

# Organizational Creativity as a Mediating Factor for Organizational Performance and Excellence among Nurses: Developing a Model

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**Abstract:** The world of healthcare is changing, today's health care organizations need creative and innovative solutions to improve the organizational performance. Creativity and excellence concepts in nursing profession have a significant effect on health and well-being. **Research purpose:** This research examined the relationship between organizational creativity as a mediating factor for organizational performance and excellence among nurses: developing a model. **Methods:** A model testing-descriptive correlational design was used in conducting this study. The study was done in all In-patient medical, surgical and intensive care units and its specialties in a General Governmental Hospital. Organizational creativity Scale was utilized to measure nurses' perception of their organizational creativity. While, organizational performance scale was used to explore nurses' opinion about their organizational performance and, organizational excellence scale that was used to measure organizational excellence within the organization. **Results:** the study results found that the mean percent score of nurses regarding overall organizational creativity was  $79.81 \pm 5.34$ , while the mean percent score of nurses concerning total organizational performance was  $73.83 \pm 3.41$ . In addition, the mean percent score of nurses regarding overall organizational excellence was  $71.50 \pm 2.71$ . **Conclusions:** There was highly statistical significant positive correlation between organizational creativity, and organizational performance and excellence. By using, Confirmatory Factor Analysis proven that organizational creativity had high effect on organizational performance and organizational excellence. Also, there was a positive significant correlation between organizational performance and organizational excellence. **Recommendations:** For a creative of an organization, the hospital management should focus on the significant factors such as: management support, providing the required resources and maintaining positive work environment. Also, the organizational excellence must be concerned by the hospital management through supervisors' effectiveness, staff training and development programs, readiness for change for continuous quality improvement and information transparency among employers and staff empowerment.

**Keywords:** Organizational creativity, performance, excellence.

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## 1. INTRODUCTION

Organizational creativity is the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system. Creativity is a major issue in nursing profession and the most important characteristic of nurses and in the health care, it is a complex issue. The term creativity and innovation are often used interchangeably; however, there is a clear distinction between them, creativity is the generation of novel and useful ideas, while innovation is the implementation of the ideas (Jeong & Shin, 2019)

Moreover, being effective, health care organizations must facilitate creative responses to increasingly complex health problems. These organizations and their staff must innovate and make change as health care needs and demands shift. Meeting these challenges requires the complete use of entire available human and mental resources. Creativity is one of the most important, which is the capacity to think of old problems in new ways to change the perspectives, or to create novel and useful approaches to construct our organizations' work better and to meet the needs of patients (*Sherief, 2019*).

Creativity at hospitals has a strong relationship with the performance of hospital staff and also improves excellence. Creativity greatly improves patients' co-operation and satisfaction. Nurses who integrate creativity in patient care can reduce costs to the healthcare system and support the development of nursing practices. As the complexity of healthcare and nursing escalates, nurses are asked to offer innovative solutions in nursing care practices that affect on their performance within the organization. Dealing with patients of different ages, health conditions and backgrounds have made creativity a crucial element in nursing duties (*Hjorth et al., 2018*).

**Lasater et al., 2019** defined Organizational Performance as "the indicator that measures the organization's success in achieving its objectives". The organization can assess organizational performance in accordance with the efficiency and effectiveness of achieving the goal. It includes the current production or the results of an organization. **Bhatti et al., 2018** defined organizational performance as " the comparison made between the expected results with results achieved, investigating deviations of prepared plans and evaluating the individual performance, and examining progress achieved in meeting organizational objectives, in order to help managers evaluate organizational activities and maintain competitive position or superiority over competitors".

Organizational performance means the full achievement of the nurse's work. The nurse becomes satisfied for attaining goals, and accordingly wage is paid. In this respect, the interest is achieved in a two-way trend, where the first trend is the performance of the organization's work and the second one is for the individual in terms of getting paid which are related to the quality of nursing care and organizational excellence (*Gkorezis et al., 2018*).

Organizational excellence is defined as the ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements within business expectations. It is the achievement by an organization of consistent superior performance for example, outputs that exceed meeting objectives, needs, or expectations (*Olwan et al., 2019*).

