



مجلة جامعة ذي قار لعلوم التربية البدنية
عجلة علمية محكمة تصدرها كلية التربية البدنية وعلوم الرياضة



***Organizational Culture and its Interactive Role in the Relationship
between Professional Creativity and Professional Compatibility***

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ABSTRACT

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***Professional Creativity, Professional
Success.***

The main research problem was the gap between the intellectual understanding of the variables and the field reality of the university under study, as the universities in Iraq in general and the University of Maysan under study suffer from several problems, including at the level of their location and competition with other universities, and some at the level of performing their duties towards the beneficiaries, as these problems cause a decrease in the level of their performance of their tasks as a result of either the laws and ministerial instructions or as a result of the lack of capabilities and skills required to accomplish their functions by dealing and managing affairs at the university. The purpose of this research was to study the affective relationship between organizational culture in crystallizing the relationship between professional compatibility and job creativity and measuring the levels of the studied variables, and the research was conducted on the teachers assigned to administrative tasks in the presidency of Maysan University who were deliberately selected, where (214) questionnaires were distributed that were designed by the researcher and after analyzing the results, it became clear that organizational culture has an impact on the relationship between professional creativity and job compatibility at the level of the individual's professional compatibility with his educational institution and his creativity in his assigned work As a result of having a state of satisfaction with them in terms of their ability to harness and optimize the use of material and human resources, equipment and equipment that meet the needs of teachers in the performance of their work, and the most important recommendations are to focus on the internal working conditions by working to establish solid bases to enhance their levels and level of work and their awareness by teachers by building an organizational culture based on the development of material and psychological work requirements and the promotion of professional compatibility, which is one of the important indicators in the quality of performance. Finding the adaptation factors for the teaching to the internal and external environments.

1-1 Introduction and Importance of the Research:

Organizations in general and universities in particular that seek success adhere to a clear approach to motivate their employees to be creative in work, which is a behavior carried out by working individuals in order to achieve their goals that are integrated with the goals of the organization in which they work, and this may require supporting roles as organizational factors, including professional compatibility and organizational culture. In addition to the fact that the world today is witnessing a lot of intellectual, social and economic complexities and differences in visions and cultures, and under this complexity, it was necessary for organizations to think about how to follow modern organizational methods that would create a state of functional creativity for workers in exploring and exploiting opportunities to generate and implement new creative ideas of value that are reflected in all the behaviors performed by employees, and professional compatibility has a great impact on practical performance, as professional compatibility is a dynamic process. Continuous relationship between the faculty member and his professional, social and psychological environment, interacting with it in order to reach a state that suits him to make him satisfied with his work, satisfied with it and achieving good relations between him and the environmental factors surrounding the work and compatible with them, and with the variables that occur in these factors, not to mention the overall satisfaction of the various aspects of the individual's work environment (type of work, the institution in which he works, his working hours, wages, supervisor, etc. This is evident from its productivity and adequacy and the way its supervisor, colleagues and the institution in which it works, and the importance of the research comes from the importance of the studied variables and the extent of their interaction and impact on the teaching performance of the person assigned administrative tasks in the presidency of Maysan University.

1-2 Research Problem:

The problem of the study is related to the gap between the intellectual understanding of the variables and the field reality of the university under study, as universities in Iraq in general and the University of Maysan under study suffer from several problems, including at the level of their location and competition with other universities, and some at the level of performing their duties towards the beneficiaries, as these problems cause a decrease in the level of performance of their tasks as a result of either the laws and ministerial instructions or as a result of the lack of capabilities and skills required to accomplish their functions by dealing with and managing affairs at the university. The researcher, through his meetings with some professors, indicated that there is a sensitivity towards the university administration in the way it manages the work processes, and this in itself requires study and understanding of the reasons that led to this and trying to develop appropriate solutions, not to mention the availability of an appropriate work environment that allows the lecturer in charge of administrative tasks in the presidency of the university to adapt and harmonize in his work to change his behavior to a positive direction that reflects his efficiency and creativity, and with the aim of determining the nature of the problem within the study space, a group of questions were raised. They are: -

1- What is the level of availability of organizational culture at Maysan University?

2- What is the level of availability of job creativity among the teachers at Maysan University?

3- What is the level of availability of professional compatibility behavior among teachers at Maysan University?

