

The effect of organizational creativity on total quality management: The mediating role of knowledge management



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Abstract

This study aims to highlight the mediating role of knowledge management in the relationship between organizational creativity and total quality management. The study was conducted at the EATIT artificial tissue complex in Algeria, with a study population of 260 employees. The descriptive method was employed, and a questionnaire was used as the primary data collection tool. Initially, 250 questionnaires were distributed, out of which 208 were retrieved, representing the study sample. Statistical analysis was then performed using AMOS.v24 software.

The researchers arrived at several findings, the most important of which is that knowledge management partially mediates the relationship between organizational creativity and total quality management in the studied organization.

Keywords

Knowledge Management;
Total Quality Management;
Organizational Creativity;

الكلمات المفتاحية

إدارة المعرفة ؛
إدارة الجودة الشاملة ؛
إبداع تنظيمي ؛

أثر الإبداع التنظيمي على إدارة الجودة الشاملة: الدور الوسيط لإدارة المعرفة

تهدف هذه الدراسة إلى إبراز دور إدارة المعرفة في توسط العلاقة بين الإبداع التنظيمي وإدارة الجودة الشاملة، طبقت الدراسة في مركب الأنسجة الصناعية EATIT بالجزائر، حيث تكون مجتمع الدراسة من 260 عاملا بالمؤسسة، تم الاعتماد على المنهج الوصفي، واستخدم الباحثان الاستبيان كأداة رئيسية لجمع البيانات، حيث وزعت في البداية 250 استبانة استرجع منها 208 مثلث عينة الدراسة. بعد ذلك تم التحليل الاحصائي عن طريق برنامج AMOS.v24 . توصلت الباحثان إلى مجموعة من النتائج أهمها أن إدارة المعرفة تتوسط جزئيا العلاقة بين الإبداع التنظيمي وإدارة الجودة الشاملة بالمؤسسة محل الدراسة .

الكلمات المفتاحية: إدارة المعرفة، إدارة الجودة الشاملة، الإبداع التنظيمي

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Doi:

I- Introduction :

Creativity is a significant topic for both academics and practitioners. Within organizational psychology, organizational creativity is linked to employees generating new and useful products or services in any field. This concept has been widely used in various disciplines. Consequently, rather than the mental processes through which creative ideas eventually emerge, it can be measured with relative ease. Burns & Stalker were among the first to study the stimulation of creative behavior among employees. They distinguished between mechanistic environments that lead to routine thinking and work, and so-called organic organizational structures that result in creative work habits⁽¹⁾.

Total quality management (TQM) is a comprehensive and systematic strategy at the organizational level. It is not a specific program, tool, or technique, but rather a transformation in both thinking, organization, and organizational culture⁽²⁾. It focuses on the continuous improvement of processes within organizations to provide superior value to customers and meet customer needs, which includes company processes that focus on customer understanding, participation, and response⁽³⁾.

In the knowledge economy, organizations that possess a significant amount of knowledge are successful. Unlike tangible resources like machinery that depreciates, patents that eventually expire, materials that degrade, or brands that lose value, knowledge and ideas derived from individual learning actually increase in value with use and practice. Knowledge management, therefore, becomes a crucial strategic force in the advanced world of knowledge and thought. It forms the scientific resource that determines the value of an organization, and it is the defining challenge for competitive advantage and leadership in the marketplace. An organization's effectiveness is not measured by the amount of knowledge created and stored, but by its ability to leverage that knowledge in implementation⁽⁴⁾.

1.1. Study problem:

Despite the debate surrounding the significance of organizational creativity in achieving the many successes of business organizations, it is observed on a theoretical level that there is some overlap in the concept by researchers. Additionally, there is a scarcity in the literature regarding the discussion of organizational creativity within the framework of Total Quality Management (TQM), as well as in linking both organizational creativity and knowledge management with TQM. The literature on this philosophy raises many points about what business organizations should do in the field of creativity and knowledge for employees when applying TQM. Hence, the research idea emerged, focusing on studying the role of organizational creativity in achieving the requirements of TQM through knowledge management. This study aims to answer the following question:

Does organizational creativity have an impact on achieving total quality management requirements, considering the mediating role of knowledge management within the studied organization?

This problematic situation raises a series of sub-questions:

- Does organizational creativity have a direct and tangible effect on knowledge management in the studied institution?
- Does organizational creativity have a direct and tangible effect on total quality management in the studied institution?
- Does knowledge management have a direct and tangible effect on total quality management in the studied institution?
- Does knowledge management mediate the relationship between organizational creativity and total quality management in the studied institution?

1.2. Hypotheses of the Study:

To address the research problem and its associated questions, the following hypotheses have been formulated:

H_1: There is a significant positive direct effect of organizational creativity on knowledge management in the organization under study.

H_2: There is a significant positive direct effect of organizational creativity on total quality management in the organization under study.

H_3: There is a significant positive direct effect of knowledge management on total quality management in the

organization under study.

H_4: Knowledge management mediates the relationship between organizational creativity and total quality management in the organization under study.