Organizational excellence is often the result of transitional and transformational activities. Successful organizational outcomes require deliberate management and improvement in six key areas; **Information**: Metrics, measures, and decision support, **Structure**: Roles, responsibilities, and accountabilities of each functional area, **People**: Total human capital within the organization, **Rewards**: Compensation and incentives, **Learning systems**: Knowledge and training and **Work processes**: Interaction and linkage of workflows. Organizational excellence is dependent upon gaining sufficient commitment to embrace and apply positive changes in the above areas. Organizational change management is necessary to effectively communicate the changes to those affected in order to minimize uncertainty and obstructions (*Nenadál et al., 2018*).

Organizational excellence as outstanding management practices of managers in managing their organizations and the delivery of value to their stakeholders. It defined as an ongoing effort to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements within work expectations. The combined terms of "organizational excellence" have taken over numerous concepts and applications of quality systems, creating the foundation for organizational participation in continuous improvement (*Al Shobakib et al., 2017*).

Organizational excellence has remained an output that can best be achieved through collaboration and teamwork. **Rao (2016)** elaborate on the synergy that accompanies teamwork in event of driving efforts towards the achievement of organizational excellence. Commencement of organizational excellence is considered as a major paradigm change; key aspects of this paradigm were discussed as: removal of bias actions, entrepreneurship through innovation and adaptation, productivity, value-driven system of work, lean management and resilient staff.

**Research Questions:**

- What is the relation between organizational creativity, organizational performance and excellence?

**2. MATERIALS AND METHOD**

**Research purpose:**

To investigate the relation between organizational creativity as a mediating factor for organizational performance and excellence among nurses: Developing a model.

**Research design:**

Model testing – descriptive correlational study design was utilized in carrying out this study.

**Setting**

The study was executed in all In-patient medical, surgical and intensive care units and its specialties at a General Governmental Hospital. This hospital is affiliated to a general governmental hospital, and provides comprehensive medical and surgical services for patients, teaching services for medical and nursing students in addition to research activities.

**Subjects**

The subject composed of 277 nurses who worked at the previous mentioned setting.

**Sample size:**

The estimated sample size is 277 nurses, at confidence level 95% and precision rate at 0.05 by using **Steven equation, 2012**. Since the total number of them is 670 nurses.

While;

P= 0.5

N= Total population

Z= Z value “1.96”

D= Standard Error

n= sample size

$$n = \frac{N \times p(1-p)}{\left[ \left[ N-1 \times \left( d^2 \div z^2 \right) \right] + p(1-p) \right]}$$

**Tools for data collection:**

The data was collected through self-administered questionnaire containing four major parts:

**Part I:**

This part included questions related to socio-demographic characteristics of studied nurses such as age, gender, working unit, qualification and years of experiences.

**Part II:**

**Organizational creativity Scale** was developed by **Lang & Lee, 2010 and Kim & Park, 2015** and utilized to measure nurses’ perception of their organizational creativity. The scale consists of eight domains as “Work Characteristics, Management Support, Co-Worker Support, Safety, Resources, Diversity, Dynamism / Risk-taking and Organizational

systems and processes.” Responses were measured on a 5-point Likert rating scale. Items were anchored (1) very low, (2) low, (3) High, and (4) very high. The higher scores means higher level of creativity. These scores were summed and computed mean percent score and standard deviation. Cronbach alpha test: 0.911.

### Part III:

**Organizational performance:** This tool was used to explore nurses' opinion about organization performance. It was developed by Mehmet, 2013 and Platis et al., 2015 and translated into Arabic by the researchers. The questionnaire consists of 11 items containing information about organization's communication, organizational policies, organizational development and change, and organizational performance appraisal. A total performance score was calculated using a 5-point Likert scale. The possible responses ranged from 1 (never satisfied) to 5 (highly satisfied) on all performance items. Higher degrees of satisfaction were indicated by higher scores. The scores were then calculated for the mean scores which were then categorized as follows: mean scores < 3 = unsatisfied, and mean scores  $\geq$  3 = satisfied. Cronbach alpha test: 0.876.

### Part IV:

**Organizational excellence** scale was developed by Sinha & Ringrose 2013 and was used to measure organizational excellence. The instrument consisted of five domains each domain contained subdomains as (Overall work group “4 subdomains”, Overall accommodations “4 subdomains”, Overall Organizational Features “5 subdomains”, Overall Information “4 subdomains”, Overall Personal items “4 subdomains”) A total excellence score was calculated using a 5-point Likert scale. The possible responses ranged from 1 (never) to 5 (highly) on all scale items. Higher degrees of organizational excellence were indicated by higher scores. The scores were then calculated for the mean scores. Cronbach alpha test: 0.916.