1-3 Research Objectives:

- 1- Measuring the Level of Professional Compatibility Behaviors among Teachers in the Study Sample at Maysan University.
- 2- Knowing the extent of the organizational culture enjoyed by the teachers at Maysan University.
- 3- Identifying the level of professional creativity to the teachers at Maysan University.
- 4- Measuring the level and direction of the relationship between professional compatibility and job creativity at Maysan University.
- 5- Measuring the level and direction of the relationship between organizational culture and job creativity at Maysan University.
- 6- To know the level of the impact of professional compatibility on the job creativity of teachers at Maysan University.
- 7- Identify the level of influence that organizational culture plays in promoting career creativity at the university.

1-4 Research Areas:

1- Human limits: The human limits of the study were represented by the administrative staff of the teachers in charge of administrative tasks at the presidency of Maysan University.

2- Temporal limits: The temporal limits of this study were represented by the period that included the writing of the methodological, theoretical and applied framework between 5/8/2024 and 7/12/2024.

3- Spatial limits: Maysan University was chosen to conduct the field aspect of the study.

2-1 Research Methodology:

Choosing the appropriate method to solve the research problem is one of the important steps that result in the success of the research, which depends on the nature of the problem, the extent of its clarity and the availability of the correct information about it, which distinguishes it from the rest of the research problems, and for this reason, the researcher chose the descriptive method with the survey method and relational relationships to solve the research problem as the most appropriate approach to reach the research objectives.

2.2 Research community and sample

The study sample consisted of an intentional sample of teaching professors assigned to administrative tasks in the presidency of Maysan University, where the number of community members reached (234) teachers, and the number of questionnaires that were distributed (214) questionnaires and (201) were all valid for analysis, as the researcher excluded the survey sample, which numbered (20) teachers, while the forms that were not statistically processed were not answered and did not reach the examinee, as the percentage of answering the questionnaire was approximately (95.6%).

The sample was divided in the following way:

First: The sample of the initial application (exploratory experiment) for the three scales: where the sample of the exploratory experiment for the three scales consisted of (30) teachers and (12.7%) of the total sample

Second: Scale construction sample: The construction sample for the three scales consisted of (124) teaching students with a percentage of (52.98%).

Third: Application sample: The application sample for the three scales consisted of (80) teaching students with a percentage of (34.19%).

2.2.1 Description of the study sample:

Table (1) Description of the study sample

Percentage	Iteration		Feature
%70.4	165	male	Sex
%29.3	69	female	
%19.3	45	25-30 years	Age Group
%28.2	66	31-40 years	
%24.3	57	41-50 years	
%15.8	37	51-60 years	
%12.3	29	61 and up	
%35.4	83	Master	Certification
64.5	151	Doctor	
%100	234	Total	

2-3 Means of collecting information, data and devices used:

2.3.1 Means of Information Collection and Devices Used:

- 1- Sources and References.
- 2- Personal interviews.

- 3- Questionnaire.
- 4- Internet.
- 5- 1 Dell laptop.
- 6- Manual electronic calculator (1) type (Cadio).
- 7- Canon Laser Printer0

2.4 Main Research Procedures:

2.4.1 Determining the dimensions of the three scales:

After reviewing the sources and scientific references and previous studies related to the science of public administration, sports management and some standards, and using the opinions of some experts within the specialization of management, organization, sports psychology, tests and measurement in physical education, as well as those with experience in the Faculty of Administration and Economics, the researcher identified six dimensions of the organizational culture scale (interaction and cooperation, commitment to the educational mission, supportive environment, evaluation and continuous improvement, mutual respect, professionalism and professional development), and four dimensions. The dimensions of the scales were presented to the experienced and specialized people, and they numbered (10) experts in order to determine the main dimensions of building the scales and to indicate the validity of these dimensions, modifying them, or suggesting other dimensions and making any observations, and after analyzing the answers using the Chi-square law of the agreement of experts, the dimensions of the mentioned scales were determined by relying on the morality of the The differences between the agreeers and those who disagreed, and according to what was extracted through (K2) under the significance level of (0.05) and the degree of freedom (1) and a tabular value equal to (3.84) and by comparing it with the calculation and a percentage of (70%) or more to accept the dimensions, i.e. by (7) experts, no dimension was excluded from the three dimensions of the scales, as shown in Table (2).