1.3. Study objectives:

- To develop a theoretical framework encompassing organizational creativity, knowledge management, and their relationship with Total Quality Management (TQM).
- To investigate the direct impact of organizational creativity on TQM, as well as the indirect impact mediated by knowledge management.
- To provide recommendations for the case study organization based on the findings.

1.4. Study Methodology:

This research employed a descriptive approach in both the theoretical and empirical aspects, relying on various sources and references. The study also utilized the AMOS.v24 statistical package for the social sciences in analyzing the obtained results.

1.5. Literary review:

Study 1: (Hishām A, Muḥammad G, 2023) Work-Life Quality and Its Relationship with Organizational Creativity

This study examined the relationship between work-life quality and organizational creativity among employees at a silk weaving workshop in Algeria. A sample of 68 employees was selected, and a descriptive methodology was employed using a questionnaire to gather data. Statistical analysis revealed that both work-life quality and organizational creativity were low among the sample. The study also found a significant positive relationship between the two variables.

Study 2: (Bashar M. K.& other, 2010) Organizational Creativity and Its Impact on Product Quality Enhancement

This study aimed to elucidate the impact of organizational creativity on product quality in the General Company for Electrical Industries. The study model was tested through a questionnaire distributed to a sample of managers, engineers, and employees of the company. The sample included 36 employees. Findings indicated a statistically significant impact of organizational creativity on product quality.

Study 3: (Karim A, 2020) The Impact of Organizational Creativity on the Relationship between Total Quality and Entrepreneurship

This study sought to understand the role of organizational creativity in supporting the relationship between total quality dimensions and entrepreneurship. A descriptive methodology was used, and a questionnaire was distributed to a sample of 183 individuals in the petroleum sector in Asyut Governorate. The study found a significant impact of organizational creativity in strengthening the relationship between total quality and entrepreneurship practices as a dependent variable in the sector under study.

1.6 Research gap

This study can be distinguished from previous research in the following ways:

- It builds upon and expands upon prior research, acting as a cognitive and cumulative extension of previous work in the field. It leverages the findings and recommendations of earlier researchers to advance understanding of the subject.

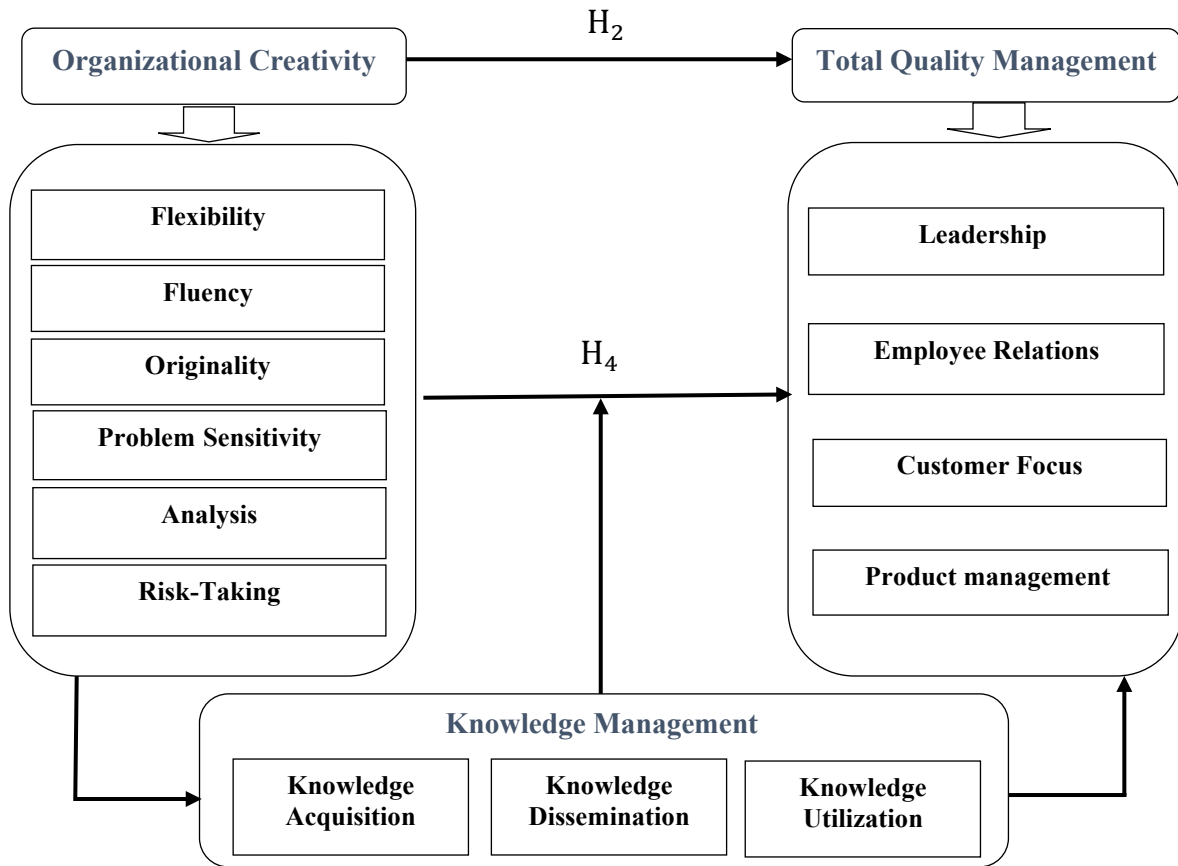
In terms of purpose and topic: This study aims to test the mediating role of knowledge management in supporting the impact relationship between total quality management and organizational creativity in the Algerian industrial sector. It

differs from previous studies through the study model characterized by the mediating variable.