## I. Preparatory Phase

This phase included reviewing of literature related to organizational creativity, organizational performance and organizational excellence. This served to develop the study tools for data collection. The study tools were translated into Arabic to suit the Egyptian culture and tested for content validity along with the fluency of the translation by five experts in the field of study (four Professors and a Lecturer from Nursing Administration Department). Accordingly, no modifications were done. Tools of the study were tested for its internal reliability. During this phase, the researchers also visited the selected places to get acquainted with the personnel and the study settings.

## II. Administrative Design

An official permission to conduct the study obtained from the medical director of study setting General Governmental Hospital. The researchers met the hospital director and explained the purpose and the methods of the data collection.

### Pilot Study

The pilot study was carried out on 28 nurses those represent 10% of nurses at the previous mentioned setting in order to test the applicability of the constructed tools and the clarity of the included tools. The pilot has also served to estimate the time needed for each subject to fill in the questionnaire. Accordingly, no modifications were done.

## III. Fieldwork

Data was collected in three months, from the beginning of July 2019 to the end of December 2019. The researchers first met with the nurses worked at the previously mentioned settings, explained the purpose of the study after introducing himself. The researcher was visiting the study setting 2days / week at morning shift (8a.m-2p.m) and afternoon shift (2pm-8pm) to collect data. The questionnaire was filled by nursing staff which take 30-40 minutes.

## Ethical Considerations

The research approval was obtained from the Faculty Ethical Committee before starting the study.

### The ethical research considerations include the following:

- The researcher was clarified the objectives and aim of the study to nurses included in the study before starting

- Verbal approval was obtained from the nurses before inclusion in the study; a clear and simple explanation was given according to their level of understanding. They secured that all the gathered data was confidential and used for research purpose only.
- The researcher was assuring maintaining anonymity and confidentiality of subjects' data included in the study
- The nurses were informed that they are allowed to choose to participate or not in the study and they have the right to withdrawal from the study at any time.

#### IV. Statistical Analysis

Data collected from the studied sample was revised, coded and entered using Personal Computer (PC). Computerized data entry and Statistical analysis were fulfilled using the Statistical Package for Social Sciences (SPSS) version 22. Data were presented using descriptive statistics in the form of mean and standard deviation, percentages. Spearman correlation measures the strength and direction of association between two ranked variables. Using SPSS Amos to confirmatory factor analysis (CFA)

### 3. RESULTS

**Table (1)** clarified that, 41.5% of the studied nurses were in the age group ranged from 30 –<40 years, the mean age of them  $33.56 \pm 6.15$  year. 85.6 % of the nurses were female. Also, 47.75 of them working in medical units. In relation to the educational qualification of nurses under study, it was found that, 71.1% of them had Bachelor degree in nursing. Also, 41.5% of the nurses their years of experience was from 5<10 years, with mean percent score  $9.26 \pm 4.33$ .

**Table (2)** found that, the mean percent score of nurses regarding safety was  $81.18 \pm 6.97$ . Also, the mean percent of them related to Diversity and Dynamism / Risk-taking were  $80.69 \pm 10.18$  and  $80.52 \pm 10.03$ , respectively. Moreover, the mean percent score of them regarding Management Support was  $80.02 \pm 7.35$ . In addition, the mean percent score of nurses regarding overall organizational creativity was  $79.81 \pm 5.34$ .

**Table (3)** illustrated that, the mean percent score of nurses regarding organizational practice, effective two-way communications and organization rapidly adapt to needed operational changes were  $80.0 \pm 0.0$ ,  $80.0 \pm 0.0$ , and  $79.21 \pm 3.91$ , respectively. Also, the mean percent score of them related to the organization clear sense of direction and focus and the organization policies that encourage career growth and developmental opportunities were  $79.21 \pm 3.91$ . In addition, the mean percent score of nurses regarding total organization performance was  $73.83 \pm 3.41$ .

