

The Role of the Lean Management in Promoting the Creativity of Jawwal from the Point of View of Its Employees

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Abstract: *The aim of the study was to identify the lean management and its impact on the achievement of creativity among the employees of Jawwal, and to indicate the availability of flexible management tools (organization of the work site, continuous improvement, standard work, multi-function workers, Six Sigma), and to determine their ability to achieve creativity in its different dimensions (problem solving and decision making, changeability, accept risk, encourage creativity). The researchers used the analytical descriptive method. The study was applied to the Jawwal Company in Gaza Governorate - the North Branch (85 employees). The questionnaire was used as a tool for study, and the comprehensive inventory method was used. (75) Questionnaires were recovered with a recovery rate of (96%). The study concluded with a number of results, the most important of which is the impact of the flexible management tools and the achievement of the elements of creativity through: (standard work, multi-function workers, and six sigma). There are also no statistical differences between the opinions of the sample of the study due to the graceful management and creativity in Jawwal Company in terms of (Gender, qualification and years of service). The researchers recommend a number of recommendations, the most important of which are: Increase interest and expansion in the use of lean management tools because they have a clear impact on the achievement of elements of creativity, focusing on tools that have the greatest impact in achieving the elements of creativity (continuous improvement, standard work, Six Sigma).*

Keywords: Lean Management, Administrative Creativity, Jawwal Company, Gaza Strip, Palestine.

1. INTRODUCTION

The success of Toyota and later leading companies to adopt a lean management style is one of the reasons why companies looking to excel and lead in their field need to adopt it. The efficiency and effectiveness of the performance of any organization is closely related to the effectiveness of the management, which requires the improvement of its capabilities and the provision of the necessary care, and provide the appropriate environment that achieves the permanent creativity of the organization and attention to nurture and care, in addition to strengthening the skills of creative thinking of workers because of its significant impact on Performance of employees and out of the traditional framework of working towards creative ways that contribute to the competitive advantage of the institution (Abu amuna et al., 2017).

The concept of lean manufacturing or production, which appeared in the early nineties of the last century, which seeks to re-study the process of the process of production in full, and the elimination of any activity does not add value to customers, and then the idea of production of the soft turned into a comprehensive thought applied in all areas and business activities Such as medical and educational service areas with the same content, and achieving the best performance through the best outputs to create the concept of culture of value added, forming the concept of lean management, a modern management philosophy based on

achieving the maximum value of customers by reducing waste, waste and waiting.

Creativity is an important element that is invested by successful institutions that are keen to compete in the markets with high levels of quantity and quality in different fields. Therefore, it is important that both the individual and the institution are creative to cope with the various changes in the environment. It has to expand its work and establish it as an imitation that is part of its organizational culture (El Talla et al., 2018). The role of innovation in organizations is reflected in the awareness of employees and the creation of an environment conducive to innovation and business development. Jawwal, as a provider of mobile communication services, is in dire need of innovation and the use of flexible management tools to develop and improve its services to customers.

In the light of the above, the study discussed and analyzed the flexible management dimensions of (organization of work site, continuous improvement, standard work, multi-function and six Sigma) and its role in enhancing creativity through its dimensions (problem solving, changeability, and encourage creativity).

2. PROBLEM STATEMENT

The service sector in Palestine, in general, the telecom sector and Jawwal in particular face the emergence of modern management tools such as: Lean management tools as a modern management philosophy that achieve the maximum value of customers through spreading the culture

of preventing waste and minimizing waste and damage in the use of resources through different activities for work, Jawwal is one of the companies with a strong presence in the Palestinian society and is one of the companies that is always looking to target high quality standards.

However, some customers, especially in Gaza Strip, have some observations regarding the services provided by Jawwal. The researchers generated a desire to examine and verify and truthfulness of the complaints that spread against Jawwal, including:

- Some services need improvements.
- Ambiguity in the standards of some services provided to customers.
- Lack of multi-functional staff.

Therefore, the problem of the study is specifically to answer the main question:

What is the role of the lean management in achieving creativity in Jawwal from the point of view of its employees?

The following questions stem from the main question:

Q1-: What is the availability of the flexible management dimensions of Jawwal?

Q2-: What is the level of creativity in Jawwal?

Q3-: Is there a statistically significant impact between the flexible management dimensions and the creative factors of Jawwal?

Q4-: Are there differences between the views of the study community on the variables of the study due to the following factors: (gender, qualification, and years of service)?

3. RESEARCH IMPORTANCE

The importance of the present study stems from addressing a number of modern topics. A few studies dealt with this subject, which is the lean management and its role in achieving creativity by applying to Jawwal. The use of modern administrative tools while creating an environment conducive to creativity through the design of the work activities professionally to prevent loss and waste of work, while working to find creative solutions to the problems within the organizations that help the expansion and growth, which leads to the development and advancement of society. The importance of study is outlined in the following points:

1. The importance of the study stems from the fact that it deals with a new topic, and to the knowledge of the researchers it is one of the few studies that dealt with this subject.
2. This study may contribute to the attention of researchers to conduct further applied studies in this important field, which constitutes an addition to administrative literature.
3. The current study highlighted the cellular communications sector represented by Jawwal, which is one of the pillars of the Palestinian economy.

4. The present study may contribute to the enhancement of the services provided by the organizations, especially Jawwal.

4. RESEARCH OBJECTIVES

- Demonstration of the availability of the use of lean management tools at Jawwal.
- Explain the availability of creative factors in Jawwal.
- Identify the impact of the use of lean management tools in achieving the creative factors in Jawwal.
- Identification of the differences, if any, between the views of the study community on the variables of the study due to the following factors: (gender, qualification, and years of service).

5. RESEARCH HYPOTHESIS

Ho 1: There is no statistically significant effect between the dimensions of lean management (site organization, continuous improvement, standard work, multi-function, and six sigma), innovation factors (problem solving, changeability, risk tolerance, and creativity promotion) at Jawwal.

Ho 2: There are no differences between the views of the study community on the variables of the study due to the following factors: (Gender, qualification, and years of service).

6. RESEARCH LIMITS AND SCOPE

1. **Human and spatial limits:** The study targeted all workers in Jawwal - North Gaza branch.
2. **Time limit:** The study and data collection were implemented during 2018.
3. **Objective:** This study dealt with the lean management and its role in achieving creativity, applying to Jawwal.

