

The Impact of Knowledge Sharing on Stimulating Managerial Creativity Among Employees in the Skikda Port Enterprise

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Abstract :

the study Examine the impact of knowledge sharing on fostering managerial creativity among employees in the Port Institution of Skikda is the aim of this research. To achieve this objective, a survey was conducted among a sample of 39 employees.

The research adopted a descriptive-analytical approach, utilizing a questionnaire for data collection.

The analysis of results revealed that variations in managerial creativity among employees in the Port Institution of Skikda are explained by the process of knowledge sharing, with a significance level of (0.001). This indicates a statistically significant impact of knowledge sharing on fostering managerial creativity within the Port Institution of Skikda.

Keywords: Knowledge Sharing; Managerial Creativity; the Port Institution of Skikda.

JEL Classification : M150 ; D83 ; O31.

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1. Introduction

In an era witnessing radical and rapid changes in the business environment, organizations today strive to survive and sustain themselves amid numerous challenges. Consequently, managers within these organizations must confront these challenges head-on. To achieve leadership, they must move beyond classical management concepts and focus on individuals within the organization, as they are the cornerstone of its success. Employees possess the ability to innovate and generate new ideas, making it essential to encourage their creativity and unlock their skills and talents. This can be achieved by motivating them to share, transfer, and exchange ideas, information, skills, and knowledge, leading to the creation of new knowledge through their interactions. This process is facilitated through knowledge sharing, which forms the core issue under investigation in this study.

What is the impact of the level of knowledge sharing on stimulating managerial creativity among employees of the Skikda Port Authority from the perspective of the study sample?

- **Study hypotheses**

Hypothesis 1: There is a statistically significant agreement among the study sample regarding the level of knowledge sharing in its dimensions (organizational structure, effective leadership, work teams, training, and information and communication technology) and the level of managerial creativity prevailing in the study field.

Hypothesis 2: The dimensions of knowledge sharing (organizational structure, effective leadership, work teams, training, and information and communication technology) have a statistically significant impact on the level of managerial creativity prevailing in the study field.

Hypothesis 3: There is a statistically significant correlation between the dimensions of knowledge sharing (organizational structure, effective leadership, work teams, training, and information and communication technology) and the level of managerial creativity prevailing in the study field.

- **Importance of the study**

The significance of this study stems from its focus on two key organizational concepts: knowledge sharing and managerial creativity. Managerial creativity is considered one of the most important topics in modern management thought, as it serves as a vital source for an organization's survival and sustainability. Creativity plays a crucial role in ensuring the continuity of organizations, enhancing their performance, and enabling them to keep pace with developments and adapt to changes across various dimensions—economic, social, and political.

As for the concept of knowledge sharing, it is a fundamental subject for any organization, as it revolves around the human element, which is the core component of any institution. Organizations strive to leverage this human capital, considering it one of the most valuable resources available.

- **Study Objectives**

This study aims to achieve a set of objectives, which can be summarized as follows:

- Providing insights into the concepts of knowledge sharing and managerial creativity, as these have gained significant attention in today's business environment.
- Emphasizing the importance of knowledge sharing in Algerian organizations to keep pace with developments in the business environment.
- Focusing on highlighting the relationship between knowledge sharing and stimulating managerial creativity among employees within the organization.