**Table (4)** clarifies that, the mean percent score of nurses regarding overall work group and overall accommodations were  $71.38 \pm 2.11$  and  $71.91 \pm 2.32$ , respectively. Also, the mean percent score of them related to overall Information and overall personal were  $71.56 \pm 2.16$  and  $71.46 \pm 2.01$ , respectively. While, the mean percent score of nurses regarding overall organizational excellence was  $71.50 \pm 2.71$ .

**Figure (1)** showed that, the mean percent score of nurses regarding overall organizational creativity was  $79.81 \pm 5.34$ . Also, the mean percent score of them regarding total organizational performance was  $73.83 \pm 3.41$ . Moreover, the mean percent of nurses regarding overall organizational excellence was  $71.50 \pm 2.71$ .

**Table (5)** illustrated that, there was highly statistical significant positive correlation between all domains of organizational creativity and organizational performance and excellence ( $P \leq 0.01$ ), except management support in relation to excellence and safety in relation to organizational performance had a significant positive correlation where  $P = 0.011, 0.10$ , respectively.

**Table (6)** showed that, there was highly statistical significant positive correlation between organizational creativity and organizational performance and organizational excellence ( $p = 0.000, 0.001$ ). Also, there was highly statistical significant positive correlation between organizational performance and organizational excellence ( $p = 0.002$ ).

**Figure (2)** illustrated that work group “0.91” and personal variables “0.88” had highly effect on the excellence factor. This figure reported that work characteristics and systems had highly effect on the organizational creativity factor. Also, organizational creativity had highly effect on organizational excellence “0.95” & organizational performance “0.89”, organizational excellence had high effect on organizational performance. In addition, all variable had highly significant with p. value < 0.01 effect on the factors “Fit model”.

**Table (1): Distribution of the studied nurses according to Socio- demographics data (n = 277)**

Socio-demographic Characteristics	No.	%
<b>Gender</b>		
Male	40	14.4
Female	237	85.6
<b>Age</b>		
Less than 30 years	110	39.7
From 30- 40 years	115	41.5
From 41 - 50 years	52	18.8
Mean SD 33.56 ± 6.15		
<b>Working Units</b>		
ICU	95	34.3
Medical	132	47.7
Surgical	50	18.1
<b>Educational qualification</b>		
Diploma in nursing	80	28.9
Bachelor degree in nursing	197	71.1
<b>Years of experience in nursing</b>		
Less than 5 years	110	39.7
From 5 to 10 years	115	41.5
From 11 to 20 years	52	18.8
Mean SD 9.26 ± 4.33		

**Table (2): Descriptive analysis of the studied nurses according to organization creativity (n = 277)**

	Organizational Creativity	Min. – Max.	Mean% Score ± SD.
<b>1</b>	<b>Work Characteristics</b>	50.0 – 80.0	76.96 ± 6.72
<b>2</b>	<b>Management Support</b>	50.0 – 83.33	<b>80.02 ± 7.35</b>
<b>3</b>	<b>Co-Worker Support</b>	62.50 – 79.17	74.17 ± 3.53
<b>4</b>	<b>Safety</b>	50.0 – 83.33	<b>81.18 ± 6.97</b>
<b>5</b>	<b>Resources</b>	16.67 – 83.33	79.36 ± 14.34
<b>6</b>	<b>Diversity</b>	33.33 – 83.33	<b>80.69 ± 10.18</b>
<b>7</b>	<b>Dynamism / Risk-taking</b>	33.33 – 83.33	<b>80.52 ± 10.03</b>
<b>8</b>	<b>Organizational systems and processes</b>	40.0 – 80.0	78.41 ± 7.83
	<b>Overall Organizational Creativity</b>	59.77 – 82.18	79.81 ± 5.34