7. THEORETICAL FRAMEWORK

The concept of lean management:

Lean management has become an important way to improve organizational performance, a philosophy of continuous improvement, requiring commitment and participation by all employees (Jurado & Fuentes, 2014). Lean management has been defined as a philosophy through which the organization aims to maximize value to its customers by minimizing loss and waste (Nicholas, John, 2010). The concept of lean management has two perspectives: the first conceptual, philosophical perspective on guidelines and overall goals, the second practical perspective on a set of practices and tools, or the management techniques that are consistent with the philosophical perspective (Shaikh & Khalifeh, 2014). The concept of lean management aims to produce products and services at the lowest cost and as quickly as possible. It focuses on efficiency, minimization of waste, damage and loss of resources. This is known as Japanese muda to improve speed and increase productivity. Therefore, the most fundamental principles of the concept of lean management is

the search for perfection in an ever-changing and rapidly changing world. Clearly, when we talk about the concept of lean management, we are talking about philosophy as an unfinished project. It requires every individual in the organization to participate fully in its principles. However, it is a simple philosophy of understanding and learning, but the challenges are to implement it, because it is difficult to see perfection in the business design process, so managers need to change their management style in terms of motivation and involve them in the use of lean management tools.

Changing the management style, behaviors, and ways of thinking of people and organizational cultures is the most difficult and important aspect of the shift to the use of lean management approach and tools, rather than change in tools, processes and systems (Nylund, 2013).

Principles of Lean Management:

In order to achieve this philosophy its main objectives are based on a set of basic principles that cannot be successful without it. In his book, "The Toyota Way," Liker Jeffrey gave fourteen principles underpinning the graceful management philosophy of (Ben Warth and Jabah, 2016):

Principle 1: Focus the decisions of the administrative institution on a long-term philosophy and acceptance of costs in the short term.

Principle 2: Create a continuous flow in the operations of the institution in order to face problems.

Principle 3: Adoption of the system of withdrawal instead of payment in order to avoid excess production.

Principle 4: Streamlining of activities by not obstructing operations and avoiding bureaucracy.

Principle 5: Emphasis in the culture of the institution on the principle of (JIT) delivery on time in order to address the problems in order to ensure a good level of quality.

Principle 6: Standardization and characterization of production processes and follow the rule of continuous improvement.

Principle 7: Visual administration: that is, all rules and administrative methods must be clear to all and known to all, which makes it possible not to stay errors hidden.

Principle 8: Use only the proven technology in the production process to avoid mistakes and waste of time and resources.

Principle 9: The formation of leading people with sufficient knowledge of the details of all operations within the institution and able to devote the culture and philosophy of the institution in their own way.

Principle 10: The formation of specialized teams in quality that follow the philosophy of the institution.

Principle 11: Respect and encourage partners and suppliers to always strive for the best and continuous improvement.

Principle 12: Devoting the principle of fieldwork to knowing exactly what is going on and understanding the situation correctly.

Principle 13: Making decisions promptly and without delay, in accordance with the actors within the institution taking into account all the surrounding factors.

Principle 14: The institution must always remain in the way of learning and tracking the causes of the problems of the institution and work to solve them in order to achieve the idea of continuous improvement.

Concept of creativity:

Creativity is a human behavior that is not limited to a particular group of people, whether on a career or a personal level. It is an inherent potential of all individuals to varying degrees depending on their ideas and tendencies or the factors of inheritance that have a large role in it. And innovations, this ability varies and varies from person to person depending on the individual differences between them (Abu Namous, 2016).

The following are the most important definitions of creativity that have varied according to the environments in which they were addressed.

The subject of creativity and concept was associated with the first beginnings of the existence of man on earth as man sought to achieve creation and creativity in various aspects of his life and to better living conditions, which moved him to his presence in formal and informal organizations and trying to reach them through creativity to situations and levels of optimum performance.

The Arabs know creativity through the tongue of the Arabs as a heresy and the creation of the thing, which created it on an earlier example. Innovation in English means creating or creating something new, while the Oxford Dictionary defines it as presenting new ideas, methods or methods.

(Al-Obeidi, 2007), defines it as "mental abilities, but alongside these capabilities, there are a number of driving factors in the individual, such as ambiguity and a number of emotional factors such as self-confidence and self-sufficiency. (Al-Obeidi, 2010) see the creativity as a relative process that lies between the stage of simulation and development to the stage of original innovation, a process that involves looking at phenomena, things and problems with a new and unfamiliar perspective, in which the individual and work interact with the internal organization environment and the external environment of the organization. Young and Chen (2010) also view creativity as "the process of producing new and useful ideas".

El Talla et al. (2018) defines it as "a process that involves feeling the problems, testing their validity, and communicating the results to others." Al Shobaki et al. (2018) believe that it is the process of "producing and generating methods, methods and ideas that can be responsive to employees and motivate them to invest their abilities and talents to achieve the goals." Anon defines it as the process of associating ideas or things with relationships that never existed before (Khalaf, 2010).

Features of Creative Personality (Naseer and Al-Azzawi, 2011):

Creativity is a creative human behavior that lies within each individual. It is agreed in the cases of stimulating perception and arousing sensations in many ways. There are distinguished individuals who have the queen of the constant

and vital presence of the subconscious mind. They can find the most appropriate solutions and the best ones from a set of options. To an issue that was agreed to be intractable.

Therefore, creativity is a latent talent in every human being like the other hidden talents. You need to stir up, refined, and exercise in a constant manner so that you can be a queen present in every new production. Therefore, some do not think that creativity is concerned with the owners of supernatural intelligence or the children of women to the state of real creativity in various areas of individual and social life.