- From an applied perspective: This study was limited to the ETIT (Industrial Textile Complex), a different community than what previous studies have addressed.

1.7. Study model

Figure 01: Theoretical Study Model



Source: Prepared by the researcher

2. Study Theoretical framework

2.1. Organizational Creativity

Creativity, in general, is the ability to generate new and useful ideas related to products and services, processes and administrative practices, and competitive strategies⁽⁵⁾. Organizational creativity is defined as "the ability to introduce the new in what it does and how it does it to achieve organizational goals, including the development of products, processes, services, and paradigm shifts, as well as developing new ways to seize opportunities, solve problems, and face internal and external changes"⁽⁶⁾. Therefore, it involves rearranging knowledge to generate new knowledge that must be transformed into products and services. It enables an organization to become entrepreneurial and enhances organizational innovation⁽⁷⁾.

Across multiple organizational creativity frameworks, it becomes apparent that organizational-level creativity primarily focuses on three key aspects. The first aspect encompasses the intellectual capabilities of the organization's members, representing the foundation of creativity. The second aspect centers on the creative process itself, which manifests from these intellectual capabilities, signifying the utilization of the organization's intellectual capital. Finally, the third aspect embodies the final output of this process, potentially taking the form of a new product or service.

Organizational creativity is characterized by a set of elements, which are as follows⁽⁸⁾:

Fluency: Generating the maximum number of ideas on a given topic within a specific timeframe.

Flexibility: The ability to shift one's mindset to adapt to changing situations.

Originality: Producing novel solutions. A creative individual does not simply repeat the ideas of others, nor do they resort to conventional solutions. They seek to uncover original concepts.

Problem Sensitivity: The ability to identify various problems in different situations. Creative individuals can discern numerous challenges within a single scenario, recognizing errors, shortcomings, and issues with keen sensitivity.

Analysis: Creative or innovative output involves the process of selecting, dissecting, and restructuring a new work into simpler units.

Risk-taking: This dimension involves taking the initiative to embrace novel ideas and methods while pursuing solutions. Creative individuals are willing to accept the risks associated with their actions and are prepared to take responsibility for the consequences of their outcomes.

2.2 Knowledge Management:

The concept of knowledge management emerged in numerous scientific fields such as artificial intelligence, innovation management, design, competency management, training, marketing, and others. It originated from practical experiments seeking to reorganize institutions to maximize profits, enhance the institution's image, penetrate markets, engage in technological monitoring, and build decision support systems. Knowledge management, based on this concept, has been defined as "a system containing initiatives, methodologies, and tools aimed at creating an optimal flow of knowledge to achieve the success of the institution and its partners"⁽⁹⁾.

Effective knowledge management practices require a unified framework encompassing a series of sequential processes, with the following key steps⁽¹⁰⁾:

Knowledge Acquisition: Organizations aiming for high levels of innovation in their operations should embrace the acquisition of knowledge that is both scientific in nature and arises from social interactions and communication within the organization. This type of knowledge serves as a crucial input for fostering innovation within the organization.

Knowledge Distribution: Achieving organizational innovation involves not only identifying, acquiring, and developing knowledge but also disseminating and distributing new knowledge across the organization and its environments. Here, the organizational structure plays a vital role in facilitating the spread of new knowledge that drives innovation.

Knowledge Utilization: Providing the appropriate environment and conditions for using and leveraging knowledge is a crucial element in enabling organizations to achieve innovative performance. A robust system for acquiring and developing knowledge alone is insufficient to guarantee success. Instead, knowledge management systems must incorporate mechanisms to ensure that acquired and developed knowledge remains dynamic and interactive.

2.3 Total Quality Management:

Total quality management (TQM) is defined as a comprehensive management philosophy that strives for continuous improvement in all functions of an organization⁽¹¹⁾. It is also defined as the pursuit of opportunities to increase customer satisfaction and the striving to achieve continuous improvement and doing things right the first time⁽¹²⁾. TQM can be viewed as a holistic approach to management that attempts to sustain ongoing improvements in the overall performance of the organization⁽¹³⁾.

The following are key dimensions of Total Quality Management ⁽¹⁴⁾:

Leadership: This dimension emphasizes the role of top management in driving TQM. Effective leadership is considered the most influential factor in implementing TQM within an organization. Commitment to quality is reflected in the organization's strategy, which in turn contributes to a cultural shift that fosters the adoption of TQM practices.