Table (2) shows the values of Chi-square

Percentage of Expert Agreement	K2 Calculated	Disagreeing Experts	Experts Agree	Number of Phrases	Dimensions	Scale
%90	8	1	9	6	Interaction and collaboration	Organizational Culture
%70	4	3	7	6	Professionalism & Professional Development	

%100	10	zero	10	3	Commitment to the educational mission	
%80	6	2	8	5	Continuous Evaluation and Improvement	
%90	8	1	9	3	Supportive environment	
%80	6	2	8	2	Mutual	
				25	Total	
%100	10	zero	10	4	Work Behaviors	Professional compatibility
%90	8	1	9	4	Nature of work	
%100	10	zero	10	4	Dealing with others	
%90	8	1	9	3	Physical Proportion	
				15	Total	
%100	10	zero	10	5	Supporting and implementing the idea	Career Creativity
%90	8	1	9	5	Explore and generate an idea	
				10	Total	

2.4.2 Determining the style and basis of formulating statements:

The researcher used the (Likert) method in formulating the phrases, and after preparing the three measures in their initial form, he presented them to the same group of experts to ensure their validity in measuring what they were developed for and their suitability for the dimensions, as well as knowing the positive and negative statements, as well as identifying the phrases that need to be modified and submitting the proposed amendment, and after the experts and specialists expressed their opinions, observations, and modification of some of the phrases of the measures, the phrases were treated statistically by applying the percentage and the K2 square. Under the significance level of (0.05) and the degree of freedom (1) and a tabular value equal to (3.84), the final analysis resulted in the exclusion of the statements that were less than 70%, where the value of the percentage was limited between (90%-40%) and the value of chi-square between (8-1) as shown in Table (2), as the

number of phrases in the aforementioned table is the final number of the three measures after statistical treatment.

2.4.3 Method of Correcting Metric Statements:

The phrases of the scales were formulated in two directions, one positive and the other negative, and the weights of the phrases were determined from (1-5) points for each of the phrases of the scales, so five alternatives and graded responses were developed for the purpose of obtaining the total score for each of the sample members, as the highest score for the organizational culture scale was (125) and the lowest value was (25) degrees, and the highest score for the professional compatibility scale was (75) degrees and the lowest value was (15) degrees, while the highest score was for the Job Creativity Scale. 50) and the lowest score (10) and by adding the respondent's scores on the five-point scale, we get the total score.

2-5 Exploratory Experiment for Measures Statements:

In order to ensure the correctness of the wording of the phrases and whether they are understood or incomprehensible for the sample, and to identify the difficulties facing the final application process, and to identify the time required to answer the phrases of the measures by the teaching staff, and to know the efficiency of the assistant staff, the scales (Appendix 7) were applied to a sample of (30) teachers at Maysan University. The researcher asked the sample to note each phrase accurately and mark it with a sign (✓) in the appropriate field, and this was done on Monday, 15/8/2023 The results of this procedure showed that the phrases were clear to the sample members, and all the phrases were answered and the approximate time for answering the three measures was determined with a time of (25-30) minutes.

2-6 Experiment of applying the scales to the construction sample:

The three scales were applied to the construction sample consisting of (70) teachers at Maysan University, and this was done in the period from 7/9/2023 to 9/11/2023, where the questionnaire forms were distributed to the sample members and they were asked to read the instructions related to the process of answering the questionnaire, then the answers of the sample members were collected and checked in order to ensure the correctness of the answer to all the statements, then the researcher analyzed these statements statistically to reveal their distinctibility and their correlation with the total score of each scale and excluded the non-discriminatory phrases The researcher adopted the method of the two peripheral groups and internal consistency, where the values of the arithmetic media of the upper group of the organizational culture scale ranged between (3.920-4.960), while the values of the lower group ranged between (1.200-2.520), and the calculated T-value ranged between (7.562-1.549), while the values of the arithmetic circles of the upper group ranged between (3.437-4.410), while the values of the lower group ranged between (1.693-2.371), and the calculated T-value ranged between (6.742-1.467), while the The arithmetic averages of the upper group of the Career Creativity Scale ranged between (4.043-3.543), while the lower group ranged between (1.349-2.210) and the calculated T value between (5.943-1.821),

and when compared with the value of (tabular T) of (2.011) under the significance level of (0.05) and under the degree of freedom (68), the undifferentiated phrases for which the calculated T score was less than the tabular, the aforementioned Table (2) shows the number of phrases for each scale and its distribution over the dimensions of the scales, while the values of the correlation of the phrase with the scale ranged for the scale. Organizational culture ranged between (0.741-0.122), for the professional compatibility scale ranged between (0.688-0.158), and for the Job Creativity Scale, the values of the correlation coefficient ranged between (0.802-0.179), where phrases with a significance level (sig) greater than (0.05) were excluded.