However, there are some individuals show their abilities and creativity through emergency situations and critical conditions, and they have to go to themselves more and take care of their capabilities, and change the pattern of their behavior in accordance with the attributes they hold, including:

1. Sensitivity: It means the ability to be aware of the problems of a particular situation and to take into account all its dimensions and factors.
2. Fluency: The ability to produce a large stream of ideas and creative perceptions in a limited time and divide fluency into:
 - Fluency of words: Any speed of production of words or units of expression according to certain conditions in their construction or installation.
 - Diffusion Flux: Any speed of producing images with specific characteristics in meaning.
 - Fluency of ideas: any speed of revenue of a large number of ideas and intellectual images in one position.
 - Transcendence of expression: the ability to express ideas and the ease of formulation in words or images to express these ideas in a way that they are connected to others and appropriate.
3. Flexibility: It is the ability of the mind to adapt to changing and emerging situations, and to move from a rigid angle to the liberated angles of the confrontation process.
4. Originality: It means introducing innovative products that are suitable for the purpose and function for which they work. In other words, rejection of ready-made and familiar solutions, taking new behavior in line with the desired goal and launching unusual responses to unfamiliar stimuli that we cannot call it original response, because they are unproductive guided rounds of production.
5. Insight: It means having the insight and the ability to penetrate the traditional blocking and read the results prematurely and give the necessary alternatives to all the expected possibilities.

Jawwal Company:

Since its inception, the Palestinian Cellular Telecommunications Company (Jawwal) has been a cellular company that competes with four Israeli companies in the cellular communications industry. In order to impose

isolation. Hence, the Palestinian Cellular Telecommunications Company (Jawwal) was the first Palestinian cellular company to connect the parts of Palestine in light of the fragmentation of the country and the difficulty of communication between the parents. Despite the difficult political and economic circumstances, Jawwal has been able to achieve tangible success on the ground from the moment it started its services in 1999. It has proved to be the first mobile telecommunications company in Palestine to be chosen by more than 2.85 million subscribers in 2018.

Jawwal's main objectives:

- Providing the latest communications technology systems and services, information systems, data communication and added services to meet all the needs of customers in all Palestinian communities.
- Achieving profitable investment returns for shareholders and maintaining their investments and working to achieve their expectations and aspirations and ensure communication and communication with them on an ongoing basis.
- Providing the widest range of services to the largest subscriber base in all Palestinian fields.
- Contribute to the building of the Palestinian society by supporting the largest possible initiatives, social, educational, health, economic and infrastructure activities, to create a distinguished communication relationship between the companies of the group and the Palestinian society in order to contribute to the realization of the aspirations of the society and enhance its capabilities.

8. LITERATURE REVIEW

- Study of (Abu Salim et al., 2018) The objective of the study was to identify the reality of the lean management in Jawwal from the point of view of its employees, and to indicate the availability of lean management tools (organization of the work site, continuous improvement, standard work, multi-function workers, Six Sigma) The study used the analytical descriptive method. The study was applied to Jawwal Company in Gaza Governorate - North Branch. The number of employees was (85) employees. The questionnaire was used as a tool for study. Comprehensive method and (75) questionnaire were recovery at a rate (96%). The study concluded with a number of results, the most important of which were the application of lean management dimensions at Jawwal, and the dimensions that received the least attention from the perspective of the employees of Jawwal (Six Sigma and Multifunctional Workers). There are also no differences between the opinions of employees on the availability of lean management dimensions in terms of (type, qualification, and years of service). The most important recommendations were to increase interest and expand the use of lean management

tools because they have a clear impact on innovation, by focusing on tools that have the greatest impact on the achievement of the elements of creativity (continuous improvement, standard work, six Sigma).

- Study of (Msallam et al., 2018) aimed to identify the level of creativity of the workers in Jawwal in its different dimensions (problem solving and decision making, changeability, acceptance of risks and encouragement of creativity). The researchers used the descriptive analytical method. The study applied to Jawwal, The questionnaire was used as a tool for study, and the comprehensive inventory method was used and 75 responses were retrieved (96%). The study concluded with a number of results: Jawwal's interest in creativity, where he obtained a high approval rate according to the opinions of the company's employees. The order of the dimensions of creativity was as follows: It ranked first after "problem solving", followed by "encouraging creativity, then after accepting the risk" and finally solving "changeability." There were also no statistical differences between the sample of the study Jawwal Company (Gender, qualification, and years of service). The researchers recommend a number of recommendations, the most important of which are: to find the appropriate organizational climate for creativity and to encourage employees to come up with new ideas, and to promote the culture of creativity among employees, through the activities of continuous improvement of the activities of the company even if there are no problems, to maximize the value of services provided to customers.
- Study of (El Talla et al., 2018) aimed to identify the creative environment and its relation to the graceful management of the technical colleges operating in Gaza Strip. The analytical descriptive method was used through a questionnaire which was randomly distributed to 289 employees of the technical colleges in Gaza Strip with a total number of (1168) employees and a response rate equal to (79.2%) of the sample study. The results showed a high degree of approval for the dimensions of the creative environment with a relative weight of (75.19%). It also showed a high level of creative environment where the ranking and relative weight was as follows: Fluency (76.86%), Sensation of problems (74.89%), Flexibility (74.59%) and originality (74.41%). The results showed that the technical colleges achieved a high level of lean management with a relative weight of 76.69% and a high level of lean management. (79.56%), responding to customer requirements (79.14%), reducing costs (75.68%), maximizing competitiveness and profitability (74.59%), Improve service (74.52%), and the results showed a statistically significant difference relationship between the dimensions of the creative environment and management in lean technical colleges in Gaza Strip. The researchers suggested a number of

recommendations, the most important of which is the need to enhance the dimensions of the creative environment by working to improve the abilities of the faculties in fluency, flexibility, originality, sensitivity to problems and the importance of increasing attention to the dimensions of achieving the graceful management because of their role in the development of technical education departments and sustainability. Develop lean management mechanisms and applications in terms of reducing waste, reducing costs, improving service, responding to customer requirements, and maximizing competitiveness and profitability, commensurate with the capabilities of these colleges.