Employee Relations: Empowering and engaging employees in decision-making and continuous improvement processes is crucial. This fosters a sense of ownership and motivates employees to work diligently and participate actively in change initiatives. The strategy may also incorporate incentives tied to quality improvement efforts. Furthermore, it's important to ensure that organization-wide training programs are available to equip employees with the necessary skills to participate

in TQM practices.

Customer/Supplier Focus: Customer relationship management prioritizes meeting and exceeding customer expectations, thus ensuring customer satisfaction. Collaborative relationships with a reduced number of suppliers, such as partnerships, are also key elements sought after as part of TQM.

Product/Process Management: From a TQM perspective, product management and process management are intertwined. Improvements in product design are often achieved through parallel improvements in process design.

3. The relationship between the research variables

3.1 The relationship between organizational creativity and total quality management

There have been several attempts to study the relationship between organizational creativity and total quality management. One such theoretical model was presented by (Adler, 1989), which demonstrated a strong relationship between total quality management and creativity, considering it one of the indicators of organizational effectiveness⁽¹⁵⁾. This relationship was further confirmed by (collin, 1996), who argued that as the level of positivity in total quality management increases, so does the level of employee creativity, and vice versa⁽¹⁶⁾.

In another study examining the impact of Total Quality Management on employee creativity across various functional areas within Vale Japan, (Allan, 2000) stressed the need for employee creativity to align with the goals of TQM, making them their own personal objectives to achieve. Top management and managers at all levels should clarify the organization's vision and mission, define quality values, and encourage adherence to them. Many researchers suggest that the failure to implement total quality management is often due to a lack of creative leadership. In light of this, the goals that represent organizational creativity are the same goals adopted by total quality management⁽¹⁷⁾.

3.2 The relationship between organizational creativity and knowledge management

Continuous innovation, according to (Drucker, 1999), is a fundamental duty and responsibility of knowledge workers. Consequently, many advanced organizations have benefited from assigning knowledge workers the task of ensuring sustained creativity. Similarly, industrial organizations can leverage knowledge management to develop technologies that provide them with a competitive advantage. This is because competition increasingly hinges on the skill and ingenuity in managing technology⁽¹⁸⁾.

Some researchers, such as (Wick, 2010), suggest that knowledge management is inherently linked to an organization's path, necessitating that the organization fosters this administrative process to continuously produce knowledge and promote innovation. There are four key patterns for transforming tacit and explicit knowledge, ultimately leading to the generation of new and creative knowledge⁽¹⁹⁾.

The first pattern, referred to as "shared knowledge," involves the creation of synthetic tacit knowledge through the exchange of expertise, ideas, and skills among employees. The second pattern, "embodied external knowledge," focuses on the embodiment of tacit knowledge and its conversion into explicit knowledge. The third pattern, "synthetic knowledge," involves the transformation of explicit knowledge through integration and categorization into new explicit knowledge. Finally, the last pattern, "integrated knowledge," is achieved through learning processes⁽²⁰⁾.

3.3 The Relationship Between Knowledge Management and Total Quality Management

There is a limited amount of research that has attempted to establish a relationship between knowledge management and total quality management. In his study conducted on 168 individuals working in service organizations, (Wally, 1994) tested a hypothesis that stated: "The greater the perception of knowledge management, the broader the strategic vision of total quality management within the organization"⁽²¹⁾.

In a study of 150 employees across 20 healthcare organizations, (Malone, 1996) confirmed a positive relationship between knowledge management and total quality management (TQM)⁽²²⁾. (Collinson and Molina, 1998) in their book "Management" emphasize the importance of knowledge management in the context of TQM and its administration. (Young, G. J & other 2008) in his book supports this by discussing the role of management and environmental dynamics in TQM⁽²³⁾.

4. Framework of the Study:

4.1 Field Study Procedures:

4.1.1 Study Population and Sample:

The study was conducted in the industrial sector in Algeria, specifically at the ETIT textile complex. The study population consisted of all 260 employees at the institution. A simple random sample of 208 individuals was selected.

The following demographic variables were included: (gender, educational qualification, and years of experience). The table below shows the characteristics of the study sample.

Round 01: “Characteristics of the study sample”

Variable	Groups	Repetition	The ratio %
Sex	Males	137	0.66
	Females	71	0.34
Qualification	Bachelor's degree or less	81	0.39
	Bachelor's degree	76	0.35
	Engineering or Master's degree	42	0.20
	Postgraduate	12	0.06
Years of Experience	Less than 5 years	79	0.38
	From 5 to 9 years	71	0.32
	From 10 to 15 years	35	0.17
	Older than 15 years	26	0.13

Source: Prepared by researchers based on SPSS 26 outputs

4.1.2 Study Boundaries:

- **Temporal Boundaries:** The study was conducted during (March, April) of 2024.
- **Spatial Boundaries:** The research was carried out at the Industrial Tissue Institute in Algeria.
- **Subject Boundaries:** The study focused on the mediating role of knowledge management in supporting the relationship between organizational innovation and total quality management.

