



**THE ROLE OF INDUSTRIAL CLUSTERS IN INCREASING THE LEVEL OF ORGANIZATIONAL INVENTION AN EXPLORATORY STUDY IN THE GENERAL COMPANY FOR THE TEXTILE AND LEATHER INDUSTRIES BAGHDAD**

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**Abstract**

The current research seeks to frame and measure the relationship of industrial clusters in increasing the level of organizational creativity in the General Company for Textile and Leather Industries in Baghdad. For it, and the main research problem lies in trying to answer the research question, is it possible to increase the level of organizational creativity in the company under study by relying on industrial clusters? To answer it, the questionnaire was used as a main tool for collecting data and information on the practical side, which was distributed to (70) employees of the company in question, and the research relied on a set of statistical methods for analysis and the results were extracted using the statistical program (SPSS ver 26). The most notable conclusions are the existence of a significant correlation and impact relationship between industrial clusters and an increase in the level of organizational creativity in the company under discussion, as well as a set of proposals that stressed the need to work on providing an appropriate work environment that facilitates obtaining the information required by the company to increase its competitiveness.

**Keywords:** industrial clusters, organizational creativity

**Introduction**

Most of the industrial experiences in the field of economic organizations have proven that their failure is not related to the problems they face and the small size of their activity, but rather to their disintegration and lack of connection in integrated



structures, as the spatial conglomeration of companies in a joint industry leads to the sharing of technology, inputs and customers, the exchange of experiences and skills and their development and upgrading the quality of production through making notable improvements in technical specifications, components and programs to ensure survival in the market with new products that compete with others. From this point of view, a group of companies close to each other have tended to form clusters known as industrial clusters and are more efficient than companies working separately and can develop and benefit from work skills and reduce economic risks and the allocation of suppliers to meet the demands of companies and to enhance their efficiency and product quality. According to the foregoing, this research shows the role of industrial clusters in increasing the level of organizational creativity in the General Company for Textile and Leather Industries in Baghdad and for the purpose of covering its contents, it was divided into four sections. The first section includes the research methodology. In the second topic, it explains the theoretical framework, and the third topic presents the practical framework of the research and the fourth and final topic explains the conclusions reached by the research and the proposals it presents to the company under study.

## **The First Topic / Research Methodology**

1. Research problem: Despite the importance of the research variables, the field research data indicates one of the problems that the textile and leather industries suffer from in Iraq, which is the lack of interest in the field of research and development and keeping pace with the successive technological developments and the difficulty of developing its production, which requires technical expertise and technical advice by specialized bodies working in this field in addition to exchanging experiences and capabilities and interconnecting with each other to overcome market fluctuations and face the uncertainties surrounding them. Based on the foregoing, the current research problem can be formulated by the following questions:

Is it possible to increase the level of organizational creativity in the company under study by relying on industrial clusters?

What is the nature of the correlation between industrial clusters and improving the level of organizational creativity in the company under study?

- Is there a significant influence relationship for industrial clusters in improving the level of organizational creativity in the company under study?



2. The importance of research: The importance of research lies in addressing a contemporary topic that contributes to providing the appropriate environment to support the development and improvement of products in a way that enhances competitiveness and steadfastness in the markets, in addition to increasing the productivity of organizations and the spread of knowledge and innovation that activate the capabilities of the organization to reach a state of excellence and provide what is Constantly new.

3. Research Objectives: The research aims primarily to identify industrial clusters and what are the ingredients for establishing industrial clusters and the factors affecting the formation of industrial clusters, in addition to achieving the following sub-objectives:

- Shed light on the concept of organizational creativity and what are its types.
- Analyzing and testing the data of the correlation and its significance between industrial clusters and increasing the level of organizational creativity in the company under study.
- Analyzing and testing the data of the impact relationship and its significance between industrial clusters and increasing the level of organizational creativity in the company under study.
- Presenting a set of proposals to the management of the company in question, based on the conclusions reached by the research.