- Study of (Al Shobaki et al., 2018) aimed at identifying the extent of the technical colleges' commitment to the application of the lean management. The analytical descriptive method was used through a questionnaire randomly distributed to 289 of 1168 employees of the technical colleges in the Gaza Strip with return ratio of (79.2%) out of the sample study. The results of the study showed that the technical colleges achieved a high level of lean management with a relative weight of 76.69%. The results of the study showed that there is a high level of lean management (loss reduction, cost reduction, service improvement, customer satisfaction, maximization of competitiveness and profitability) in technical colleges in Gaza Strip. The field of waste reduction came first and with a relative weight of 79.56% In the second place came the field (responding to customer requirements) and a relative weight (79.14%), in the third place came the field (cost reduction) and a relative weight (75.68%), in the fourth place came the field (maximizing competitiveness and profitability) and relative weight (74.59%), in the fifth and final place came the field of (service improvement) and relative weight (74.52%). The results confirmed the existence of statistically significant differences in the application of the lean management dimensions between technical colleges. The results showed that there were no differences in the application of the lean management according to the levels of experience except after the reduction of costs, where there were differences from the point of view of those with low experience. The researchers suggested a number of recommendations, the most important of which is the need to increase the attention to the dimensions of achieving the lean management because of their role in the development and sustainability of technical education departments by enhancing and improving the operations in the technical colleges, especially in the difficult conditions experienced by Gaza Strip and the scarcity of resources. And the importance of urging decision makers in technical colleges to develop efficient management mechanisms and applications in terms of reducing waste, reducing costs, improving service, responding to customer requirements, and maximizing

competitiveness and profitability, commensurate with the capabilities of these colleges

- Study of (Al-Ayoubi and Al-Haila, 2015) aimed to identify the role of creativity and innovation in enhancing the competitiveness of the staff of Bank of Palestine Limited, and to detect the differences in the responses of the sample members according to the variable (qualification, years of service and gender). The researchers used the descriptive analytical method. The study tool was a questionnaire applied to A simple random sample of (60) single, the study reached the results of the most important: The level of achievement of competitive advantage (quality, excellence, and response speed) in the Bank of Palestine was high, and the existence of a positive relationship of statistical significance between creativity and innovation and achieve competitive advantage.
- Study of (Mohammed and Chenter, 2015) was designed to test the relationship between the quality of work life and organizational creativity in the Ministry of Planning. The data were collected from a sample of (100) directors representing the decision centers in the Ministry of Planning. The study was based on several tools: questionnaire, interviews and official reports. Research shows the existence of relationships and the impact of search variables.
- Study of (Glouley, 2013) aimed to identify the attitudes of the workers at Biskra University toward the level of their organizational culture and to know the effect of the organizational culture on its various dimensions in the managerial creativity of the employees. The study society consisted of 808 working and working workers of the University of Biskra, (160) questionnaire were valid for statistical analysis. The study concluded that the level of organizational culture prevailing at Biskra University was high, and the level of administrative creativity Among the workers was high, in addition to the above, the study showed that there were statistically significant differences in the attitudes of the respondents about the level of the organizational culture prevailing at Biskra University according to sex, as well as the existence of statistically significant differences in the respondents' attitudes about the level of managerial creativity among the employees due to the variables Gender, age, academic qualification, years of service).
- Study of (Ben Warth and Jabah, 2016) aimed to shed light on one of the most important modern methods of production management, which is the graceful management method, and through the analytical descriptive approach adopted by it. It has been concluded that these institutions are represented by senior management and are committed to providing all the necessary resources to implement this method. The training policy adopted is in line with the basic requirements. However, the prevailing culture in these institutions, Help between management and workers

remains a major obstacle to the application of this administrative philosophy.

- Study of (Sparrow & Otaye, 2014) The aim of the study was to identify the relationship between lean thinking and the role of human resource management in achieving lean sustainability which may lead to changes in the intellectual capital surrounding soft thinking and new core experiences. The study is based on 18 interviews with senior managers responsible for lean management and HR strategy in 12 organizations based on the case-study approach to results. The study concluded that the Organization's human resources should be engineered for the successful implementation of lean management through changes in human resource skills, behavior and competencies as well as changes in human resources practices.
- Study (Damrath, 2012) aimed to develop a general framework that could be used as a conceptual guide to implement the concept of lean management in the services sector. The methodology of the study was descriptive to describe the lean management initiatives using questionnaire as a study tool, distributed to 123 workers for 35 service companies. The study reached a number of conclusions, the most important of which is: the application of the lean administration in the service sector based on a number of lean tools.

Comment on previous studies:

The previous studies dealt with the topics of the management of agility and creativity, and applied to the various sectors including: pharmaceutical companies, banks, universities, telecommunications companies, which provide mostly services to customers, and is consistent with the current research that the application on the company Jawwal, which provides services in the telecommunications sector, It is noted that there is a scarcity in the studies that dealt with the subject of Lean management, especially in Arabic, which gives special importance to the current research.

All the previous studies have used descriptive analytical methods, and different in the method used, some used the method of comprehensive survey, the other used the sample method, and others used the method of case study on some companies, and the current study agrees with the methodology used descriptive analytical approach as agreed in the tool, In terms of the sector to which it was applied, the dimensions studied in the study, and the period of time.

9. METHODOLOGY OF THE STUDY:

Study Methodology: Based on the nature of the study and in order to achieve the objectives of the study, the researchers used the descriptive analytical method.

Researchers used two main sources of information:

1. **Secondary Sources:** The researchers aimed at addressing the theoretical framework of the study to secondary data sources, which are related Arabic and foreign books and references, periodicals, articles and

reports, and previous researches and studies that dealt with the subject of the study.

2. **Preliminary Sources:** To address the analytical aspects of the study subject, the required data were obtained through the Questionnaire prepared for this purpose. The data were analyzed and the results were analyzed using the Statistical Package for Social Science (SPSS).

Study Society: The survey population consisted of all employees of Jawwal in the Gaza Strip - North Branch (85). The researchers distributed the questionnaires to all members of the study community. The total number of questionnaires was (75), which is (96%) valid for analysis, and the following tables show the characteristics and characteristics of the study sample as follows:

Part One: Personal Information:

Table 1: Distribution of the society of the study

		Repetition	Percentage
Gender	Male	57	%76.00
	Female	18	%18.00
Total		75	100.0
Qualification	BA	58	%77.3
	M.A.	17	%22.70
Total		75	100.0
Years of Experience	1 to 5 years	33	%44.00
	From 6 to less than 10 years	31	%41.30
	More than 10 years	11	%14.70
Total		75	100.0

Table 1 shows that 76.00% of the study population is male and 18.00% of the study population is female. This indicates that the employees in Jawwal are mostly male and few females, and this is because male employees have ability to bear the burden of working pressure and field work more than females. And that 77.30% of the society of the study qualifies them as "bachelor", and 22.70% of the society of the study qualifies for them "Master", and this shows that most of the employees of the bachelor degree compared with employees of the graduate campaign, and this is because Jawwal need is more technical than the need for higher qualification holders. However, the company's policy supports the continuous development of its employees. This is evident in the tendency of many of its employees to complete their higher studies and obtain higher qualifications than the bachelor's degree. And 44.00% of the study population ranged from 1 to less than 5 years. 41.30% of the study population ranged from 6 to less than 10 years. 14.70% of the study population had years of experience they have "10 years and more," it is clear that Jawwal has many experiences. It is noticeable that the lowest percentage of those with long experience and the highest percentage of the least experienced, because Jawwal is in a stage of development and growth and that the number of its employees is constantly increasing.