**Table (3): Descriptive analysis of the studied nurses according to organization performance (n = 277)**

	Organizational performance	Mean % score
<b>1</b>	My organization practice effective two- way communications	<b>80.0 ± 0.0</b>
<b>2</b>	My organization has a clear sense of direction and focus	<b>79.21 ± 3.91</b>
<b>3</b>	My organization rapidly adapt to needed operational changes	79.21 ± 3.91
<b>4</b>	My organization practice effective planning at all levels.	<b>80.0 ± 0.0</b>
<b>5</b>	Place a high priority on workforce training and development	79.21 ± 3.91
<b>6</b>	My organization conducts formal performance appraisals on a regular basis	78.41 ± 5.42
<b>7</b>	At my department my performance on the job is evaluated fairly	79.21 ± 3.91
<b>8</b>	My organization has policies that encourage career growth and developmental opportunities.	<b>79.21 ± 3.91</b>
<b>9</b>	My organization builds a deep reservoir of successors at every level.	79.21 ± 3.91
<b>10</b>	If you left your job tomorrow, someone in your unit could immediately take over.	76.82 ± 7.32
<b>11</b>	My organization has policies that encourage career growth and developmental opportunities.	79.21 ± 3.91
	<b>Total Organizational Performance</b>	<b>73.83 ± 3.41</b>

Table (4): Descriptive analysis of the studied nurses according to organizational excellence (n = 277)

Organizational Excellence	Min. – Max.	Mean ± SD.
<b>Overall work group</b>	67.05 – 76.14	<b>71.38 ± 2.11</b>
Supervisor Effectiveness	57.14 – 75.0	71.39 ± 3.62
Fairness	65.0 – 75.0	71.32 ± 3.29
Team Effectiveness	62.50 – 79.17	71.80 ± 3.16
Diversity	62.50 – 75.0	70.80 ± 4.59
<b>Overall accommodations</b>	65.0 – 76.67	<b>71.91 ± 2.32</b>
Fair Pay	66.67 – 75.0	73.10 ± 3.50
Physical Environment	62.50 – 75.0	71.86 ± 3.59
Benefits	66.67 – 75.0	71.75 ± 4.07
Employment development	55.0 – 80.0	71.32 ± 4.76
<b>Overall Organizational Features</b>	66.67 – 73.48	71.38 ± 1.80
Change Oriented	65.0 – 75.0	71.12 ± 2.89
Goal Oriented	68.75 – 75.0	72.31 ± 3.10
Holographic	64.29 – 75.0	71.42 ± 2.66
Strategic	65.0 – 75.0	71.61 ± 2.71
Quality	64.29 – 75.0	70.68 ± 3.14
<b>Overall Information</b>	65.63 – 76.56	<b>71.56 ± 2.16</b>
Internal	58.33 – 83.33	72.11 ± 5.18
Availability	66.67 – 75.0	71.63 ± 2.34
External	64.29 – 75.0	71.27 ± 2.35
<b>Overall Personal</b>	65.79 – 73.68	<b>71.46 ± 2.01</b>
Job Satisfaction	56.25 – 75.0	70.35 ± 4.80
Time and Stress	62.50 – 75.0	71.37 ± 3.97
Burnout	65.0 – 75.0	71.30 ± 3.29
Empowerment	62.50 – 75.0	72.40 ± 2.87
<b>Overall Organizational Excellence</b>	<b>66.67 – 74.76</b>	<b>71.50 ± 2.71</b>



Figure (1): Mean percent score distribution of studied nurses regarding organizational creativity, organizational performance and excellence.

Table (5): Correlation matrix between organizational creativity domains and organizational performance and excellence.

Organizational Creativity		Organizational Performance	Organizational Excellence
Work Characteristics	r	0.795	0.795
	p	.005**	.005**
Management Support	r	0.576	0.576
	p	.011*	.011*
Co-Worker Support	r	0.899	0.899
	p	.001**	.001**
Safety	r	0.699	0.699
	p	.007**	.007**
Resources	r	0.901	0.901
	p	.000**	.000**
Diversity	r	0.639	0.639
	p	.007**	.007**
Dynamics risk taking	r	0.610	0.610
	p	.009**	.009**
Organizational systems & process	r	0.798	0.798
	p	.005**	.005**

\*Statistically significant at  $p \leq 0.05$  \*\*Highly significant  $p \leq 0.01$

Table (6): Correlation between organizational creativity, organizational performance and excellence.