2-7 Scientific Parameters of the Two Scales:

2.7.1 Honesty:

The researcher used **apparent honesty**, and this was achieved by presenting the three scales to experts and specialists in the field of physical education within the competence of management, organization, sports psychology, tests and measurement, as well as management and economics, while the honesty of the construction was verified by using the two-end group method by extracting the discriminating power of the measures statements, in the light of which the phrases capable of distinguishing between individuals with high scores and those with low scores were identified and using The researcher also used the internal consistency coefficient in analyzing the statements of each scale, i.e. calculating the validity of the statements of the scale using the internal test (the total score of the scale) by finding the correlation between the score of each statement and the score of the scale as a whole.

2.7.2 Consistency:

First: The method of splitting in half:

The phrases of the Organizational Culture Scale, the Occupational Compatibility Scale, and the Career Creativity Scale were divided into two halves, where the number of phrases of the first half of the Quality of Work Life Scale became (13) phrases and the second half became (12) phrases, while the phrases of the Occupational Compatibility Scale were divided into two halves where the number of phrases of the first half became (8) phrases and the second half (7), while the number of phrases for each half of the Job Creativity Scale (5) and according to the sequence of phrases into individual and pairs, and then the correlation coefficient for each scale was extracted Between the scores of the two halves by the Pearson method, the correlation coefficient between the scores of the two halves was (0.557) for the organizational culture scale and (0.638) for the professional compatibility scale and (0.6054), but these values represent the stability coefficient of half the test, and in order to get the test stability coefficient as a whole, the researcher used the (Spearman-Brown) equation to correct the correlation coefficient, and after correction, the stability coefficient of the organizational culture scale became (0.714), while the stability coefficient of the professional compatibility scale became (0.781) while it was (0.742) for the job creativity scale. The values represent a high stability coefficient that can be relied upon to estimate the stability of the scales.

Second: Cronbach's alpha method.

It is one of the most common and most appropriate measures of stability for scales with a graded scale, as consistency was extracted in this way by applying the Kornbach equation to the members of the construction sample of (70) teaching using the statistical package (SPSS), as it was found that the value of the stability coefficient of the organizational culture scale was equal to (0.886) and the professional compatibility scale was equal to (0.759), while the scale of job creativity was (0.704), which is a high stability index for the two scales.

2.7.3 Objectivity:

The instructions for the application of the test (scale) in terms of its procedures, its management, and since the scales contain one key for correction, each of them is considered an objective scale.

2.8 Torsion coefficient for the two scales

In order to identify the extent to which the sample answers are close or far from the normal distribution, the researcher calculated the torsion coefficient using the SPSS statistical program, where it was (0.210) for the organizational culture scale and (0.260) for the professional compatibility scale, while the value of the torsion coefficient for the job creativity scale was (0.289)

2.9 Arithmetic Averages and Standard Deviations of the Three Scales:

The researcher has processed the results of the scales statistically through the use of the arithmetic mean, standard deviation, grade G, and grade T, and table (3) showing the arithmetic media, standard deviations of the two scales and its dimensions for the construction sample, which was adopted in extracting the standard scores.