Study tool: A questionnaire was prepared on "Lean management and its impact on achieving creativity among Jawwal employees." The questionnaire was divided into two parts as follows:

- Part 1: It consists of the personal data of the study community and consists of 3 paragraphs
- The second part deals with the Lean management and its impact on the achievement of creativity among the employees of Jawwal company, and it was divided into two axes as follows:

- The first axis is the agile administration. It consists of five fields, which are in order (organization of the work site, continuous improvement, standard work, multi-function workers, six sigma), each of which consists of 5 paragraphs.
- The second axis is creativity. It consists of four areas, namely: problem solving, changeability, risk tolerance, creativity, and each of them consists of 5 paragraphs.

The answers to each paragraph were 5 answers, where the score "5" was completely agreeable and the score "1" was not fully agreeable as shown in Table (2).

Table 2: Answers Scale

Category	Absolutely Agree	Agree	To Some Extent	Not Agree	Not Quite OK
Class	5	4	3	2	1

Reliability and consistency of resolution:

The first method: The judges believe: The questionnaire was presented to a group of arbitrators consisting of (5) members of the faculty, specialists in management, economics, accounting, statistics, and technical education in universities and colleges.

1. Validate the internal consistency of the resolution paragraphs

The internal consistency of the questionnaire paragraphs was calculated by calculating the correlation coefficients between each paragraph and the total score of its axis as follows:

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The validity of the internal consistency was determined by calculating the Pearson correlation coefficient between each of its paragraphs with the dimension to which it belongs and with the total score, in order to identify the strength of the resulting correlation coefficient.

Table 3: The correlation coefficients of paragraphs in their fields as a whole

The Field	Field Correlation Coefficient As A Whole	
	The Value Of R	Level Of Significance
Organization Of The Work Site	0.771	0.000
Continuous Improvement	0.800	0.000
Standard Work	0.838	0.000
Multifunctional Workers	0.773	0.000
Six Sigma	0.791	0.000

The r value of the table is at a significance level of 0.05 and the freedom level of "21" is 0.415
 It is clear from the previous table that all correlation coefficients are statistically significant. The probability value of each paragraph is less than 0.05 and the calculated r value is greater than the tabular r value of 0.415. Thus, the paragraphs of the first axis are true to what was put to measure

The internal honesty of the paragraphs of creativity

The validity of the internal consistency was determined by calculating the Pearson correlation coefficient between each of its paragraphs with the dimension to which it belongs and with the total score, in order to identify the strength of the resulting correlation coefficient.

Table 4: The correlation coefficients of paragraphs in their fields as a whole

The Field	Field correlation coefficient as a whole	
	The value of r	Level Of Significance
Problem Solving	**0.842	0.000
Changeability	**0.883	0.000
Accept risk (risk taking)	**0.743	0.000
Encourage creativity	**0.903	0.000

The r value of the table is at a significance level of 0.05 and the freedom level of "21" is 0.415

It is clear from the previous table that all correlation coefficients are statistically significant. The probability value of each paragraph is less than 0.05 and the calculated r value is greater than the tabular r which equal to 0.415. Thus, the paragraphs of the axis are true to what has been put to measure.

Reliability of questionnaire paragraphs:

1. **Split-Half Coefficient:** Pearson correlation coefficient was found between the rate of individual questions of rank and the rate of marital questions for each dimension. Correlation coefficients were corrected using the Spearman-Brown Coefficient correlation coefficient according to the following equation:
2. **Cronbach's coefficient alpha:** The researcher used Cronbach's coefficient alpha to measure resolution stability as a second method. Table (5) shows that there is a relatively high coefficient of consistency of the questionnaire paragraphs, which reassures the researcher to use the questionnaire.

Table 5: Stability Factor (Half-Split Method)

The Field	Axis Content	Number Of Paragraphs	Midterm Retail	Correlation Lab	Cronbach's Coefficient Alpha
The first axis: Lean management					
The First	Organization Of The Work Site	5	0.866	0.928	0.801
The Second	Continuous Improvement	5	0.888	0.941	0.821
The Third	Standard Work	5	0.902	0.948	0.836
The Fourth	Multifunctional Workers	5	0.745	0.853	0.741
Fifth	Six Sigma	5	0.750	0.857	0.691
The second axis: Creativity					
The First	Problem Solving	5	0.932	0.965	0.877
The Second	Changeability	5	0.927	0.962	0.881
The Third	Accept risk (risk taking)	5	0.621	0.766	0.706
The Fourth	Encourage creativity	5	0.872	0.932	0.798

Analysis of the paragraphs and hypotheses of the study.
 A single sample T test was used to analyze the questionnaire sections and the following tables contain the percentage of each paragraph as well as the arithmetic mean, the relative weight, the t value and the significance level of each

paragraph. The paragraph is positive, meaning that the members of the community agree with their content if the calculated t is greater than the value of tabular t, which is equal to 1.995 at the level of freedom of 74 and the level of significance of 0.05 (or the moral level is less than 0.05 and

the relative weight is greater than 60%). The paragraph is negative in the sense that the members of society do not agree with their content Smaller than the tabular t value which is -1,995 at a free degree (0.05), the moral level is less than 0.05 and the relative weight is less than 60%. The opinions of the sample in the paragraph are neutral if the moral level is greater than 0.05.

Question 1: What are the dimensions of the Lean management of Jawwal?

For the answer, the researchers calculated the level of application of Lean management dimensions by calculating the arithmetic mean, standard deviation and relative weight. The t-test for each sample was used for each of the pillars of the Lean management axis and the overall response of the axes. Table (6) shows the analysis of the pillars of the lean management dimensions.