4.1.3 Study Instruments: A questionnaire was designed based on the details presented in the table:

Table 02: Design of the Study Instrument and Coding of Variables

Latent variables		Coding	Observed variables	number
Organizational Creativity (OC)	Flexibility	FL	FL 1 – FL4	4
	Fluency	FLU	FLU 1 – FLU 5	5
	originality	OG	OG 1 – OG 4	4
	Sensitivity to problems	SP	SP 1 – SP 5	5
	Analysis	AN	AN 1 – AN 4	4
	Risk	RT	RT 1 – RT 4	4
Knowledge Management (KM)	Acquisition of knowledge	KA	KA 1 – KA 5	5
	Distribution of knowledge	KD	KD 1 – KD 5	5
	Use of knowledge	KU	KU 1 – KU 4	4
Total Quality Management (TQM)	Leadership	LD	LD 1 – LD 5	5
	Employee relations	ER	ER 1 – ER 5	5
	Customer focus	CF	CF 1 – CF 5	5
	Flexibility	PM	PM 1 – PM 4	4

Source: Prepared by researchers

4.2 Assumptions of Confirmatory Factor Analysis (CFA):

4.2.1 Face Validity of the Study Instrument: To ensure face validity, the instrument was reviewed by expert researchers in scientific methodology and professors in business administration and total quality management. Necessary adjustments were made based on their feedback and recommendations.

4.2.2 Reliability of the Study Instrument: McDonald's Omega coefficient was used to assess reliability, utilizing the AMOS v24 software. The results are presented in the following table:

Table No. 03: Results of the “McDonald’s Omega” factor for the study tool

Variables	Dimensions	Ferries	% "ω"	Variables	Dimensions	Ferries	% "ω"
OC	FL	4	76.2	TQM	LD	5	77.3
	FLU	5	78.5		ER	5	79.1
	OG	4	81.2		CF	5	82.3
	SP	5	72.1		PM	4	76.2
	AN	4	84.2				
	RT	4	71.5				
KM	KA	5	82.1				
	KD	5	81.6				
	KU	4	84.6				

Source: Prepared by researchers based on findings from the MACRO-OMEGA outputs.

The table above shows that the reliability coefficient "ω" for all study variables ranged between 71.5 and 84.6, which are high and acceptable values, being greater than 70%. This indicates the reliability of the questionnaire and makes it suitable for use in the field study.

4.2.3 The Multivariate Normal Distribution for Data:

Table 04: Results of Mardia's Coefficient

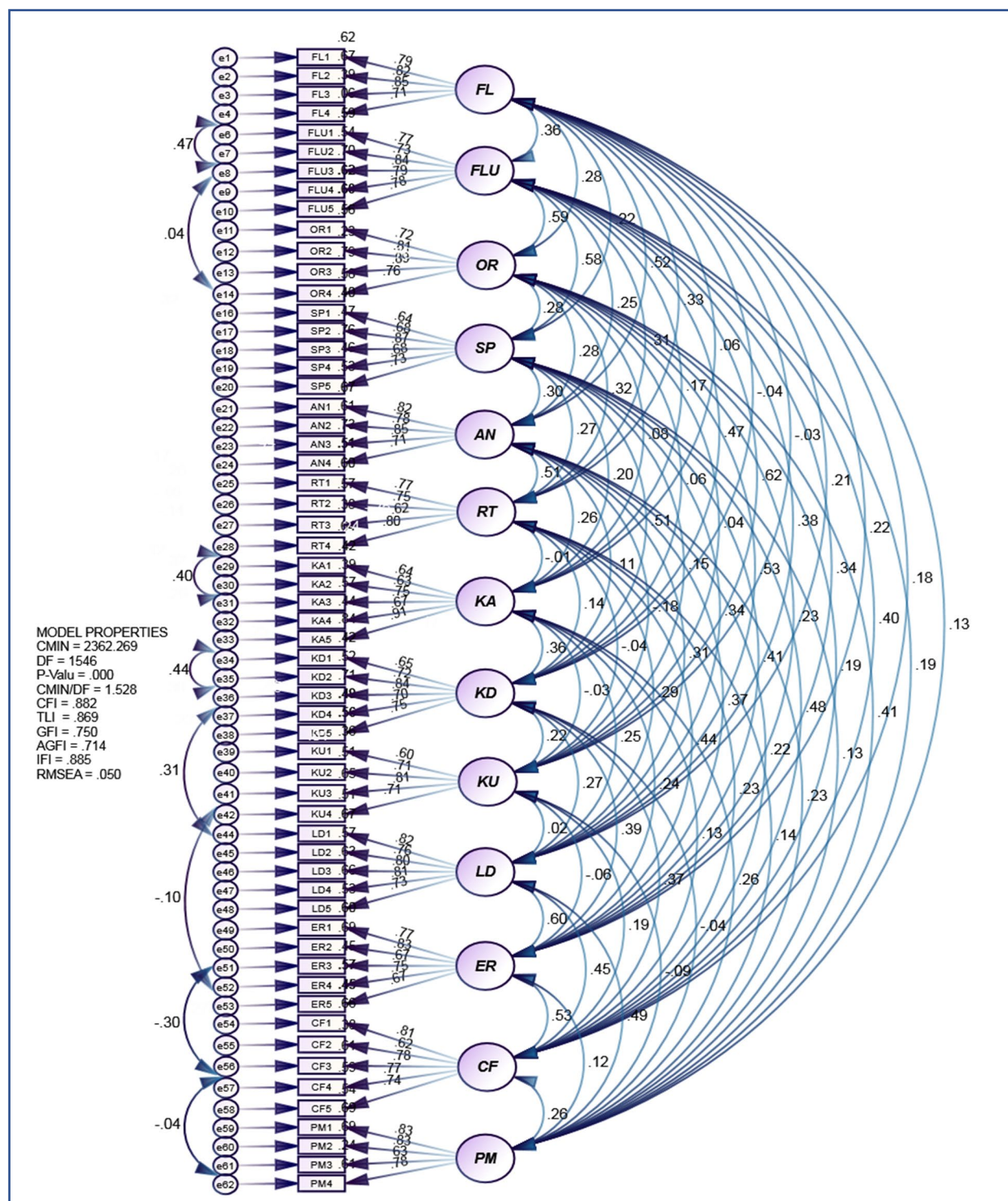
	N° of variables	Multivariate	c.r
OC	6	7.321	.4111
KM	3	-1.124	-0.247
TQM	4	-1.201	-0.542