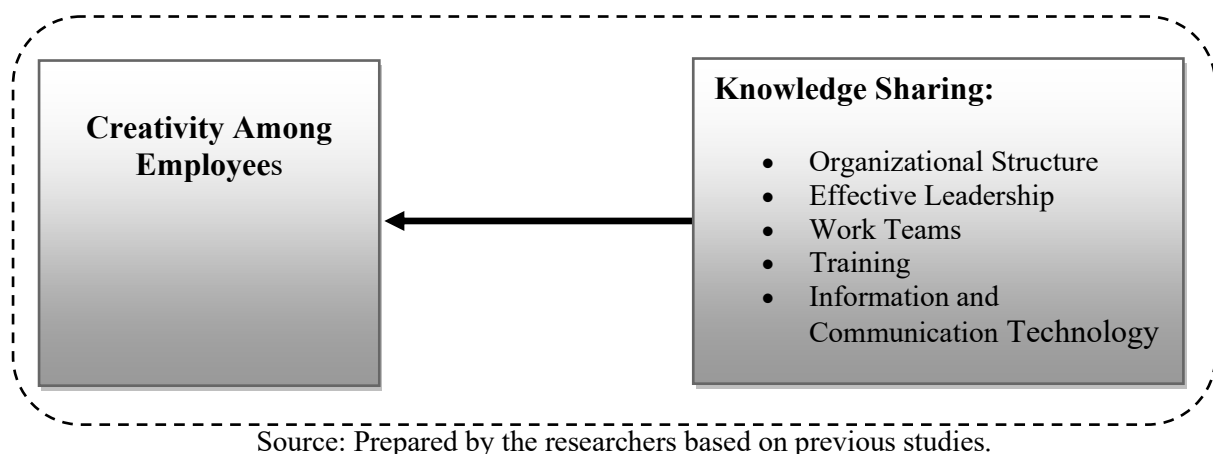
- **Research Methodology:**

To address the research problem, the descriptive-analytical method was adopted to define and analyze the fundamental concepts of the study. Additionally, a case study approach was employed, focusing on the Skikda Port Authority due to its economic significance in Algeria. This approach

aims to explore the relationship between knowledge sharing and the stimulation of managerial creativity among employees within the institution.

- **Previous Studies:**
 - **Study by Ononye and Igwe (2019):** A total of 384 questionnaires were distributed among employees in public institutions in southern Nigeria (universities and hospitals). The study found a positive and statistically significant relationship between the process of knowledge sharing (donation and collection) and innovation success.
 - **Study by Guedri and Khaldi (2021):** A total of 78 questionnaires were distributed. The results indicated moderate levels of knowledge sharing (internal and external knowledge sharing) and creative behavior. Additionally, there was a statistically significant impact of internal knowledge sharing on creative behavior.
 - **Study by Bouheni and Araba (2022):** This study examined knowledge sharing (trust, empowerment, supportive leadership, and information and communication technology) as a mechanism to enhance organizational creativity. A total of 45 questionnaires were distributed to employees at a confectionery factory in Chercell. The study found high levels of both knowledge sharing and organizational creativity, with a statistically significant effect between them
 - **Study by Dimitry, Shen, and Shan (2022):** This study distributed 371 questionnaires among employees in the IT industry in Russia to examine the impact of knowledge sharing quality on employee creativity. The findings revealed a significant and positive effect, indicating that higher-quality knowledge sharing contributes to enhancing employees' creative performance.

Figure 1: The Hypothetical Study Model



1. The Conceptual Framework of Knowledge Sharing

1.1. Definition of Knowledge Sharing

The concept of knowledge sharing has garnered increasing attention from researchers, leading to diverse definitions based on their academic perspectives, disciplines, and the multidimensional nature of the concept. Below are some notable definitions:

- **Linda and Wagram** define knowledge sharing as a process through which one unit benefits from the experiences of another unit, where a unit may refer to an individual, a team, or an organization (DAHMANI & NASRI, 2019).
- **Lin, Li, and Wang** describe knowledge sharing as a social and cultural interaction involving the exchange, transformation, and transfer of experiences and skills within a department or across the organization as a whole (DIMITRY & SHEN, 2022).
- **William** characterizes knowledge sharing as a process that takes place between two or more entities, allowing for the restructuring and generation of new knowledge.
- **Harder** defines it as a voluntary social behavior that entails transferring, absorbing, and reusing available knowledge to achieve organizational objectives (Fawzi Mohamed, 2023).
- Another perspective considers knowledge sharing as an intentional behavior adopted to disseminate acquired knowledge among individuals to enhance its value and create added benefits (Ali, 2018).
- **Imad Abdul Latif Mahmoud** presents a more comprehensive definition, describing knowledge sharing as a process of transferring and disseminating knowledge from one person to another, from an individual to a group, or between different groups within an organization. He emphasizes that it is a continuous learning process that enables individuals to explore new perspectives, contexts, and insights. Furthermore, this process fosters the exchange of both tacit and explicit knowledge—including information, skills, experiences, and understanding—among organizational members, maximizing collective benefits and enhancing the organization's competitive advantage (Abdoul Latif Mahmoud, 2021).

1.2- The Importance of Knowledge Sharing

Knowledge sharing plays a crucial role in leveraging an organization's core competencies and helping it achieve sustainable competitive advantages. It contributes to cost reduction, error prevention, enhanced creativity and innovation, and overall organizational success.

The importance of knowledge sharing also lies in the organization's need to transfer, disseminate, and share knowledge across different levels. Moreover, the interaction between technology and individuals has a direct and positive impact on improving the effectiveness of knowledge distribution.

To maximize these benefits, organizations must establish a supportive organizational environment that promotes an open-door policy, facilitating the seamless flow of knowledge across all departments and levels (BEN AMARA & DERBAN, 2020).