Table 6: shows the response of community members to the lean management axis

No.	Item	SMA	Standard Deviation	Relative Weight	"T" Value	Probability Value
First Field: Organization of the work site						
1.	The Management follows a clear and specific methodology for regulating the workplace and its equipment in order to maintain the flow.	4.480	0.577	89.60	22.17	0.000
2.	Employees are interested in arranging their work place and files and placing them in their places to facilitate their access when needed.	4.426	0.700	88.52	17.82	0.000
3.	The Management focuses on following up on the cleanliness of the workplace, equipment and offices to make it suitable for business performance	4.413	0.699	88.26	17.50	0.000
4.	There are measures (criteria) for the performance of previous steps to be a context followed by new employees	4.346	0.687	86.92	16.96	0.000
5.	Management stimulates self-discipline of employees to keep the workplace in order.	4.173	0.623	83.46	16.30	0.000
All Paragraphs		4.368	0.492	87.36	24.07	0.000
The Second Field: Continuous Improvement						
1.	Management seeks to identify the root causes of problems for continuous improvement.	4.080	0.652	81.60	14.33	0.000
2.	The Management seeks to improve the skills and knowledge of its staff.	4.133	0.600	82.66	16.35	0.000
3.	Management adopts the results of employee performance appraisal mainly for continuous improvement.	3.960	0.686	79.20	12.11	0.000
4.	The Management publishes among workers a culture of loss of activities and continuous improvement.	4.00	0.636	80.00	13.60	0.000
5.	The Management adopts new programs and methodologies for continuous improvement of activities and processes.	4.213	0.599	84.26	17.53	0.000
All Paragraphs		4.077	0.485	81.54	19.22	0.000
The Third Field: Standard Work						
1.	Management adopts standards for work procedures to prevent repetition of quality problems.	4.306	0.614	86.12	18.41	0.000
2.	The Management shall endeavor to complete the work within the standard time to avoid delaying the work.	4.013	0.647	80.26	13.56	0.000
3.	The Management sets standard standards and procedures for each process that facilitates employees to perform their business.	4.146	0.537	82.92	18.47	0.000
4.	The Management is concerned with arranging the work procedures in a standard way to prevent loss	4.240	0.713	84.80	15.05	0.000

No.	Item	SMA	Standard Deviation	Relative Weight	"T" Value	Probability Value
	in the movements and operations of the employee.					
5.	Management seeks to establish minimum operating procedures to minimize loss resulting from redundant and unnecessary procedures.	4.360	0.690	87.20	17.06	0.000
All Paragraphs		4.213	0.500	84.26	21.01	0.000
The Fourth Field: Multifunctional Workers						
1.	Management provides staff with the ability to work in different departments.	4.120	0.770	82.40	12.59	0.000
2.	The Management seeks to diversify the skills of employees by adopting a career rotation method.	3.986	1.019	79.72	8.37	0.000
3.	Management seeks to provide employees with a variety of skills through training programs.	3.946	0.714	78.92	11.47	0.000
4.	The performance of the employees in the organization decreases when they are transferred to other departments or units.	3.773	0.798	75.46	8.39	0.000
5.	Employees respond to the functional rotation method without resistance.	4.133	0.722	82.66	13.58	0.000
All Paragraphs		3.992	0.569	79.84	15.07	0.000
The Fifth Field: Six Sigma						
1.	The organization identifies work problems accurately.	4.080	0.850	81.60	10.99	0.000
2.	The organization measures the actual performance with the plans for the purpose of determining the gap between them and improvement.	4.053	0.733	81.06	12.44	0.000
3.	The organization analyzes work problems and deviations accurately.	3.866	0.664	77.32	11.30	0.000
4.	The organization makes continuous improvements even if there are no problems.	3.893	0.745	77.86	1.38	0.000
5.	The Organization monitors and follows the implementation of solutions.	3.946	0.542	78.92	15.11	0.000
All Paragraphs		3.968	0.477	79.36	17.55	0.000
Total degree of axis		4.123	0.398	82.46	24.44	0.000

The tabular value t at the significance level of 0.05 and the freedom level of "74" is 1.995

The following table shows the following:

First Field Analysis (Workplace Organization):

The results show that the arithmetic average of all the clauses related to the organization of the work site is 4.37 and the relative weight equals 87.36% which is greater than the neutral relative weight of 60%. The researchers attributed this to the administration's clear methodology to regulate the workplace and its equipment in order to maintain the flow, and the attention of the workers to arrange their work place and files and put them in place to facilitate access when needed.

This helps to perform the work comfortably, and gives a positive impression in the hearts of visitors and reviewers.

1. Second Field Analysis (Continuous Improvement):

The results show that the mean of all paragraphs (continuous improvement) is 4.08 and the relative weight is 81.54%, which is greater than the neutral relative weight of 60%. The researchers attribute this to the fact that Jawwal's management is adopting new programs and methodologies for continuous

improvement of activities and operations, and the Department is improving the skills and knowledge of its employees.

2. **Third Field Analysis (Standard Work):** The results show that the mean of all the paragraphs (standard work) is 4.21 and the relative weight is 84.26%, which is greater than the neutral relative weight of 60%. The researchers attribute this to the fact that Jawwal's management seeks to establish minimum operating procedures to minimize loss resulting from redundant and unnecessary procedures, and the Department adopts standards for procedures to prevent the recurrence of quality problems.

3. **Fourth Field Analysis (Multifunctional Workers):** The results show that the mean of all the paragraphs related to multi-function factors is 3.99 and the relative weight is 79.84%, which is greater than the neutral relative weight of 60%. The researchers attributed this to the fact that the management of Jawwal provides workers with the ability to work in different

departments, and respond workers to the method of rotation without resistance.

4. **Fifth Field Analysis (Six Sigma):** The results showed that the mean of all six-Sigma-related paragraphs was 3.97 and the relative weight was 79.36%, which is greater than the neutral relative weight of 60%. The researchers attribute this to the fact that Jawwal identifies the work problems accurately and compares the actual performance with the planned for the purpose of determining the gap between them and improvement. Overall, the arithmetic mean for the whole degree of Lean management is 4.12 and the relative weight is 82.46%, which is greater than the neutral relative weight of 60%.

The researchers conclude that Jawwal paid attention to the dimensions of Lean management through: organization of the work site, continuous improvement, standard work, multidisciplinary workers, and six sigma. This result is consistent with the study of Ben Warth and Jabah (2016) and Damrath, (2012), and they differ with the study (Sparrow & Otake, 2014).

