	Correlation coefficient	Sig
The relationship between administrative inventive and effectiveness of organizational performance	0.725	0.000

Between change and achieving effectiveness of organizational performance	0.711	0.000
Take risks and achieve effectiveness of organizational performance	0.876	0.000
Between innovation and fluency and achieving effectiveness of organizational performance	0.821	0.000
Responsiveness	0.790	0.000
Originality	0.8.10	0.000

*Source: From the researcher*

From the above table we can see that the Correlation coefficient for relations between administration and effectiveness of organizational performance is 0.725 which is high, that means there is statistical relation between both. Regarding Correlation coefficient of the risk and achieving effectiveness of organizational performance is 0.876, again it is very high and this confirms there is relation between this item and administration creativity, and about the changes and effectiveness of organizational performance the Correlation coefficient is 0. 711. Besides, as far as the responsiveness to the innovation is concerned its correlation coefficient is 0.790 and for the originality of the innovation is 0.810, where are again high.

Table (5) Evaluation of the degree of internal consistency between organizational development variables using the alpha coefficient

<b>Variables</b>	<b>Statements</b>	<b>Alfa Coefficient</b>
Objectives and organizational goals	13	%95,4
Development of inventive ideas	10	%92,0
Organizational inventive	14	%90,9

*Source: From the researcher*

The alpha coefficient was used to measure the degree of consistency in the dimensions of organizational development variables, and it was found from the results that the alpha coefficient of the goals and strategies amounted to (95,4) and the alpha coefficient of innovation organization was (90,9) while the alpha coefficient of the scale of human resources was swallowed (92,0). As indicated in the above table No. (4), and given that the degree of dependence is a benefit from the application of the alpha coefficient method.

## **6. Research Findings and Results**

The research's goal is to show the impact of administrative inventive on the effectiveness of organizational performance at the part of Small and Medium Size (SME) enterprises in Erbil City.

Respondents where positive towards achievement of the administrative inventive and they believed that the studied enterprises can positively respond to any changes and creativities might happen in their organization as they pay attention to the quality as the main component for existing in the working environment.

Based on the results show that respondents believe that possess skills to be creative and support their organization to achieve its goals, they also feel with flexibility in their working environment, which support them for being creative.

The research results and findings supported the research hypothesis as they show that there are statistical indicators for the administrative inventive and its impact on the effectiveness of organizational performance at SME Enterprises in Erbil

### **6.1 Results and discussions**

This researched aimed to test the role of administrative inventive on achieving effectiveness of organizational performance within the (SME) enterprises in Erbil city. (SME) enterprises in Erbil showed a positive responsiveness toward administrative inventive through achieving quality and responsiveness towards the role of administration inventive in achieving effectiveness of organizational performance for their enterprises.

The results of the research showed that the employees of the organization agree that there is no strategic planning in the organization. The opinions of the sample members were less than average. They see that the vision, mission, and goals of the organization are not clear, and there is a low level of employee participation in setting the goals and strategic plans, and that the development goals in the organization it is difficult to achieve.

The results of the research showed that staff believe that the organizational structure of the organization is inappropriate, as it does not allow effective communication, and that the organizational structure is inflexible and is not commensurate with the needs of work, and there is no delegation of powers at all administrative levels, and the management of the organization does not develop the organizational structure in a way continuous.

Regarding the quality, enterprises believe that they have to develop the methods where they can achieve quality and development of intellectual capital of their organization as a main source of being innovative.

The results of the research showed the lack of interest of the organization's management in the development of human resources. It does not select its employees according to clear and specific criteria, and it does not allocate part of the budget to develop the performance of employees, and it does not support the process of training and developing the skills of employees, and it does not seek the assistance of experts in the field of organizational development to train employees in the organization, and therefore there is no training in organizational management.

## **6.2 Research Recommendations**

Based on the above-mentioned research results, the researcher has concluded with the following recommendations:

- 1- Enterprises should focus on providing training courses for their staff and creating administrative leader within their organizations, and development of innovation areas.

- 2- Development of the organizational culture in a way employees should know that they can be innovation and they can have roles in the development of their organizations.
- 3- To be innovative and achieve administrative inventive, enterprises should implement organizational strategy at all levels.
- 4- The management of the enterprises should try to discover the skilled staff they have so that they can invest in them and use their skill for accomplishment of the enterprise goals.
- 5- Focusing of conducting future researches that further supports this area.

## **7. Conclusion:**

The organizations need an inventive environment and this has become a compulsory requirement if organizations require to obtain excellence in performance and maintain their continuity to survive and grow. The most important area in enhancing interaction between the organization and achieving its goals derived from the needs of the environment surrounding it. Given the rapid changes and developments in our present time, this required that the individual also be more inventive to be able to keep pace with the circumstances and variables surrounding them.

