THE CONTRIBUTION OF CREATIVITY IN ACHIEVING EXCELLENT PERFORMANCE IN ORGANIZATIONS



Guerroudj Chahinez *
Université Alger3, (Algeria), chahinezguerroudj@gmail.com
Boumediene Nabila
Université Alger3, (Algeria), Nabilaboumedien93@gmail.com

Date of submission: 17/09/2025 Date of acceptance: 22/11/2025 Date of publication: 16/12/2025



Abstract:

This study highlights the contribution of creativity in achieving Excellent performance in organizations. We used the descriptive method to present the various theoretical concepts associated with creativity and Excellent performance and their obstacles in order to determine the relationship between them. The study concluded that creativity is the main driver of Excellent performance. It feeds innovation, enhances competitiveness and improves processes, all of which are key dimensions to achieve and maintain excellence, which contributes to raising the organization's ability to grow, develop and continue, and this importance increases when the organization expands its activity and operations in order to provide the best and quality services to achieve excellence in performance.

key words*:* Creativity; Innovation; Excellent performance; Organization; Behaviour.

Introduction:

Due to growth, development, and prosperity in various fields including social, cultural, economic, and especially technological, it has become difficult for organizations to maintain their position and market share. Therefore, they require continuous improvement and the creation

* Corresponding Author

of new ideas by integrating creativity at all levels of the organization. In this context, creativity becomes an indispensable strategic skill, recognized as a fundamental driver of innovation and Excellent performance.

Excellent performance is not just about achieving standard objectives, but also about generating original solutions and innovating processes, products and services. It therefore becomes crucial to understand the relationship between creativity and Excellent performance by setting out the following problem:

How does creativity contribute to achieve excellent performance in organizations?

The following questions fall under this one:

1- What is the concept of creativity, and what are its obstacles?

2- What is the concept of Excellent performance, and what are its components and obstacles?

3- What is the relationship between creativity and achieving Excellent performance?

To answer these questions, we divided the research paper into the following sections:

1- Creativity in Organizations

2- Excellent Performance in Organizations

3- The Relationship Between Creativity and Excellent Performance

First: Creativity in Organizations

In this section, we will present the definition of creativity, its obstacles, and the means of creative Individuals.

1. The Concept of Creativity and the Characteristics of Creative Individuals:

According to DOSTOEVSKY: «Man is preeminently a creative animal predestined to strive consciously for an object and to engage in engineering that is incessantly and eternally to make a new road wherever they may lead» (John Adair Eric, 1990,p 61) from this we conclude that all of us have the mental capacity to synthesize, to be creative at low level, so we will see below the definition of creativity and a characteristics of creative individuals

1.1 Definition of Creativity:

Creativity is studied within several files, including psychology, education, administration, history, sociology and political science in most of these disciplines it is relatively small and specialized area, although in some such as psychology, it is growing in importance.in field of

management a number of studies have been concerned with precisely the issue of the relationship between creativity and innovation (Sven Hemlin 2004-P 04).

Creativity is expressed through the innovation of new methods or systems in production that change the product's components and design. Creativity is the totality of abilities that enable individuals to produce distinct ideas aimed at solving issues, developing existing systems, or finding concepts or scientific methods to implement organizational work in ways that achieve objectives with distinct efficiency and effectiveness compared to competitors (Bassour, 2017.PP 489-490).

1.2 Characteristics of Creative Individuals

Individuals who are creative are characterized by their ability to think outside the box and come up with new and innovative ideas, they are distinguished by (Linda Ragam, Linda Ragam).

- Searching to understand whatever its source in order to apply it to the fields of creation and creativity.
- Rely on scientific thinking when analyzing, evaluating, and issuing judgments. In this case, it is certainly correct.
- Taking risks and bearing responsibility in a scientific and judicial manner.
- - Enjoying freedom of thought and not being subject to any pressure.
- The capacity for imagination and predictability enables them to find appropriate solutions to issues.
- Practicing criticism and self-criticism are scientific behaviours that drive the development of creative thought.