4. Research Hypotheses:

- The first main hypothesis: (there is no statistically significant correlation between industrial clusters and the increase in the level of organizational creativity in the company in question) and the sub-hypothesis emerges from it (there is no statistically significant correlation between each dimension of industrial clusters and the dimensions of increasing the level of organizational innovation combined in the researched company)
- The second main hypothesis: (there is no significant statistically significant effect relationship between industrial clusters and the increase in the level of organizational creativity in the surveyed company) and the sub-hypothesis emerges from it (there is no significant statistically significant effect relationship between each of the dimensions of industrial clusters and the dimensions of increasing the level of organizational innovation combined in the researched company)

The second topic/theoretical framework



## **First: the Concept of Industrial Clusters**

Industrial clusters emerged when Porter in 1990 studied the competitive advantage of different countries, where Porter presented clusters by improving the business environment and described industrial clusters as a group that is geographically and socially close to interconnected organizations and institutions specialized in a particular field or environment, and cluster participation leads to lower cost and easy access to Specialized inputs of machinery, equipment and others, in addition to the exchange of information, technology, specialized services and the availability of manpower, thus becoming more competitive and innovative than those organizations that work separately. These links lead to improving local and global competitiveness over time(Shakib, 2020). The innovative industrial clusters and their strategic development is effective tools for solving many problems related to social and economic development, and its influential elements can enhance the rapid development of various fields in the national or regional economy (Kong, Wang, & Wu, 2021). Three types of positive external factors are specialized workers, and Provide specialists for inputs, services, and spillover effects of technology and knowledge between the organizations that share the site, as these external features are generated not only by geographical proximity but by horizontal and vertical sectoral groupings of the division of labor, and all stakeholders benefit from the collective specialization that comes from working in The same industry, resource base and supply chain in a similar way, and organizations benefit from social, cultural and organizational proximity in activating cooperation with other organizations, customers and government agencies through the pooling of infrastructure and generation of knowledge and indirect information that increases innovation and competitiveness of industrial clusters (Sosnovskikh & Cronin, 2020). Industrial clusters are defined as a geographical grouping of a number of organizations and institutions linked and related to each other in a specific field so that they enter into a relationship of integration and intertwining with each other vertically and horizontally in all stages of the production process, thus forming the full chain of the added value of the product and this relationship includes the exchange of goods and services, information, expertise and human resources(Salam, 2019). According to Zarkin (2014), it is a gathering includes a group of organizations that share common factors such as using similar technology, participating in the same marketing channels, benefiting from the available labor, or linking to front and back relationships among



them. To enhance the competitiveness of the members of the assembly as the groupings of small and medium organizations. As for Haddad, Maddah Oraibi, and Hisham (2019), he sees that it is a geographical focus of a group of similar organizations related to each other or complementary activities through channels of commercial transactions, communications and dialogue. They share and share specialized infrastructure, labor markets and services, in addition to facing the same opportunities and threats.

## **Second, the Importance of Industrial Clusters**

The importance of industrial clusters through the following points (Al-Mousawi, Al-Battat, & Al-Shara', 2018; Dai, Mookherjee, Quan, & Zhang, 2021; Mazzoni, 2020) are:

1. Supports and stimulates the economies of the site: industrial concentration leads to many savings in the costs of organizations within the cluster. The savings are represented in the presence of the largest possible number of specialized input suppliers with an abundance of specialized labor in addition to the possibility of transferring and disseminating information between markets and cluster organizations.
2. Contribute to industrial reorganization: Clusters represent attractive sites for small, specialized organizations based on computer manufacturing, specializing in products and adopting new production technology.
3. Encouraging communication between organizations and increasing income rates: It means cooperation between organizations to take advantage of complementarities, exploit new markets, integrate activities and pool resources and knowledge, as networked and interconnected organizations have competitive capabilities and profitability.
4. Clusters reduce the waste of public resources: The clustering mechanism allows regions or regions to focus on resources and keep them, expand and develop small business programs instead of supporting different types of work, thus wasting efforts and wasting resources due to lack of specialization.
5. Increases the productivity of industrial organizations and the spread of knowledge: The organizations in the cluster work more productively in identifying sources of inputs and benefiting from economies of scale. The clustering within the cluster motivates organizations to improve their performance because they are subject to



monitoring and pressure on other organizations to ensure the cluster's success and continuity.

6. The efficiency increases innovation: by conducting research and improving cooperation between the business sector and the university sector with the aim of marketing academic research to continuously improve the level of products and performance through the implementation of innovation and environmental innovation by the organizations integrated in the cluster.