Source: Prepared by researchers based on AMOS.V24 output

Table 04 above presents the Mardia's coefficient of skewness for the study instrument. As observed, all critical ratio values (c.r) for this coefficient are less than the predefined threshold of ± 1.96 . Consequently, we accept the null hypothesis H_0 , which states that the data is normally distributed. We reject the alternative hypothesis that posits otherwise. Therefore, the instrument exhibits stability and can be utilized for confirmatory factor analysis.

4.3 Confirmatory Factor Analysis of the study model (CFA):

Figure 02: Standard Model Design for Organizational Change Management



Source: Prepared by researchers based on AMOS.V24 output

The figure above shows the relationship between the observed variables (indicators) and the latent variables. The factor loadings range from 0.85 to 0.61, which are considered good values within the acceptable range, indicating that all items successfully explain the dimensions they are assigned to. As we can also see, there are other variables presented as circles representing the measurement error or error variance (...e1, e1...).

Regarding the statistical significance of the chi-square statistic, which was a significant statistical function ($>X^2$ 0.05), it cannot be relied upon in all cases to judge the model fit due to the large sample size. However, since the standardized chi-square statistic is statistically significant within the acceptable range ($21 < cmin/df < 30$), the model is

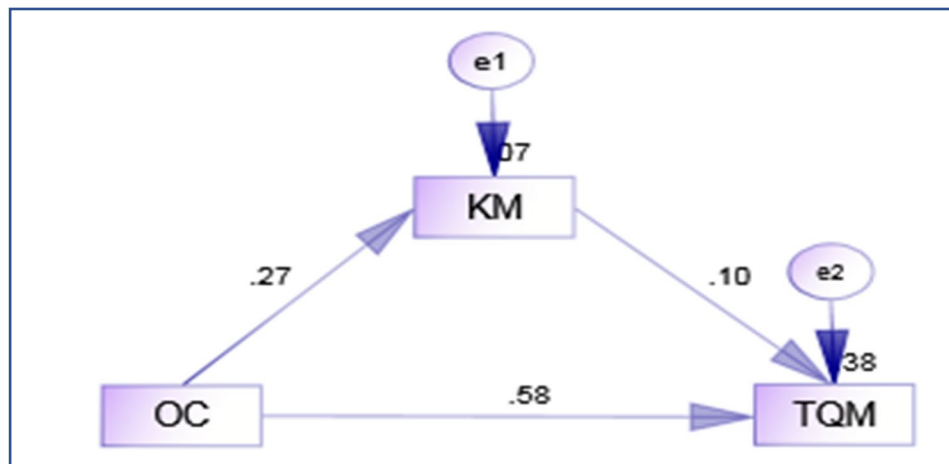
considered valid and fitting the data.

Furthermore, we observe that the rest of the fit indices are satisfactory (CFI, IFI, TLI), except for the Goodness-of-Fit Index (GFI) and Adjusted Goodness-of-Fit Index (AGFI), which remained below the required level for good fit. This can be attributed to the influence of the sample size and the number of parameters to be estimated in the model. Nonetheless, they fall within the acceptable range of moderate fit. Overall, the measurement model is considered to be valid and well-fitting to the data, allowing us to proceed to the structural model of the study for data analysis and hypothesis testing.

4.4 Three hypothesis tests and interpretation of results:

Path analysis and the Baron & Kenny model for mediation (Structural Equation Modeling - SEM) were employed using AMOS v.24 to simultaneously examine the direct and indirect effects between study variables.