Question 2: What are the creative factors in Jawwal?

For the answer, the researchers calculated the level of application of the factors of creativity in Jawwal by calculating the arithmetic average, the standard deviation and the relative weight. The t-test of the sample was used for each of the paragraphs of the creative axis and the total response of the axes. Dimensions of creative factors

Table 7: shows the respondents' response to the innovation factor axis

No.	Item	SMA	Standard Deviation	Relative Weight	"T" Value	Probability Value
First Field: Problem Solving						
1.	I plan to face the business problems that can happen.	4.173	0.644	83.46	15.76	0.000
2.	I'm experimenting with new ideas and ways to solve problems.	3.960	0.624	79.20	13.30	0.000
3.	I take positions on these problems, separately for the purpose of solving them.	3.960	0.743	79.20	11.18	0.000
4.	I can make important decisions in rare cases.	3.986	0.830	97.72	10.29	0.000
5.	I want to work with teams to solve complex problems.	4.173	0.704	83.46	14.42	0.000
All Paragraphs		4.050	0.583	81.00	15.59	0.000
The Second Field: Changeability						
1.	I have a willingness to adjust my positions when I disagree with the direct president.	4.013	0.951	80.26	9.22	0.000
2.	I find new ways to use existing equipment or to do the work.	4.000	0.805	80.00	10.75	0.000
3.	I am at the forefront of trying to experiment with a new idea or method.	3.893	0.727	77.86	10.64	0.000
4.	I am looking for a non-specialized job.	3.813	0.865	76.26	8.14	0.000
5.	We take care to take advantage of the opinions and criticism of others.	3.920	0.850	78.40	9.37	0.000
All Paragraphs		3.928	0.694	78.56	11.58	0.000
The Third Field: Accepting Risks (Risk-Taking)						
1.	I tend to do high risk work.	3.760	0.956	75.20	6.88	0.000
2.	I hesitate to apply new methods of doing work out of fear of failure.	3.760	0.970	75.20	6.78	0.000
3.	I accept failure as the experience that precedes success.	3.906	0.808	78.12	9.71	0.000
4.	Introduce new ideas and techniques and seek solutions to problems.	4.186	0.816	83.72	12.58	0.000
5.	I take responsibility for my work and I am ready to face the results.	4.133	0.810	82.66	12.10	0.000
All Paragraphs		3.949	0.593	78.88	13.85	0.000
The Fourth Field: Encourage Creativity						
1.	I implement new ideas.	4.000	0.716	80.00	12.09	0.000
2.	Management encourages proposals from others.	3.920	0.587	78.40	13.57	0.000
3.	The administration provides facilities to attract	4.093	0.774	81.86	12.23	.0000

No.	Item	SMA	Standard Deviation	Relative Weight	"T" Value	Probability Value
	creative individuals and ensure that they continue to work.					
4.	Management has the ability to supervise creators.	3.893	0.745	77.86	10.38	0.000
5.	The Department is keen to encourage individuals who think beyond their competence.	3.920	0.587	78.40	13.57	0.000
All Paragraphs		3.965	0.510	79.30	16.37	0.000
Total Degree Of Axis		3.973	0.501	79.46	16.80	0.000

The tabular value at the significance level of 0.05 and the freedom level of "74" is 1.995

It is clear from the previous table:

- First domain analysis (problem solving):** The results showed that the mean of all the problems (problem solving) was 4.05 and the relative weight was 81.00%, which is greater than the neutral relative weight of 60%. The researchers attributed this to the fact that employees at Jawwal can make important decisions in cases of scarcity of information available, and the desire of employees to work in teams charged with solving complex problems.
- Second Field Analysis (Changeability):** The results showed that the mean of all the variables (changeable) was 3.93, and the relative weight was 78.56%, which is greater than the neutral relative weight of 60%. The researchers attribute this to employees' ability to adjust their positions when they disagree with the direct boss, as well as to find new ways to use existing equipment or perform work.
- Third Field Analysis (Risk Acceptance):** The results showed that the mean of all risk-related clauses was 3.95, and the relative weight was 78.88%, which is greater than the neutral relative weight of 60%. The researchers attributed this to the fact that Jawwal employees can take the initiative to adopt new ideas and methods, find solutions to problems, and hold employees accountable for their work and prepare for the results.
- Fourth Field Analysis (Encouraging Creativity):** The results show that the arithmetic mean of all paragraphs

related to creativity is 3.96, and the relative weight is 79.30%, which is greater than the neutral relative weight of 60%. The researchers attributed this to the fact that the management of Jawwal provides facilities to attract creative people and ensure their continued work, as well as the implementation of new ideas.

Overall the results show that the mean of the total degree of the axis (creative factors) is 3.97 and the relative weight is 79.46%, which is greater than the neutral relative weight of 60%.

The researchers conclude that Jawwal achieved creative factors through problem solving, changeability, risk tolerance, and creativity promotion. This result is consistent with both Al-Ayoubi and Al-Haila (2015) and Glouley (2013) (Mohammed and Chener, 2015).

Question 3: Is there a statistically significant impact between the flexible management dimensions and creativity factors in Jawwal?

To answer this question, the researchers hypothesized: There is no statistically significant effect at ($\alpha \leq 0.05$) between the dimensions of Lean management (site organization, continuous improvement, standard work, multi-function, and six sigma) and creative factors (problem solving, decision making, changeability, risk tolerance, Creativity) in Jawwal.

Multiple linear regression analysis was used to determine the effect of independent variables (Lean management dimensions) on the dependent variable (creative factors), and Table 8 shows the multiple regression test.