Variables		Organizational creativity	Organizational performance	Organizational excellence
Organizational creativity	r		.912	.899
	p		.000**	.001**
Organizational performance	r	.912		.856
	p	.000**		.002**
Organizational excellence	r	.899	.856	
	p	.001**	.002**	

\*Statistically significant at  $p \leq 0.05$  \*\*Highly significant  $p \leq 0.01$

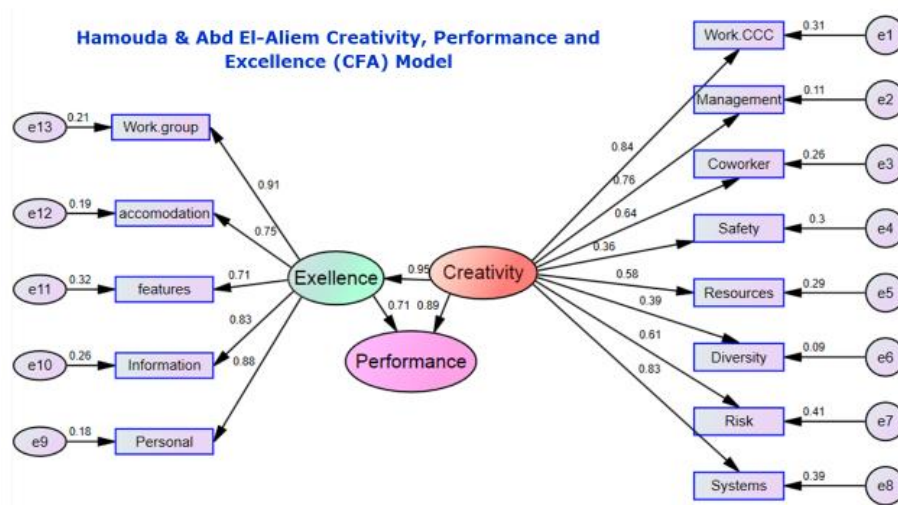


Figure (2): Confirmatory Factor Analysis (CFA) for the relationship between organizational creativity and organizational performance and excellence.



#### 4. DISCUSSION

In statistics, confirmatory factor analysis (CFA) is a special form of factor analysis, most commonly used in social research. It is used to test whether measures of a construct are consistent with a researcher's understanding of the nature of that construct (or factor) (*Bandalos & Finney, 2018*). So, used CFA to assess the fitting of model and assess loading factors of variable on the organizational creativity, organizational performance and excellence.

According to the characteristics of studied nurses, the current study revealed that, the mean age of them  $33.56 \pm 6.15$  year. As regard to gender, 85.6 % of the studied nurses were female and mean years of experience was  $9.26 \pm 4.33$  years. Interpretation of the results due to the fact that a large percentage of those enrolled in nursing colleges are female. This results supported with the study performed by *Bhatti et al., 2018* titled in the role of personal and job resources in boosting nurses' work engagement and performance. *Global Business and Organizational Excellence*, who reported that the mean age of studied nurses was  $32.84 \pm 5.23$  and mean years' of experience was  $10.46 \pm 5.04$ . Also, agreement with *Ko et al., 2018* at the study about Job autonomy, perceptions of organizational policy, and the safety performance of nurses, who found around three quarter of studied nurses were female.

Regarding the organizational creativity, the results of present study detected that mean percent of management support and safety was  $80.02 \pm 7.35$  and  $81.18 \pm 6.97$ . Interpretation of these results due to the hospital administration provides technical, moral and administrative support to the nurses and also implement training programs on job safety. These results inconsistent with *Labrague et al., 2018* at the study about organizational commitment and turnover intention among rural nurses in the Philippines: Implications for nursing management, who revealed that the most of nurses suffered from inadequate management support. While the study results supported with the study performed by *Nouri & Soltani, 2017* titled in Effective factors on job stress and its relationship with organizational commitment of nurses in hospitals of Nicosia.

In relation to the overall organizational creativity, the results of present study showed that the most of nurses had high organizational creativity detected by mean percent was  $79.81 \pm 5.34$ . This result may due to Training courses on optimization of resources and administrative support. Ongoing training for head nurses about talent management and leadership. And give nurses an opportunity to think outside the box to find creative solutions to problems. This result consistent with the studies conducted by *Kamel & Aref, 2017* and *Nazari & Akbari, 2017* titled in Staff Nurses Perception toward organizational culture and its relation to innovative work behavior at critical care units and analysis of the effect of conflict management styles, and staff creativity on job stress rate case study, respectively. On the other hand disagreement with the study performed by *El-Demerdash & Mostafa, 2018* titled in Association between organizational climate and head nurses administrative creativity, who revealed that around two thirds of nurses had low organizational creativity.