The necessity of paying attention to training employees on how to identify problems, whether by consultative or reflexive methods. The necessity of paying attention to training employees on how to solve problems, whether by consultative or negotiating methods, or by hidden or explicit matters. That the enterprises take the opinions of customers and meet their renewed desires.

The results of the research showed the lack of quality institutional performance in the governance and management dimension, as the enterprise does not have sufficient sources of information, nor an information management system, nor does it have a clear job description for employees, and the enterprise does not have clear policies for complaints and work systems, and the management of the enterprise does not have Human resource development plan.

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## کاربگری داهینهری کاربگری له سه ر کاربگری نه دای ریکخراوهیی: که یسی

### به شیک له کاربگری بچووک و مامناوهند له شاری هه ولیر

#### پوخته

ئه م توژیینه وهیه به دواداچوون دهکات له سه ر پادهی به رده ستیوونی پیکهاته کانی داهینهری کاربگری، ههروهه بۆ ده ستینیشانکردنی توانای کاربگری بچووک و مامناوهنده کان له شاری هه ولیر بۆ به ده ستیهینانی کاربگری نه دای ریکخراوهیی، ههروهه ده ستینیشانکردنی واقعی په یوه ندیه که به پیکهاته کانه وه له داهینهری کاربگری که لیره دا نوینه رایه تی ده کریت، داهینان و پوانینی فیکری، نه رمی، چاره سه رکردنی کیشه کان، و وه لامدانه وهی بۆ به ده ستیهینانی کاربگری نه دای ریکخراوهیی. توانای کبیرکی، و بۆ دیاریکردنی پادهی گۆرانکاری له کاربگری گۆراوه وابه سه ته کراوه کانی نه دای ریکخراوهیی به هۆی گۆرانکاری له پیکهاته کانی داهینانی کاربگری، و ئه مه ش له ریکه ی گریمانیه کانی توژیینه وهه تاقیکرایه وه، و ئامرازی توژیینه وهه که ئاماده کرا، و دابه شکرا به سه ر نمونه که دا پیکهاته وه له (۲۰) دامه زراوهی بچووک و مامناوهند له شاری هه ولیر. توژیینه وهه که به کۆمه لیک ئه نجام کۆتایی هات، که گرنگترینیان ئاستی به رزی داهینانی کاربگری به باری به ده ستیهینانی کاربگری نه دای ریکخراوهیی ریکه یه کی به رزی به ده ستیهیناوه، ههروهه ده رکه وتوو که په یوه ندیه کی راسته وخۆ له نیوان پیکهاته کانی کاربگری هه یه داهینه رانه و به ده ستیهینانی کاربگری نه دای ریکخراوهیی. گرنگی ئاماری له وه لامه کانی ئه ندامانی نمونه که دا سه باره ت به گه پاندنه وهی په گه ز، ناوی کار، ته مه ن و بوار، له کاتیکدا جیاوازی هه یه به پپی سالانی خزمه ت.

وشه ی سه ره کیبه کان: داهینهری کاربگری، گه شه پیدانی ریکخراوهیی، کاربگری بچووک و مامناوهنده کان /هه ولیر



## أثر الإبداع الإداري على فاعلية الأداء التنظيمي: حالة جزء من المشاريع الصغيرة والمتوسطة في مدينة أربيل

### ملخص

يبحث هذا البحث في درجة توافر مكونات الاداري الابتكاري، وكذلك التعرف على قدرة المشاريع الصغيرة والمتوسطة في مدينة اربيل على تحقيق فاعلية الأداء التنظيمي، والتعرف على حقيقة العلاقة بالمكونات. من الإبداع الإداري المتمثل هنا في الابتكار والطلاقة الفكرية، والمرونة، وحل المشكلات، والاستجابة لتحقيق فاعلية الأداء التنظيمي. التنافسية، والتعرف على مدى التغيير في المتغير التابع فاعلية الأداء التنظيمي بسبب التغيير في مكونات الإدارة الإبداعية ، وتم اختبار ذلك من خلال فرضيات البحث، وتم إعداد أداة البحث وتوزيعها على العينة. تتكون من (20) منشأة صغيرة ومتوسطة الحجم في اربيل. واختتم البحث بمجموعة من النتائج أهمها ارتفاع مستوى الإبداع الإداري في مجال تحقيق فاعلية الأداء التنظيمي وحصوله على نسبة عالية ، كما تبين أن هناك علاقة مباشرة بين مكونات الإدارة.

الابتكار وتحقيق فاعلية الأداء التنظيمي. دلالة إحصائية في استجابات أفراد العينة عن الجنس والمسمى الوظيفي والعمر والميدان، بينما توجد فروق حسب سنوات الخدمة.

الكلمات المفتاحية: الإبداع الإداري، التطوير التنظيمي، الشركات الصغيرة والمتوسطة / أربيل