To build a creative personality, you need (Paul Sloane, 2007):

- Check assumptions
- Ask questions
- Move out of your comfort zone
- Simplify things
- Look at things from a different angle
- Trust your intuition
- Incubate
- Don’t take the first answer
- Develop your personal creativity
- Become an evangelist
- Simplify your life
- Be disconnected

- Keep fit
- Be lucky

2- Obstacles of Creativity:

There are many obstacles that may affect an individual's creativity in various fields. These obstacles may be caused by the individual or by others. The following are the most important obstacles (Saida Belhadi, 2007-p127):

- Maintaining familiar habits;
- Fear of error and failure;
- Inertia and laziness.
- Inability to apply ideas.
- Lack of opportunity.
- Lack of a creative environment.
- Poor time management and utilization

3- Methods of Creativity and Creative Thinking:

There are different methods of creativity and creative thinking that are often used in personal development, innovation, and artistic creation. These techniques help stimulate original ideas, unlock new perspectives, and enhance problem-solving skills:

-Training on one or more means of promoting creativity.

- Changing negative attitudes and problem-solving methods so individuals are more flexible, open, and receptive to alternative approaches.

- Building the individual's ability to influence others to solve problems creatively.

- Developing perseverance in solving problems by viewing problems as positive challenges rather than obstacles to creative thinking.

- Building self-image, i.e., self-confidence and the ability to change. This involves asserting that one has more latent mental abilities than one thinks and that creativity helps one overcome personal obstacles that prevent one's ability to change.

Second: Excellent performance in the Organization

The concept of performance relates to the behaviour of individuals and organizations. Performance occupies a special place within any organization as the final product and outcome of all its activities. At the individual, organizational, and state levels, a good worker is one whose productivity is high and whose performance contributes to reducing work-related issues, such as irregularity and accidents or errors (Hajra Ghanem, 2017-p104).

1- Concept of Excellent performance and its elements

The focus of this section is on identifying Excellent performance and its key elements.

1.1 Definition of Excellent performance:

Excellence is defined as a state of managerial creativity and organizational excellence. Through this state, organizations achieve extraordinary levels of performance and implementation of production, marketing, financial, and other processes. Organizations achieve excellence by preserving organizational resources and exploiting critical opportunities within the framework of effective strategic planning (Bassour, p 490)

Excellence can also be defined as an organization's ability to outperform its competitors by achieving the desired results through a set of possibilities (Nabil Hammadi, 2017-p157).

Excellence is not a management science theory, but rather the result of actions and values adopted by an organization. Through these actions and values, the organization achieves satisfaction for various internal and external parties, as well as preference in resource allocation. Excellence is also not an end in itself, but rather a means to achieve satisfaction, ranging from the satisfaction of God Almighty to the satisfaction of the organization's owners, customers, and society as a whole (Omar Sekhri, 2012-p 95)

The importance of excellence in organizations stems from its ability to harness the forces that support excellence by achieving rapid rates of change and unlimited competition. It also stems from the ability to maintain the organizational status of human resources, culture, and organizational structure; to foster a growing sense of quality; and to employ technology in information and innovations (Farida Zaini, 2015-p95).

1.2 Elements of Excellent Performance:

According to the British International Academy of Higher Education (2019), owning and activating the components of excellence management is the only way for organizations to survive and continue in today's world, which is based on rapid movement, continuous development, controlling customer desires, the multiplicity of alternatives in front of customers, open markets, and the removal of physical and moral barriers through international trade. The most important of these components are (https://www.abahe.uk/total-quality-management-enc/98083):

- Results management (Working to achieve results):

This means working hard to achieve all results related to the interests of all customers, responding immediately to their requirements, and measuring and identifying their current needs and future expectations. This requires organizations to review their policies and strategies, employ their previous experiences with customers, and set future goals for the short, medium, and long term.

- Customer Focus:

This involves achieving comprehensive satisfaction for all customers by providing real value on an ongoing basis. This approach relies on customers' opinions about the quality of services or products. It requires organizations to shift their focus from service providers to service recipients. Organizations must identify the current and future needs of their customers, evaluate their performance, diagnose and address errors, and build distinguished relationships with customers.