Table (3) shows the arithmetic averages and standard deviations of the three scales

Standard deviation	Arithmetic mean	Dimensions	Scale
5.001	21.9	Interaction and collaboration	Organizational Culture
4.98	22.6	Professionalism & Professional Development	
3.83	12.5	Commitment to the educational mission	
5.035	19,7	Continuous Evaluation and Improvement	

3.032	12.3	Supportive environment	
1.89	8.01	Mutual	
23.768	96.9	Total	
5.97	15.8	Nature of work	Professional compatibility
4.98	16.9	Work Behaviors	
5.045	17.4	Physical Proportion	
5.65	13.7	Dealing with others	
21.645	63.8	Total	
5.022	19.5	Explore and generate an idea	Career Creativity
4.99	18.7	Supporting and implementing the idea	
10.012	38.2	Total	

3- Presenting, analyzing and discussing the results of the study:

3.1.1 Presentation, analysis and discussion of the results of the Organizational Culture Scale:

Table (4) shows the arithmetic mean and standard deviation of the application sample for the Organizational Culture Scale

Level	Standard deviation	Arithmetic mean	Scale
Good	23.767	96.8	Quality of Work Life

The above table shows us that the level of organizational culture among the teachers of Maysan University has obtained an arithmetic mean (89.01) and a standard deviation (23.767), thus it has become a (good) level.

Table (5) shows the levels and adjusted standard scores and raw scores of the Work Quality Scale

Percentage	Number	Raw grades	Standard Scores	Levels
%23.7	19	125-119	80-68	Very good
%46.2	37	118-87	67-56	Good
%15	12	86-64	55-44	medium

The	%8.7	7	63-47	43-32	Acceptable
	%6.2	5	46-25	31-20	Weak

researcher attributes the achievement of the teachers at Maysan University to these levels to several things, including that the university administration provides opportunities to reflect the talents of the teachers in charge of administrative tasks, encourages their endeavors in developing and improving work methods, and works to provide modern methods for the purpose of training and development, which allows them to achieve their goals and objectives by working to reach the stage of satisfaction with their work, as well as that they enjoy a life close to what they dreamed of and they are happy in the work mechanisms that usually go well. Not to mention the ease of expressing their opinions, and at the same time these opinions are effective in the changes that occur at the level of the university and its activities, while involving them in the decision-making process, in addition to the fact that their working conditions are satisfactory and the university administration provides the necessary needs to perform work while providing a safe work environment, which throws a feeling of work pressure and psychological stress due to their work and the implementation of their duties. "Organizational culture is not only the opinions, attitudes and expectations of employees about their jobs, but also the provision of all the conditions for employee satisfaction and job needs, as well as their perception of that satisfaction. [1]

3.1.2 Presentation, analysis and discussion of the results of the Career Creativity Scale:

Table (6) shows the arithmetic mean and standard deviation of the application sample for the Career Creativity Scale

Level	Standard deviation	Arithmetic mean	Scale
Good	10.012	38.2	Organizational Culture

Table (7) shows the modified and raw levels and standard scores of the Career Creativity Scale

Percentage	Number	Raw grades	Standard Scores	Levels
%17.07	14	50-43	80-68	Very good
%51.25	41	42-20	67-56	Good
%16.25	13	33-19	55-44	medium
%10	8	23-18	43-32	Acceptable
%5	4	17-10	31-20	Weak

researcher explains that the teachers at Maysan University obtain these levels for several reasons, including that the teachers seek to improve their performance to develop their university in which they work by studying and following modern methods, techniques and tools to keep pace with the development taking place in the world and by allocating part of their time to help in their work that is not part of their official work to reach new ideas and with the support of the university

administration. In addition, they always strive to encourage their colleagues to present and adopt creative ideas continuously, as well as their effective contribution to the implementation of new ideas, as well as their presentation of creative ideas that improve and develop performance in order to achieve competitive advantage, and this is what Al-Husseini emphasizes: "Creativity is not only determined by the inputs of the system (individuals and groups), but also by creative processes such as creativity management, the creative context, and the conditions in which creativity takes place.[2]

3.1.3 Presentation, analysis and discussion of the results of the Occupational Compatibility Scale:

Table (8) shows the arithmetic mean and standard deviation of the application sample for the Professional Compatibility Scale

Level	Standard deviation	Arithmetic mean	Scale
Very good	21.645	63.8	Professional compatibility

Table (9) shows the levels, adjusted standard scores and raw scores of the Occupational Compatibility Scale

Percentage	Number	Raw grades	Standard Scores	Levels
%21.25	17	75-63	80-68	Very good
%47.75	39	62-51	67-56	Good
%16.25	13	50-37	55-44	medium
%8.75	7	36-24	43-32	Acceptable
%5	4	23-15	31-20	Weak