7. Clusters help in creating new organizations: new businesses tend towards clusters because the organizations depend on the close interaction between suppliers and buyers, as the cost of failure is lower within the cluster and there are many alternative opportunities, to reduce risks and ensure the provision of information necessary for their activities.

8. Building trust between organizations: by setting a common language among them to face challenges through alliances, establishing social networks and joint cooperation.

### **Third: The Components of Industrial Clusters**

**Industrial clusters are based on five basic components (Haddad et al., 2019; Salam, 2019):**

1. Geographical focus: where organizations gather in a place as a result of the presence of tangible advantages such as natural resources or infrastructure (competitive advantage), cost reduction, and the presence of specialists in support of production factors, and community organizations also want to take advantage of intangible advantages such as rapid access to private information with new products, production methods, modern technology.... etc

2. Specialization: Learning new ways to reduce the cost of producing a product or service over time (experience-oriented), which gives the organization a sustainable competitive advantage.

3. Innovation and knowledge: the true measure of the cluster's vitality and competitiveness. When the organization invents a product, competitors rush to search for a competing product, which pushes the innovative organization to develop its products or invent new products to overcome competitors, and thus this cycle continues and cluster competitiveness is achieved.



4. Competition: The competition between organizations is the incentive that drives them to search for more innovations, which leads to the creation of new specializations and activities and contributes to raising the level of efficiency of the workforce as a result of the increased demand for them, and the limited competition has a negative impact on the competitiveness of the cluster as it reduces the number of organizations and jobs and level of technological progress.

5. Cooperation: a principle that does not contradict the previous principle. The growth of a successful and competitive organization stimulates the demand by this organization for the products of the organization supplying it. With the development of the cluster, the exchange relations between the organization are strengthened and the benefit flows from front to back and vice versa.

#### **Fourth: Advantages and Disadvantages of Industrial Clusters**

Zouach (2014) identified the advantages of industrial clusters with the following points:

- 1.Reducing the costs of the production stage and thus raising production efficiency.
- 2.Providing the appropriate infrastructure for the industry.
- 3.It helps to increase opportunities for specialization and division of labour.
- 4.Integration with other organizations to gain advantages of scale and the ability to penetrate new markets.
5. Facilitate information exchange and knowledge acquisition.
6. Increasing innovative capacity and continuous development.
- 7.Facilitating access to trained labor and specialized suppliers, addressing unemployment and encouraging investment.

Abdel-Rahman and Omar (2019) identified the defects of artificial clusters with the following points:

- 1.Excessive focus on the cluster specialization pushes all development policies to it. If the cluster fails or the cluster selection is wrong, the economy as a whole will be affected.
- 2.The inability of industrial clusters to respond to the drastic and non-specific changes in the industry that require complete changes in the production process, which the cluster will try to resist because of the high costs.
- 3.Industrial clusters depend on a large number of specialized small and medium organizations in order to raise the level of competitiveness.



4. Cluster policies pay attention to urban areas and neglect remote areas.

### **Fifth: Factors Affecting the Formation of Industrial Clusters**

Lafta, Mosaheb, and Fadel (2020); Lorenzon (2020) showed the following factors:

1. Factors of production: they are represented by the production inputs supporting to raise the competitiveness of the industrial unit, as well as the availability of infrastructure, skilled manpower, capital and natural resources.

2. Demand factors: They express the extent of the presence of external and internal markets, especially local markets, where the high demand for the products of the cluster contributes to raising the level of the quality of the products, and the more organizations in the cluster, this will improve the quality of the goods and services provided and make them more competitive compared to with other organizations in the same sector when entering international markets.

3. Associated and Supporting Industries: For the success of the industrial unit in the industrial cluster, the forward and horizontal links must be successful through the relationship with the rest of the industrial units that make up the industrial cluster. Collaboration to innovation driven by the exchange of information and knowledge of new processes and products.

4. The organization's strategy, structure and competitors: It expresses the procedures and methods used by the industrial unit constituting the industrial cluster in addition to the nature of the competition it is waging and the competitive advantage it enjoys in terms of its ability to invent, research and development with the aim of its success and thus the success of joint cooperation between the industrial units formed with it in the industrial cluster And push the organizations within the cluster to choose a strategy through which to improve their performance and overcome competitors.