-Management by Processes and Facts:

This approach involves transitioning from a task-oriented culture to a process-oriented culture, pooling workers' energies and directing them towards customer service instead of dividing them into different jobs and tasks. This is achieved by developing interconnected administrative processes that meet customer needs, implement policies and strategies effectively, and make decisions based on documented information from performance measurement results, efficiency indicators of processes, procedures, and systems, as well as the current and future needs of all customers.

-Development and People Involvement

The quality of employees is measured by the quality of the organization itself. This requires recognizing the importance of employee participation in the organization, enhancing their training, and encouraging their involvement in organizational activities. It also involves selecting qualified competencies and capabilities to implement policies, strategies, and organizational goals. This requires an understanding and knowledge of the importance of knowledge resources and their role in achieving continuous institutional excellence.

- Learning, Innovation, and Continuous Improvement:

Training, innovation, and continuous improvement.

Excellence aims to transform the current reality through learning and knowledge, preparing for innovation and continuous improvement. Organizations can achieve excellence through workers who seek

knowledge wherever it is found and use it to create innovations that ultimately generate added value for everyone.

-Partnership Development:

This involves developing and maintaining long-term relationships, which can only be achieved through an exchange of benefits between all parties involved, based on openness, trust, and mutual respect.

-Developing social responsibility:

This means that the organization is open to society and not confined to its goals, plans, or the laws under which it was established. It also means expanding the concept of citizenship beyond individuals to include various institutions and aspects of society.

2.Approaches Adopted in Reality to Achieve Excellent performance and Its Obstacles:

There are several approaches or strategies for adopting Excellent performance by individuals and companies but these approaches face different obstacles, in this section we will outline the approaches as well as the known obstacles.

2.1 Approaches to Achieving Excellent performance

To achieve excellent performance, we rely on several different approaches (Hdjra Ghanem, pp,105-106):

-Strategic Approaches: Top management leads the organization by setting strategies based on envisioning the future. They build plans and programs that reach the desired results while leaving the freedom of implementation to the middle and lower levels. The value of this approach stands out in its focus on the future, searching for long-term growth opportunities, and more.

-Humanistic approach: This approach involves facing changes and renewed conditions in the surrounding environment by developing the capabilities of human resources and creating strategies and programs that deepen their participation in responsibilities and decision-making. Proper selection, training, and development of human resources play a key role in activating individuals' skills and competencies.

-Cognitive Approach: These approaches rely on intensifying the use of specialized knowledge and expertise in certain areas to create a competitive advantage over competing organizations. Technologies, software, and expertise form the basis of knowledge-oriented organizations.

-Organizational Approaches: This approach is based on the idea that the organizational infrastructure is the foundation of the organization. It

includes the organizational structure, policies, systems, and executive procedures for performing various operations.

-The syncretic approach: This approach takes elements from previous approaches according to the situation's requirements. The data from each approach is utilized and reconciled. Organizations active in complex environments that require quick decision-making and adaptation to changing conditions adopt this approach. Officials at work sites have the freedom to initiate actions in response to variables.

2.2 Obstacles to Excellent performance:

There are a number of obstacles to achieving Excellent performance. The following are some of these obstacles (Al-Azhar, 2016, p 459):

-Organizational obstacles:

- Bureaucracy significantly hinders and stalls the performance of individuals in organizations.
- The organizational structure and its inflexibility can negatively affect the dynamism and excellence of individuals within the organization.
- The absence of organizational vision and mission among workers, as well as the lack of defined goals and objectives, hinders Excellent performance.
- The lack of an organizational culture for Excellent performance.

-Human Obstacles:

-Autocratic leadership and extreme centralization of decision-making stifle creativity and innovation among workers.
- Fear of failure and a lack of risk-taking hinders the development of initiative, change, and excellence in performance.
- Lack of support for teamwork and contentment with familiar individual routines negatively affects individual performance and excellence.
- Failure to train workers to develop their skills and acquire new knowledge hinders the pursuit of excellence.
- Lack of interest in customer satisfaction.