Through the above table, it is clear to the researcher and in the light of the sample levels that the teachers at Maysan University have the ability to adapt to the nature of work in the various factors that surround them in the work environment, and their compatibility with the changes that occur in these factors over different periods of time, as well as their compatibility with their boss and supervisor and their colleagues, as well as their compatibility with their own demands and mood and their compatibility with the changing and specific conditions of work, which reflects the importance of administrative guidance by the management of The university has a great influence on the development of work behaviors and modifying them in a positive direction that serves the achievement of the goals of the educational institution through good leadership, effective communication, providing motivation and its continuity, and providing appropriate material, psychological and social conditions that positively affect the behavior of teachers and their concentration in work, as well as the importance of financial proportion to the nature of work and

its suitability with the requirements of life, as work is the main source of income for the teacher, it provides him with a decent life, so he is committed to his institution in a standard manner and shows This is through the performance of his work and professional efficiency, and the worker's achievement of this stability is based on the need to have a comfortable and satisfactory atmosphere within the institution in which he works, so that he can exert the necessary effort in order to make his work a success, which will benefit him, the institution and the society with satisfaction and material well-being, and this is what Saeeda emphasizes about the importance of professional compatibility: "It is a state of harmony and harmony between the worker and his professional environment - material and social - which makes him satisfied with his professional performance, and satisfactory to others (supervisors and colleagues). , and his ability to progress in his work and continuously improve his skills, which can be measured by the nature of the work, the relationship with colleagues, supervision, promotion and development, and opportunities for advancement at work. [4]

3-2 First: Correlation Relationships between Study Variables and Direct Affective Relationships:

- 1- The correlation between the organizational culture variable and the job creativity variable is a strong direct relationship considering the value of the significance level.

Table (10)

Sample Number	Significance Level	Relationship	Variables
40	0.000	**0.399	Organizational Culture Career Creativity

- 2- The correlation between the professional compatibility variable and the job creativity variable is a strong direct relationship considering the value of the significance level.

Table (11)

Sample Number	Significance Level	Relationship	Variables
40	0.000	.613 0	Professional Compatibility Career Creativity

Second: Affective Relationships: The researcher relied on the Structural Model to test the direct impact hypotheses using the Structural Modeling Equation by using the (Smart PLS. V.20) program.

First: The Affective Relationship between Organizational Culture and Job Creativity.

Table (12)

Selection Coefficient R ²	S.R.W	Effect size f ²	P value	T value	VIF	track	Quality of conformity SRMR
0.156	0.394	0.235	0.006	2.787	1	Organizational Culture for Career Creativity	0.069

Table (12) shows that the value of the Standard Mean Square Root (SRMR) is less than (0.08), which explains that there is an acceptable match of the model to study the effects between the studied variables, and the value of (VIF) was (1) which is less than (5), thus confirming that there is no multiple linear correlation between the independent variables, while the value of (t) was 2.787.) which is greater than (1.96) at a significance level of (0.05) and this indicates the significance of the correlation, and the value of the interpretation coefficient was (0.156) which is a large value indicating the ability of the independent variable (organizational culture) to explain the changes that occur in the dependent variable (job creativity), and the value of the effect size (f²) (0.235) for the independent variables in the dependent variable was greater than (0.35), which is a large effect size for the contribution of each independent variable.

Second: The Affective Relationship between Occupational Compatibility and Job Creativity.

Table (13)

Selection Coefficient R ²	S.R.W	Effect size f ²	P value	T value	VIF	track	Quality of conformity SRMR
0.381	0.617	0.616	0.000	7.954	1	Professional Compatibility <---Job Creativity	0.064

Table (13) shows that the value of the Standard Mean Square Root (SRMR) is less than (0.08), which explains that there is an acceptable match of the model to study the effect relationships between the studied variables, and the value of (VIF) was (1) which is less than (5), thus confirming that there is no multiple linear correlation between the independent variables, while the value of (t) was (7.954) which is greater than (1.96) at a significant level of (0.05) and this indicates the significance of the correlation, and the value of the interpretation coefficient was (0.381) which is a large value indicating the ability of the independent variable (professional compatibility) to explain the changes that occur in the dependent variable (job creativity), and the value of the effect size (f²) (0.617) for the independent variables in the dependent variable is greater than (0.35) as it is a large effect size for the contribution of each independent variable.