### **Sixth: The Concept of Organizational Creativity**

Some view organizational creativity as the process that results in the emergence of a new idea, practice, service or product that can be adopted by the employees of the organization, or imposed on them by decision-makers(Sheikh & Ali, 2017), and given the challenges and difficulties that organizations face in the surrounding business environment Whether economically, politically, or socially, and in light of the successive technological developments and the intensification of competition, it has become necessary for these organizations to work to confront these challenges with





all their energy through modernization, development and keeping pace with competitors (Al-Soub & Al-Kasasbeh, 2021). The awareness of administrators and organizations to the extent of the need for change and improvement in the administrative processes and its objectives and through the development of the performance of workers, where the importance of organizational creativity must be appreciated through great efforts to provide an appropriate climate that enables workers in organizations of different abilities to show their creative abilities and make optimal use of them, which drives To the growth and development of organizations and to raise the level of job performance for its employees, where organizational creativity is one of the basic necessities in the management of business and organizations. Successful organizations, and for their survival and continuity, strong and influential, must not stop at the limit of efficiency, but must have ambitions beyond that to be brilliant in their ideas, performance and (Tawfiq & Bilal, 2020), while Ahmed Ismail (2019) considers that it is a group One of the processes and behaviors practiced by individuals in the organization, whether they are managers or employees, that lead to changes in organizational structures, policies and administrative patterns through the application of new methods and methods to solve problems and make decisions in a more relevant and unfamiliar way in advance (Al-Ajmi, 2021). It is the ideas and behaviors presented by managers in industrial companies, which aim at efficient and effective management methods in achieving and accomplishing the goals that these companies seek. While Seng, Yusof, and Abidin (2011) considers it as a process of adopting new administrative systems to practice its business in order to raise the performance of the organization, as it focuses on management as well as the organizational structure rather than the product and process.

### **Seventh: The Importance of Organizational Creativity and its Characteristics**

The importance of organizational creativity is represented in the following

- 1- Organizational creativity is considered one of the main factors that drive an increase in the competitiveness of organizations in the long run in all competitive markets
- 2- It is an important way to overcome the internal or external environmental pressures of the organization as it comes in response to these pressures (scarcity of resources,



competition, public demands....) or because of the use of those internal organizational options, such as: acquiring distinguished skills.

3- Achieving a high level of ambition

4- It is considered an accurate criterion for the radical change process, because it is considered as an incentive to elicit the best of the individual

5- It certainly contributes to providing distinguished services to the beneficiaries that often exceed their expectations

6- Greatly saves time and effort and enhances the work environment

7- It is considered an improvement in the productivity of the organization, by achieving great efficiency and effectiveness in performance, and it contributes to the achievement of goals and the use of energy and resources significantly.

8- Contributes to qualitative improvement, by reducing damaged, lost and rejected

9- Supports the improvement of the organization's image in general and its position and makes it attractive to consumers

And (Rawi, 4, 2016) sees that the characteristics of organizational creativity are:

1\_ Organizational creativity is the new synthesis, which is to put things known and old into a new synthesis in the same field, or transfer them to another field in which they were not used before.

2 \_ Organizational creativity is a broad organizational process in which most of the employees, departments and sections in the organization intervene.

3 \_ Organizational creativity is a strategic task that can be developed through the strategies set by the senior management in the organization that lead the innovation process.

4\_ Organizational creativity means differentiation, which is to come up with what is different from others.

5\_ Organizational innovation represents the new, which is to bring the new in whole or in part against the existing situation, and it also represents the source of renewal in order to maintain and develop the company's market share.

6\_ Creativity is to be the first mover in the market, and this distinguishes the owner of creativity, which is based on a new reading of needs and expectations.