Concerning the organizational performance, the results of the present study reported that mean percent of overall organizational performance was  $73.83 \pm 3.41$  "high organizational performance". This result interpreted by the high level of organizational creativity and excellence was a notable cause of improved performance. Also fairness in performance evaluation, good communication between nurses and continuous follow-up by head nurses. This result supported with the study conducted by *El Dahshan et al., 2018* titled in Talent Management and Its Effect on Organization Performance among Nurses at Shebin El-Kom Hospitals, who found that nurses had high level of satisfaction regarding organizational performance. Also, consistent with the study performed by *Rabiei et al., 2018* titled in Study the effectiveness of cognitive-behavioral intervention on the quality of life, job satisfaction, and nurses' organizational performance, who revealed that the majority of them had high organizational performance.

In relation to the organizational excellence, the current study reported that the mean percent of nurses regarding overall work group and overall accommodations were  $71.38 \pm 2.11$  and  $71.91 \pm 2.32$ , respectively which mean had high level of excellence. These result may be related to always attention within the hospital to develop the supervisory role of nurses and the role of the team is raised more than individual work. These results regular with *Olwan et al., 2019* who conducted the study about Strategic Leadership Competencies and its Impact on Achieving Organizational Excellence via the Mediating Role of Organizational Commitment. Also, at the same line with the study performed by *Dols et al., 2018* titled in Nurse-Managed Health Centers: Measures of organizational Excellence, who detected that more than two thirds of studied nurses had high level of organizational excellence.

Furthermore, the current study reported that the mean percent of nurses regarding overall organizational excellence was  $71.50 \pm 2.71$  "mean high level of excellence". This result may due to continuous training courses regarding the objectives, vision, mission, strategy of the hospital and how to achieve them and the policies, rules that adopted within the hospital. The hospital was keen to achieve the job satisfaction of nurses. This result agreement with the study conducted by **Mohamed et al., 2018** Effect of Organizational Excellence and Employee Performance on Organizational Productivity within Healthcare Sector in the UAE, who reported that more than three quarters of them had high level of organizational excellence. Also, regular with **Zwetsloot & Van Scheppingen, 2015** titled in implicit strategies to improve work and well-being: the social dimensions of organizational excellence.

Regarding the correlation matrix between studied variables, the current study reported that there was highly statistically significant positive correlation between Work Characteristics, Co-Worker Support, Resources and Organizational systems & process and total organizational Excellence and total organizational Performance. These results consistent with the study conducted by **Nasir et al., 2019** titled in how intrinsic motivation and creativity work behavior affect job performance. Also, supported with the study performed by **Li et al., 2019** titled in relationships among psychological capital, creative tendency and job burnout among Chinese nurses, who reported that there was highly significant correlation between domains of creativity and job performance.

Concerning the correlation between variables, there was highly statistically significant positive correlation between total organization creativity and total organizational performance and total organizational excellence. These results supported with the study conducted by **Luu et al., 2019** titled in Team Creativity in Public Healthcare Organizations: The Roles of Charismatic Leadership, Team Job Crafting, and Collective Public Service Motivation and **Carlucci et al., 2019** titled in Fostering employees 'innovative work behavior in healthcare organizations, who reported that there was positive correlation between organizational creativity and excellence, performance.

## 5. CONCLUSION

There was highly statistically significant positive correlation between total organizational creativity and total organizational performance and total organizational excellence. By using, Confirmatory Factor Analysis proven that organizational creativity had highly effect on organizational excellence and organizational performance. Organizational excellence had effect on organizational performance.

## 6. RECOMMENDATIONS

**According to the results of current study, the following recommendation are suggested:**

- **Hospital administrators should:**

- Focus on the significant factors such as: training programs, management support, providing the required resources and maintaining positive work environment to adopt new ideas and give advantages for prevalence.
- Encourage nurses' creative abilities and effective performance for excellence achievement by giving them chance to think critically and use their personal abilities respect nurses' individual differences and encourage the persons who have limited creative abilities to be positive participant and provide incentives and implement motivation system.

**Further researches**, about relationship between organizational creativity, organizational excellence and performance with increasing sample size and different settings. Evaluation of organizational creativity behavior for continuous quality improvement. Using the developed confirmatory factor analysis creativity model in education and different health care settings.

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**International Journal of Novel Research in Healthcare and Nursing**

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