-Material constraints:

-Failure to provide the necessary materials and technology to carry out the work as planned hinders performance excellence.
- Lack of an effective financial incentive system and rewards to encourage excellence hinders the development of a spirit of excellence in individuals.
-Attention to organizational structures and providing appropriate conditions helps develop a spirit of performance excellence.

-Technological constraints:

-The organization's failure to apply e-management to facilitate transactions reduces its performance.
-The organization's failure to develop its own information systems to reduce costs and increase productivity contributes to its lack of performance excellence.
-The organization's failure to keep up with the latest technological developments and benefit from their advantages negatively affects performance excellence.

3- Reasons and Objectives of Excellent performance:

The objectives and reasons of fostering Excellent performance go beyong short term results; they aim to improve efficiency, encourage innovation and build a culture of excellence wich help organizations create strategies to sustain and replicate high level performance across all levels.

3.1 Reasons for Adopting Excellent performance:

The adoption of Excellent performance by organisations is based on several strategic, economic and organizational reasons such as (Youssef Sadam, 201, p 258):

-Rapid and Constant Change: Since the second half of the 20th century, organizations have experienced changes that have directly impacted their philosophy and performance. The most significant of these changes are the manifestations of the new world order, the reduction of borders, and the emergence of cross-border affiliations. These changes have led to the growth of open economic thought, market mechanisms, and concepts that support globalization, a free economy, and open competition.

-Moving from service availability to service quality: Modern organizations are responsible for searching for the causes of excellence as a stabilizer and enhancer of prestige.

-The evolution of information technology: Information technology affects all aspects of organizational work, as marketing, personnel, finance, and other departmental practices have become directly related to progress in information technology. Organizations have become electronic in general, so information technology directly impacts work methods, control, and performance evaluation.

on the other hand, Solami believes that many organizations suffer from internal issues and obstacles that reduce their ability to compete and meet customer expectations. Among the most prominent issues and obstacles are the following (Hajra Ghanem, PP 125-126):

- Poor consistency between organizational goals and values and employee performance and behaviour, as well as apparent contradictions between management expectations and employee goals.
- Distributed and dispersed responsibilities among management levels and individuals, as well as weak accountability systems and mechanisms for performance results.
-Poor ability to observe changes in markets and slow response to those changes, failing to exploit opportunities or avoid threats.
- Lack of clarity in management's foundations and criteria for planning performance and directing worker behaviour, mixing managers' personal opinions with actual facts and information.
- Traditional patterns and criteria are adopted in organizing and building organizational structures based on distant functional groups rather than interconnected processes. These structures are confined to current issues and deal with short-term requirements without sufficient consideration for future needs.
- The formal and marginal use of new technologies, such as information, communication, and computer technologies. Organizations are content with the apparent aspect of acquiring these technologies without making sufficient effort to absorb and activate them.
-Weak marketing orientation and the lack of systems and mechanisms directed toward customer satisfaction diminish the competitive capabilities of organizations.
- Limited awareness of the key capabilities and sources of competitive strength of organizations, resulting in an absence of clear managerial vision for investing in and activating these capabilities to achieve superiority over competitors and manage excellence in customer service.

3.2 The objectives of Implementing Excellent performance

The goals of implementing Excellent performance aim to achieve an optimal level of operation, quality and results within an organization or for an individual, here are the main objectives (Leila Othman, 2018-P25):
- Create a culture of strong customer-centricity and performance improvement.

Improve engagement, responsibility, employee morale, and satisfaction.
- Improve the quality of outputs and train employees in process improvement.
- Learn to make decisions based on facts and organize, analyze, and control problems.

- Retain customers and create an environment that supports and maintains continuous improvement.
- Increase efficiency and achieve key organizational goals.