Figure 03: Path Analysis Model of Study Variables



Source: Prepared by researchers based on AMOS.V24 output

Figure 03 presents a path analysis model for the study variables. The regression coefficients shown on the three paths indicate a positive direct effect between the study variables, as evidenced by their positive values (0.27, 0.10, 0.58). To assess the statistical significance and interpretability of this effect, we refer to Tables 04 and 05.

Table 05: Direct Effect Estimates Between Study Variables

VARIABLE	ESTIMATE	S.E.	C.R.	P
KM <--- OC	.294	.072	4.104	***
TQM <--- OC	.579	.056	10.343	***
TQM <--- KM	.691	.051	3.753	.020

0.05>0.01 , * P>0.001 , ** P>*** P

Source: Prepared by researchers based on AMOS.V24 output

Table 05 provides a summary of the regression coefficient values (β), standard error (E.S), and critical ratio (C.R) for the t-statistic. These values can be compared to the critical value of 1.964 or the p-value (0.05) to interpret the relationship between the variables. A detailed explanation of the table's findings and hypothesis testing can be provided as follows:

- **First hypothesis:** The regression coefficient for the first path was 0.294, statistically significant ($P < 1\%$). The critical ratio for the t-statistic was 4.104, also statistically significant as it exceeded the critical value of 1.964. This confirms the first hypothesis, suggesting a significant direct effect of organizational creativity on knowledge management at the ETIT Industrial Textile Complex.

- **Second hypothesis:** The regression coefficient for the second path was 0.579, strong and statistically significant ($P < 1\%$). The critical ratio for the t-statistic was 10.343, exceeding the critical value of 1.964. This validates the second hypothesis, suggesting a significant direct effect of organizational creativity on total quality management at the studied organization.

- **The third hypothesis:** The regression coefficient for the third path was 0.691, strong and statistically significant ($P < 5\%$). The C.R was also greater than 1.964, confirming the third hypothesis, suggesting a significant direct effect of knowledge management on total quality management at the studied organization.

- **Fourth hypothesis:** To test the mediating effect of knowledge management on the relationship between the independent variable (organizational creativity) and the dependent variable (total quality management), the following table can be used:

Table 06: The Direct, Indirect Impact and Overall Effect of Study Variables

Path	Direct Effects	Indirect Effects	Total Effects	Conclusion
TQM <---KM <--- OC	.553**	.027**	0.610**	Partial Mediation
P-Valu	0.001	0.004	0.006	

*** $P > 0.001$, ** $P > 0.01$, * $P > 0.05$, nothing: P The effect is not significant
 Indirect Effects = $0.370 * 0.507$
 Total Effects = Direct Effects + Indirect Effects
 = $0.227 + 0.188$

Source: Prepared by researchers based on AMOS.V24 output

Table 06 reveals a significant positive effect between organizational creativity (OC) and Total Quality Management (TQM) in the absence of knowledge management (KM) at a significance level of 0.006. This effect is reflected in both the direct and indirect impacts, with significance levels of 0.001 and 0.004 respectively. However, the direct effect is notably stronger than the indirect effect ($0.553 > 0.027$), suggesting a partial mediating role for KM in supporting the relationship between OC and TQM.

The following table summarizes the confirmation levels for the four hypotheses of this study:

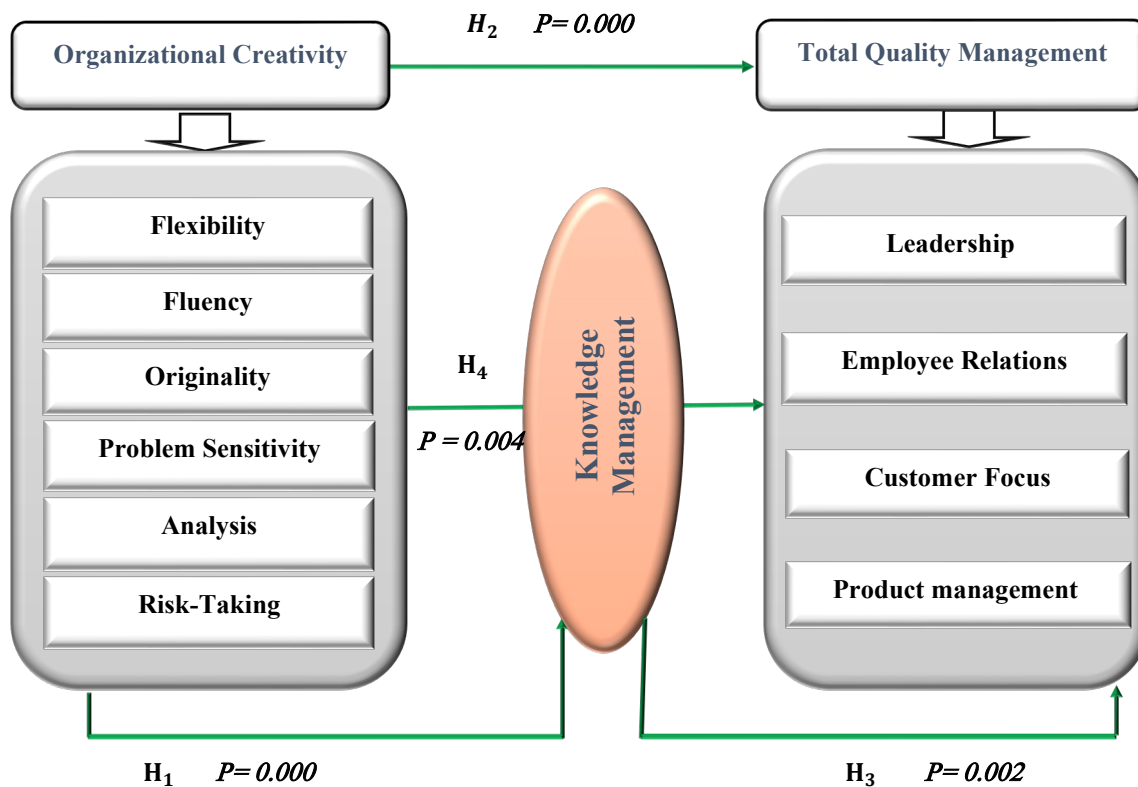
Table 07: Degree of Confirmation of the Study Hypotheses