### **Eighth: Elements of Organizational Creativity**

He created for the creative process a set of test standards, lists of personality assessment and behavioral characteristics that accumulated during the second half of



the twentieth century, where it is noted that the difference in the researchers' point of view on defining a specific concept of organizational creativity was not reflected in the elements of organizational creativity in a way that calls for standing on it, where scholars agreed The administration and researchers are (Al-Hait & Abdel-Aal, 2017; Awwad, 2018; Mahmoud, Hama Saleh, & Ahmed, 2015) and (Al-Safadi, 2019) and (Asiri & Ali, 2020), (on the presence of the following elements of organizational creativity:

1- Fluency: It means an individual's ability to produce a number or quantity of ideas in a certain period of time that is less than the general average compared to other individuals, especially since the creative individual is a distinct and superior individual in terms of the amount of ideas he presents on a particular topic, and in a short period of time compared to Others, because he has a high ability to flow his ideas and ease of generation.

Whereas fluency represents the quantitative aspect of organizational creativity, and it is measured by the number or quantity of information provided by the individual on a particular subject in a certain period of time, so it depends on the dense production of ideas and information, and is often described as a creative capacity bank, and fluency has many types, namely:

A- Fluency in pronunciation: i.e. the speed of a person's thinking in giving and generating words in a specific pattern.

B- Fluency of association: that is, the production of the largest possible number of words with the same meaning.

C - Fluency of ideas: It is the recall of the largest number of ideas in a specific time.

D- Fluency of expression: i.e. quick thinking of related words that fit a specific situation.

E- Fluency of shapes: evaluation of some additions to certain shapes to be real drawings.

2- Authenticity: which means renewal or singling out ideas. The creative person has an original thinking, that is, s/he moves away from the ordinary or the common. He does not repeat the ideas of others. It also refers to the ability of the creator to produce original ideas with few repetitions within the group to which he belongs and the criterion of judgment. The idea of originality is that it is not subject to current ideas and deviates from the norm. Originality includes three main aspects:



A - Uncommon response (the ability to produce rare ideas)

B- Distant response (the ability to mention indirect consequences)

C- Skilled response (the ability to produce responses judged by skill) and this aspect is a new test for originality, as it is not possible to rely on non-commonality alone as a test for it.

3- Flexibility: It refers to the diversity of ideas that the creative individual brings, and his ability to change or transform the course of his thinking or his point of view according to the requirements of the situation. Flexibility is the degree of ease with which the creator changes a certain position or mental point of view. It also means looking at things from several angles. Flexibility can be classified into two types:

A - Automatic flexibility: It includes the ability of the individual to automatically give various information that does not belong to one category or origin.

B - Adaptive flexibility: It is the ability of a person to change his mental orientation when he is looking to solve a specific problem.

4- Dealing with risks: It means how brave the creative individual is in exposing himself to failure or criticism, making many guesses, working under ambiguous circumstances and defending his own ideas. It also means taking the initiative to adopt new ideas and methods and studying for solutions, and at the same time that in which the individual is capable of bearing the risks resulting from the work he undertakes, and he is ready to face the responsibilities arising therefrom.

Sensitivity to problems: It means the individual's ability to discover various problems, weaknesses and gaps in a single problem, issue or situation, accurately identifying them and knowing their size, dimensions and effects. Therefore, sensitivity to problems is one of the most important elements of creativity

### **The Third Topic / the Practical Side**

#### **First: To test the correlation between the research variables:**

The correlation coefficient (Pearson Correlation) is used to find out the direction, strength and nature of the relationship between any two variables, where we infer the direction of the relationship in terms of being a (direct or inverse) relationship from the reference value of the correlation coefficient. The value ( $1 \pm$ ) as the closer this value is to the correct one, this is evidence of the strength of the relationship between these two variables. Until the value is less than (0.05), this indicates the significant relationship between the two variables.



Testing the first main hypothesis: (there is no statistically significant correlation between industrial clusters and an increase in the level of organizational creativity)

Table (1) indicates that there is a positive significant correlation between industrial clusters and the increase in the level of organizational creativity, meaning that whenever the auxiliary factors are available in the formation of industrial clusters, the level of organizational creativity increases, as the total index of the correlation coefficient reached (0.825\*) at a significant level of (0.05). As shown in Table (1). This refers to the rejection of the main hypothesis and acceptance of the alternative hypothesis.

Table (1) results of the overall correlation between the research variables at the level of the researched company.

Independent variable dependent variable	Industrial clusters
Organizational creativity	*0.825

Source: Prepared by the two researchers (in light of the results of the electronic calculator) using the (SPSS) program.