Third: The interactive effect relationship of the organizational culture variable in the relationship between professional compatibility and job creativity.

Table (13)

Selection Coefficient R^2	S.R.W	Effect size f^2	P value	T value	VIF	track	Quality of conformity Chi-Square
0.731	0.135	0.411	0.031	2.166	1	The Interactive Impact of Organizational Culture	0.228

The aforementioned table shows that the explanatory power of the interaction model has reached ($R^2 = 0.731$), which indicates that the independent variables are able to explain (73%) of the changes that occur in the dependent variable through the interaction process, and that the calculated significance value of the interaction model reached ($P=0.031$), which indicates the significance of the interactive model, while the role of the interaction variable in the model is represented in the regression value which reached (0.135), which is a significant value because the value of (t) The calculated value was (2.166), which is a significant value at the level of (0.031), and the amount of the size of the effect (f^2) that the organizational culture introduced by interacting with professional compatibility in job creativity reached (0.411), which is a significant level of impact, and this result confirms the interactive (modified) role of organizational culture in enhancing the effect of the variable of professional compatibility on the job creativity of teachers at the level of Maysan University.

Based on the above, it is clear that the studied individuals have a positive attitude towards the fact of a suitable work environment, as it is clear that the university administration has a good focus on activities and policies that can enhance the requirements of the physical and educational environment that must be available to succeed in its field of work, despite the circumstances and the lack of allocations towards its needs, but the current situation has not prevented it from working as much as possible to provide a work environment that enjoys an acceptable level of quality, and that the teachers have a perception At a high level of interest in notifying them of respect and appreciation for the implementation of work requirements, so that the teachers feel that the work environment achieves a good aspect of well-being for them and represents what he planned and wished to achieve in his life, as the teacher at the university has psychological reassurance that he is an influential individual in the course of the university's work, and this is what Al-Bilisi confirms. In which the organization and individuals are reflected positively, thus achieving its goals and aspirations, and at the same time meeting and satisfying the desires of its employees, which ensures the continuity of the success of the organization, and its immunity against many crises" [1], in addition to the fact that teachers have the high ability to form a large and wide range of behaviors and roles in different situations for the purpose of performing work requirements, that is, teachers are not limited to practicing a specific behavior in a specific pattern in dealing with situations and individuals with different names They resort to a wide portfolio of behaviors, some of which focus on presenting creative ideas and implementing them to perform the main and official tasks, and others are concerned with supporting the field of work through social and other aspects, so that it constitutes the obsession of excellence and creativity in the performance of job tasks, and this is what Abu Zeid pointed out: "It is very useful for departments to develop creative skills in the process of anticipating problems while finding solutions to them

in anticipation of the future, and this is one of the functional innovations at their high levels that are achieved. The creativity of the organization" [5] , not to mention their awareness that professional compatibility is not a one-dimensional concept but a multidisciplinary concept that embodies the nature of dealing with others within the university and the work group, as well as their satisfaction with the bosses they supervise, as well as the institution or environment in which they work, and their satisfaction with their dealings with their colleagues, all of which create a sense of satisfaction and psychological reassurance towards the accomplishment of their work, and their determination, will, and great positive effort towards the institution in which they work. This is what it confirms: "It is defined as the adaptation of a person to his social environment in the field of his social life problems, which are due to his relations with his family and society, and the norms of his economic, political and moral environment that affect his professional life [6].

Conclusions and Recommendations

First : Conclusions:

- 1- The respondents' scores were high in terms of organizational culture, as the faculty members have a high level of perception of the extent of their college administrations' interest.
- 2- Organizational culture contributes to the interpretation and promotion of job creativity in teachers at a good level.
- 3- Professional compatibility contributes to the explanation of changes in job creativity.

Second : Recommendations:

- 1- A call to the administration, represented by the President of the University and the Administrative Assistant, to pay more attention to the organizational culture as it plays its main role in promoting positive behaviors in the field of work, including the creative behavior of teachers, by focusing on the appropriate organizational climate.
- 2- The importance of focusing on internal working conditions by working to establish solid bases to enhance their levels and level of work and their awareness by teachers by building an organizational culture based on the development of material and psychological work requirements.
- 3- Enhancing professional compatibility, which is one of the important indicators in the quality of performance, by finding adaptive factors for teaching to the internal and external environments.

Sources

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