Hypothesis	Hypothesis formulation	decision
H ₁	There is a direct, positive relationship between organizational creativity and knowledge management	Completely realized
H ₂	There is a direct, positive relationship between organizational creativity and total quality management	Completely realized
H ₃	Knowledge management positively influences total quality management	Completely realized
H ₄	Knowledge management partially mediates the relationship between organizational creativity and total quality management in the context of this study	Partially achieved

Source: Prepared by researchers

5. The final model for the study:

Figure 4: “Theoretical study model”



Source: Prepared by the researchers

6. Conclusion

This study has contributed to highlighting the mediating role of knowledge management in supporting the relationship between organizational creativity and total quality management. This means that as the degree of positivity in knowledge management increases, the degree of organizational creativity in the institution increases, which positively affects the relationship between the latter and the requirements of total quality management. Given the importance of this relationship, some researchers see the need to direct organizational creativity towards the goals of total quality management so that it becomes the goal that the organization tries to achieve. Top management and managers at all levels should clarify the organization's vision and mission, define quality values, and focus on adhering to them.

6.1 Discuss the results

- There is a direct and significant effect of organizational creativity on knowledge management in the studied organization. This is explained by the great attention the organization pays to creativity by providing a healthy work environment characterized by mutual trust between members of the organizational bodies, which creates a balance between work and social life that contributes to knowledge management and its ability to combine creative efforts with information technology to achieve a set of capabilities that lead to increased competitiveness. This result is consistent with some previous studies, such as the study of (Hishām A, 2023) which concluded a positive relationship between the variables.
- There is a direct and statistically significant effect between organizational creativity and total quality management in the studied organization. This is attributed to the alignment of goals and visions expressed by organizational creativity and the requirements embraced by total quality management in the studied organization. Strategic leadership in senior management and various middle management levels contributes to clarifying the organization's vision and mission related to developing its human resources and their creativity, on the one hand, and setting total quality standards for the products and services they offer, on the other hand. In addition to this, it helps to ensure adherence to these standards. Many studies,

such as the study of (Karim A, 2020), indicate that the reason for the failure to implement total quality management often stems from a lack of administrative and organizational creativity.

- There is a direct and significant effect between knowledge management and total quality management in the studied organization. The studied organization strives to provide the requirements of knowledge management (implicit and explicit knowledge) to meet the needs of the stakeholders for the right knowledge at the right time and at the lowest cost. This knowledge is then used to influence the causal factors and help in implementing total quality management (leadership, employees, customers and suppliers, production and processes). Some studies, such as the study of (Sandous, R., 2016), entitled "The Relationship Between Organizational Creativity and Knowledge Management and Its Impact on Achieving Total Quality Requirements for Human Resources," have reached similar conclusions.
- There is an indirect effect between organizational creativity and total quality management through knowledge management as a mediating variable. The ETIT synthetic tissue complex provides an infrastructure for knowledge management through the creation of a dedicated organizational unit, the establishment of a knowledge culture among employees, and the continuous improvement of organizational structures. This has a positive impact on individual creativity and product quality.

6.2 Suggestions

Among the suggestions we offer in this study are:

- Owners of economic institutions and decision-makers should pay more attention to the factors that stimulate organizational creativity and create a conducive environment to support their institutions' orientation towards effectiveness, competition, and faster development than competitors, especially in successful organizations, in order to meet customer requirements and aspirations and provide them with appropriate services.
- Pay attention to factors that balance work and life and their relationship to organizational creativity.
- Study the factors of organizational creativity and avoid its obstacles in economic institutions (individual obstacles: related to the individual himself, and others that are environmental and related to the community and different organizations). This classification helps facilitate the analysis process related to their study.
- Encourage workers who provide creative solutions to the institution and work on raising their salaries to motivate them to provide the best and achieve quality in their work.
- The need for organizations to pay attention to knowledge management processes by utilizing available and relied-upon methods and tools to support the organization's creative and competitive capabilities.

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