N=70 P ≤ 0.05 significant\*=

-2Testing the sub-hypothesis emanating from the first main hypothesis: The sub-hypothesis emanating from the first main hypothesis states that (there is no significant statistically significant correlation between each of the dimensions of industrial clusters in increasing the level of organizational creativity combined), where the correlation relationships can be determined between Each of the dimensions of industrial clusters and the increase in the level of organizational creativity combined through the table (2) shown below

Table (2) results of the statistical analysis of the correlation between research variables at the level of the company under study.

	dependent variable independent variable	Organizational creativity
industrial clusters	Demand factors	*0.793
	Production factors	*0.658
	Associated and Supportive Industries	*0.759
	The strategy of the organization and its competitors	*0.767



This table is based on the results of the electronic calculator using the (SPSS) program.

=\* significant N=70  $P \leq 0.05$

-1The relationship between demand factors and the combined increase in the level of organizational creativity: Table (2) indicates that there is a significant correlation between demand factors as one of the dimensions of the independent variable and the combined increase in the level of organizational creativity is considered a dependent variable, as the correlation value reached (0.793\*) at a level of significance.(0.05)

-2The relationship between production factors and the increase in the level of organizational creativity combined: Table (2) indicates that there is a positive significant correlation between production factors as one of the dimensions of the independent variable and the increase in the level of organizational creativity combined as a dependent variable, as the correlation value reached (0.658\*) at the level of Significant (0.05), meaning that whenever production factors are available through the availability of an appropriate work environment in the company, this leads to an increase in the level of organizational creativity in it.

-3The relationship between the associated and support industries and the increase in the level of organizational creativity combined: Table (2) indicates the existence of a positive significant correlation between the associated and support industries as one of the dimensions of the independent variable and the increase in organizational creativity combined as a dependent variable, as the correlation value reached (0.759\*) when Significance level (0.05), meaning that the more the company's relations with suppliers and external and consulting institutions increased, this led to an increase in the level of organizational creativity in it.

-4The relationship between the strategy of the organization and its competitors and the increase in the level of organizational creativity combined: Table (2) indicates that there is a positive significant correlation between the strategy of the organization and its competitors as one of the dimensions of the independent variable and the increase in organizational creativity combined after it is a dependent variable, as the correlation value reached (0.767\*) when Significance level (0.05), meaning that whenever the company has alternative strategies at work, this leads to an increase in the level of organizational creativity in it.



Through the presented results shown in Table (2), we conclude from this that the sub-hypotheses emanating from the first main hypothesis were rejected and the alternative hypotheses accepted.

Second: To test the influence relationships between the research variables

Testing the second main hypothesis and the sub-hypotheses emanating from it at the level of the researched company in order to obtain acceptance or rejection of the hypothesis of the influence relationship between the research variables. production factors, associated and support industries, the organization’s strategy and its competitors) and increasing the level of organizational creativity in it, and in order to reach an accurate judgment regarding the rejection or acceptance of the hypothesis and the sub-hypotheses derived from it. the following:

.1The second main hypothesis states that (there is no significant statistically significant effect between industrial clusters and an increase in the level of organizational innovation)

Table (3) The effect of industrial clusters on increasing organizational creativity at the level of the researched company.

Independent variable / dependent variable	Industrial clusters		R <sup>2</sup>	F	
	B <sub>0</sub>	B <sub>1</sub>		calculated	tabular
Organizational creativity	0.854	0.940 (13.346)*	0.730	183.487	4.001

This table is based on the results of the electronic calculator using the (SPSS) program.

df (1,68) P ≤ 0.05 N = 70 \*=significant D

It is evident from Table (3) regarding the results of the regression analysis that there is a significant effect of the combined industrial clusters in increasing the level of organizational creativity, as the calculated (F) value reached (183.487), which is higher than its tabular value of (4.001) at the two degrees of freedom (1.68) and the level of significance (0.05), and the coefficient of determination was (2) (R (0.730), which means that (73%) of the differences explaining the increase in the level of organizational creativity are due to industrial clusters, and the rest (27%) are due to uncontrollable or uncontrollable random variables. Originally included in the



regression model, and by following the coefficients (B) and test (T) for them, it was found that the calculated (T) value (13.346), which is a significant value and greater than its tabular value of (1.67) at the level of significance (0.05) and two degrees of freedom ((1) ,68, and thus the results indicate that the second main hypothesis was not fulfilled at the level of the researched company, so the second main hypothesis will be rejected and the alternative hypothesis accepted.