Table 8: shows the analysis of the multiple linear regression of the independent variable (Lean management), the dependent variable (the creative factors)

The Dependent Variable	Coefficient Of Correlation R	R ² Selection Factor	Degree Of Freedom Df	"F" Values	Level Of Significance	Regression Coefficient	"T" Value	Level Of Significance		
Problem solving and decision making	0.605	0.366	Within groups	5	7.982	constant	0.852	1.446	0.153	
			Between groups	9		Organization of the work site	0.173-	-	0.818	0.416
						continuous improvement	0.191	1.086	0.281	
						Standard work	0.645	2.920	0.005	
						Multifunctional workers	0.466-	-	2.359	0.021
Total	7									

The Dependent Variable	Coefficient Of Correlation R	R ² Selection Factor	Degree Of Freedom Df		"F" Values	Level Of Significance	Regression Coefficient		"T" Value	Level Of Significance
				4			Six Sigma	0.584	3.400	0.000
Changeability	0.400	0.160	Within groups	5	2.635	0.031	constant	1.930	2.392	0.019
							Organization of the work site	0.286-	-	0.987
			Between groups	5			continuous improvement	0.420	2.453	0.023
							Standard work	0.196	0.648	0.519
			Total	7			Multifunctional workers	0.182	0.672	0.504
							4	Six Sigma	0.004-	-
Accept risk (risk taking)	0.501	0.251	Within groups	5	4.618	0.001	constant	3.762	5.771	0.000
							Organization of the work site	0.184	0.786	0.434
			Between groups	5			continuous improvement	0.684-	-	0.001
							Standard work	0.574	2.347	0.022
			Total	7			Multifunctional workers	0.046-	-	0.833
							4	Six Sigma	0.015-	-
Encourage creativity	0.599	0.359	Within groups	5	7.716	0.000	constant	0.919	1.772	0.081
							Organization of the work site	0.078	0.421	0.675
			Between groups	5			continuous improvement	0.005	0.034	0.973
							Standard work	0.229	1.178	0.243
			Total	7			Multifunctional workers	0.110	0.630	0.531
							4	Six Sigma	0.322	2.131
Overall Response	0.457	0.209	Within groups	5	3.648	0.005	constant	1.866	3.297	0.002
							Organization of the work site	0.049-	-	0.810
			Between groups	5			continuous improvement	0.017-	-	0.920

The Dependent Variable	Coefficient Of Correlation R	R ² Selection Factor	Degree Of Freedom Df	"F" Values	Level Of Significance	Regression Coefficient		"T" Value	Level Of Significance
						Standard work	0.411	2.212	0.049
			Total	7 4		Multifunctional workers	0.055-	- 0.291	0.772
						Six Sigma	0.222	1.346	0.183

The following table shows the following:

The results of the Pearson correlation coefficient (r) showed that the strength of the relationship between the variables (independent as a whole and the dependent variable) is 0.605, which is a positive relationship. From the value of the square box, we see that the independent variable interprets (3.66%) of the dependent variable. That the value of F is 7.982 and the level of significance of 0.000 is less than 0.05. Therefore, we reject the null hypothesis and accept the alternative hypothesis. There is an effect between the dimensions of the Lean management and the creative factors in Jawwal. It is clear from the table of t that the regression line equation is all of the independent variable (standard work, multi-function workers, six sigma), and while variables other independent influence was weak. This result is in line with the study of Jassim (2016) and Mohammed and Chener (2015):

The interest in using a flexible management approach through the use of various tools (standard work, continuous improvement, and six Sigma) will have an impact on the company's innovation factors, helping to develop customer services and increase the value they receive.

Question 4: Are there differences between the views of the study community on the variables of the study due to the following variables: (type, qualification, years of service)?

To answer this question, the researchers answered the following hypothesis:

The second hypothesis: There were no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the views of the study community on the variables of the study due to the following variables: (type, qualification, years of service).

Table 9: Differences for personal variables

Variable	Axis	"T" Value	"Sig." Value	Significance
Gender	Lean management	-0.823	0.312	Not Sig.
	creativity	-0.555	0.570	Not Sig.
Qualification	Lean management	0.091	0.813	Not Sig.
	creativity	0.825	0.341	Not Sig.
Years of service	Lean management	2.318	0.123	Not Sig.
	creativity	4.576	0.102	Not Sig.

The above table shows that:

- In the center of Lean management, there were no statistically significant differences at the level of ($\alpha \leq 0.05$) between respondents' responses due to gender (gender, qualification, years of service). This is due to the application of the same laws to males and females, in addition to focusing on the recruitment of qualified personnel.
- In the focus of creativity, there were no statistically significant differences at the level of ($\alpha \leq 0.05$) between respondents' responses due to the variable (gender, qualification, years of service). This is also due to Jawwal's interest in both sexes, its support for creativity and creators, and its interest in developing and motivating their employees.

The researchers conclude: When using flexible management tools to achieve creativity, there are no differences between workers in terms of (type,

qualification, and years of service). This finding is different with Glouley (2013)

10. RESULTS

- The results of the analysis confirmed Jawwal's willingness to apply and enhance the lean management methodology through the dimensions discussed in the research, which include (organization of the site, continuous improvement, standard work, multi-function and six Sigma).
- The attractive management tools that received the least attention from Jawwal (Six Sigma, Multifunctional Workers).
- There are no differences between the opinions of staff on the availability of flexible management dimensions in terms of (Gender, qualification, and years of service).
- Through positive correlation, it became clear that the lean management approach plays a key role in enhancing the creative factors.

- There is an impact between flexible management tools and achievement of creative elements through: (standard work, multi-function workers, and six sigma).
- Jawwal is interested in creativity, where it obtained a high approval rate according to the opinions of the company's employees.
- The order of creative dimensions was as follows: first came after "problem solving", followed by "encouraging creativity, then after" accepting risk, "and finally resolved after" changeability".
- There are no statistical differences between the sample of the study due to the factors of creativity in Jawwal in terms of (Gender, qualification, and years of service).

11. RECOMMENDATIONS

- Increased attention and expansion in the use of lean management tools because they have a clear impact on the achievement of elements of creativity, focusing on the tools that have the greatest impact in achieving the elements of creativity (continuous improvement, standard work, Six Sigma).
- The culture of creativity and waste reduction, waste and damage should be disseminated among the employees, through continuous improvement activities of the company even if there are no problems, to maximize the value of services provided to customers.
- Greater attention is given to the Six Sigma tool for preventing and avoiding deviations, as well as the availability of multiple multi-skilled workers, which allow the employee to fill the place of his colleague when he is out of work. The shift from one job to another breaks boredom and routine and provides a creative environment for him.
- Promote standard work by developing clear procedures and setting appropriate and clear standards for customer services to eliminate any unnecessary actions or activities that allow timely delivery of services to customers.
- Create the appropriate organizational climate for creativity and encourage employees to come up with innovative new ideas.
- To support and adopt creative ideas and encourage them by creating a list to motivate creative individuals and encourage others to innovate.

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