Third: The Relationship Between Creativity and Excellent performance

After presenting the theoretical aspects of creativity and Excellent performance, we determine the relationship between them and this by emphasizing the extent to which creativity contributes to achieving such performance:

1. The Importance of Creativity in Achieving Excellent performance in Organizations:

Therefore, creativity has become one of the basic components of organizational excellence, success, and continuity. Creativity is also one of the basic organizational resources and societal wealth because it creates additional value for all stakeholders. Its source is knowledge capital, which results from the rapid spread of knowledge. This ability also develops practices.

Success is not only measured by the number of new ideas but also by the ability to materialize these ideas. Therefore, creativity has become one of the most important activities that organizations undertake. Encouragement and training are not optional but necessary to achieve Excellent performance. The real wealth of an organization lies in the sum of its members' ideas and knowledge. Creativity is a process that requires the cooperation of all members of an organization, employing their knowledge, skills, ideas, and attitudes to develop and excel. Members need an organization through which to define their ideas and achieve their humanity. Man is a mind first and foremost (Linda Ragam, pp16-17).

2. The Contribution of Creativity in Achieving Excellent performance

Creativity is a fundamental driver of Excellent performance. It fuels innovation, strengthens competitiveness, and improves processes—all of which are key dimensions for achieving and maintaining excellence by (Bassour, p 490):

- Improving efficiency and effectiveness of activities through the research, development, and rational use of organizational material, financial, human, and technological resources.

- Contributing to enhancing the level of performance as organizational innovations maintain worker stability and their contribution to improving and raising the organization's status.
- Keeping pace with technological development to best meet consumer needs and desires.
- Achieving product excellence by offering a distinctive product in terms of cost or quality with the advantages of difference, distinction, and rapid response at a low cost.
- Creativity contributes to strengthening an organization's competitive position and increasing its growth.

Bibliography List

Books:

-John Adair Erc, Leadership for Innovation, Rev ed of Challenge of Innovation, London, 1990, p 61.

-Paul Sloane, Innovative Leader, How to Inspire Your Team and Drive the Creativity, KOGAN Page, London, 2007, p 36.

-Sven Hemlin, Carl Martin, Ben R Martin, CREATIVE Knowledge Environments, Edward Elgar publishing limited, UK, 2004, P 04.

Articles:

-Al-Azhar University-Obstacles to Implementing Excellence Management, Journal of the Faculty of Education, Al-Azhar University, Issue 150, Part 2, 2016.

-Aqila Basour, The Relationship of Creativity and its Role in Improving Excellent performance in the Algerian economic organization, a case study of Mobilis.

- Abdelhamid Ibn Badis, Journal of Economic In-depth Studies, University, Mosta Ganem- 2017.

-Farida Zaini, TQM as an Entry Point for Achieving Organizational Excellence, a field study in Swedish Cable Company, Journal of Economics, No. 13, Jillali .Bounaama University, Khemis Miliana, 2015

-Leila Othman, Saleh Saray, Tahar Baala-Innovative leadership and its Relationship with Excellent performance A presentation of some Experiences in leadership and Excellent performance of some organizations, Journal of Business and Trade Economics, No 05, March 2018.

-Linda Ragam, International Scientific Conference on Excellent performance of Organizations and Governments, Human Resources as a Source of Excellent performance in Economic Organizations, University of Ouargla-Faculty of Law and Economic Sciences, 2005.

-Nabil Hammadi, Nazira Ragui, The Impact of Human Talent Management on Achieving Organizational Excellence, Journal of Economics and Development, Laboratory of Local Development, Sustainability, Yahya Fares University of Medea, 2017.

-Omar Sekhri, Fatima Zahra Abadi, Environmental Management Systems and their Role in Achieving Excellent performance of Economic Organizations, a case study of Sidal, Journal of Economic Research of Saad Dahlab University, Blida, No. 17, 2012.

-Youssef Sadam, Asma Zanina, The Requirements of Performance Excellence in Algerian Organizations, Algerian Journal of Security and Development, No. 10, January 2017.

Internet websites:

British International Academy of Higher Education. (2019). The concept of performance excellence. Retrieved on 11/7/2019 from: https://www.abahe.uk/total-quality-management-enc/98083