1 .Testing the sub-hypothesis emanating from the second main hypothesis: The sub-hypothesis states that (there is no significant statistically significant effect between each dimension of industrial clusters and the dimensions of increasing the level of organizational creativity combined) and with the aim of clarifying the impact relationships between each dimension of industrial clusters And the dimensions of increasing the level of organizational creativity combined at the level of the company under study and in light of the sub-hypotheses emanating from the second main hypothesis, the impact relationships were analyzed as shown in Table.(4)

Table (4) The effect of the dimensions of industrial clusters in increasing the level of organizational creativity combined at the level of the company under study

dependent variable independent variable Dimensions of industrial (clusters)	Increasing the level of organizational creativity		R <sup>2</sup>	F	
	B <sub>0</sub>	B <sub>1</sub>		calculated	tabular
Demand factors	.794	.807 (10.774) *	.631	116.072	2.758
Production factors	.718	.784 (8.515) *	.516	72.513	2.758
Associated and Supportive Industries	.783	.747 (10.388) *	.613	107.912	2.758
The strategy of the organization and its competitors	.799	.822 (11.896) *	.671	141.506	2.758

This table is based on the results of the electronic calculator using the (SPSS) program.

=\*significant ( df(1,68 0.05 N = 70 P≥

It is clear to us from Table (4) that the highest impact of industrial clusters in increasing the level of organizational creativity combined is represented in the





strategy of the organization and its competitors first, as the value of (1) B (0.822) and the value of (T) \* (11.896), which is a significant value and greater than its tabular value amounting to (1.67) at two degrees of freedom (1.68), then the effect of affiliation support in raising awareness came in the second place, as the value of (B1) (0.747) and the value of (T) \* (10.868), which is a significant value and greater than its tabular value of (1.67) at the degree of freedom (3.66), and the effect of supporting innovation in raising awareness as a whole came in third place, with a value of (1B) (0.775), while the value of (T) reached (10.105), which is a significant value and greater than its tabular value of (1.67) when degree of freedom(3,66)

Through the presented results shown in Table (4), we conclude from this that the sub-hypotheses emanating from the second main hypothesis were rejected and the alternative hypotheses accepted.

## **The Fourth Topic / Conclusions and Suggestions**

### **First: the Conclusions**

1. The company under consideration does not have an appropriate work environment that supports the generation of new ideas and the use of modern methods of work, which is reflected in its weak competitiveness.
2. The researched company's lack of interest in research and development operations, especially in the field of following up on technological developments related to design and production, and following new scientific methods to improve and develop the product.
3. The company under consideration does not possess highly reliable supply sources and the lack of front and back integration, which is reflected on the quality of the company's products.
4. The weak relationship of the company in question with research institutions and external consulting centers, which affects the level of expertise and competencies required to perform the work in the shortest period of time.
5. It was clear from the results of the analysis that there is a significant correlation between industrial clusters and organizational creativity, in terms of the value of the correlation coefficient. And there is a significant correlation between each of (demand factors, production factors, supporting industries, the organization's strategy and its competitors) with organizational creativity in the company. under search.



6. The presence of a positive, significant effect of industrial clusters was achieved in increasing the level of organizational creativity, and there is a significant effect between (demand factors, production factors, supporting industries, the organization's strategy and its competitors) with organizational creativity in the company under study.

### **Second, the Suggestions**

1. Changing the prevailing culture in the company and providing an appropriate work environment that supports new ideas and increasing interest in the human element because of its direct impact on the effectiveness of industrial clusters.
2. Activating the research and development activity at the company level and increasing the financial allocations for this activity, which greatly contributes to following up on technological developments and increasing the level of creativity in the company.
3. Monitoring and tracking information on suppliers, markets, required technical specifications, efficiency of processing operations, studying the supply chain and the added value at each stage of the chain and comparing it with competitors.
4. The necessity of providing an appropriate infrastructure, especially in the field of communication and dealing with research institutions that provide scientific products worthy of attention and application, and encourage the establishment of industrial clusters in terms of providing the required competencies and resources.

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