1.3- Theories of Knowledge Sharing

Several theories have been developed to explain knowledge sharing. The most prominent ones include the following: (BOUTALEB & NAJIMI, 2020)

A. Theory of Reasoned Action (TRA)

This theory is used to examine an individual's attitude toward knowledge-sharing behavior, which ultimately influences their intention to share knowledge. It explains that intention is shaped by personal attitudes toward the behavior and subjective norms. In the context of knowledge sharing, an individual's perception of the behavior determines their willingness to engage in it. If they have a positive attitude and intention toward knowledge sharing, this will lead to greater participation in knowledge-sharing activities.

B. Theory of Planned Behavior (TPB)

As an extension of the Theory of Reasoned Action, this theory incorporates perceived behavioral control as an additional factor. It suggests that an individual's intention to perform a behavior is influenced by:

- **Motivational factors**, including effort and willingness.

- **Social norms and behavioral control**, which involve beliefs about personal skills and opportunities for engaging in knowledge-sharing behavior.
- **The individual's perceived ability** to carry out the behavior effectively.

According to this theory, knowledge-sharing behavior is affected by social expectations, personal control over knowledge-sharing activities, and the individual's belief in their capacity to engage in the process.

C. Social Exchange Theory (SET)

This theory is one of the most influential models in understanding organizational behavior, focusing on social exchange mechanisms and interactions that create reciprocal obligations. Studies on knowledge sharing have identified three indirect factors that influence knowledge sharing:

- **Mutual communication**
- **Understanding**
- **Trust**

Additionally, three direct factors have been found to have a strong impact on knowledge sharing:

- **Reciprocal influence**
- **Commitment**
- **Conflict resolution**

Another study highlighted that trust-based relationships among employees are among the most significant motivational factors for engaging in knowledge-sharing activities.

1.4- Dimensions of Knowledge Sharing

Knowledge sharing consists of several key dimensions, which can be outlined as follows:

A. Organizational Structure

The organizational structure defines the framework that outlines divisions, units, and administrative departments within an organization. It arranges these entities hierarchically, with a formal chain of command through which instructions, directives, and decisions flow from higher to lower levels. This structure clarifies decision-making points, centers of authority, and areas of responsibility (DREID, 2022).

The organizational structure is crucial for knowledge sharing, as learning cannot occur without the exchange of information among individuals. Organizations must establish a structure that fosters transparency in knowledge exchange, creating an environment that supports open communication and enhanced participation in information sharing (JAHIQ & OBEIDATE, 2014).

B. Effective Leadership

Effective leadership refers to the ability to manage and direct resources and teams within an organization to achieve predefined goals successfully. It encompasses various skills and qualities, such as vision, strategic planning, attention to detail, time management, active listening, conflict resolution, and decision-making. Effective leadership fosters an environment where individuals set and share goals, encouraging them to take collective responsibility. By promoting teamwork and collaboration, leadership enhances mutual coordination, knowledge exchange, and professional growth (BOUHANI & ARABA, 2022).

C. Work Teams

Work teams enhance knowledge-sharing processes, increasing their efficiency and adaptability. They create a collaborative environment within organizations, aiming for high levels of cohesion and integration among team members. Additionally, work teams stimulate innovation by enabling cross-functional relationships beyond traditional organizational boundaries (Abu Al-Quasim, Al-Ghadhban, & Rahouma, 2021).

D. Training

Training involves a set of activities aimed at transferring, improving, or refining employees' knowledge, skills, and competencies within an organization. It plays a vital role in developing

expertise and ensuring that employees stay up to date with industry trends (BEN AMARA & DERBAN, 2020).

E. Information and Communication Technology (ICT)

ICT plays a significant role in knowledge management, especially in the digital era. It facilitates task performance through various applications, such as expert systems and decision support systems. ICT also contributes to knowledge generation, dissemination, and control, enabling seamless communication among individuals, even across different geographic locations. This enhances knowledge exchange, reduces barriers, and fosters collaboration (Abu Al-Quasim, Al- Ghadhban, & Rahouma, 2021).

2. The Nature of Administrative Creativity

2.1. Definition of Administrative Creativity

Administrative creativity is one of the most modern and significant topics in management today. Various researchers and scholars have provided different definitions, including:

- **Torrance's Definition:** Administrative creativity is a process of identifying problems, recognizing weaknesses, gaps, inconsistencies, and information deficiencies, searching for solutions, predicting outcomes, and communicating results to others.
- **Al-Shamiri's Definition:** It is the optimal utilization of cognitive and intellectual abilities, characterized by fluency, flexibility, originality, problem sensitivity, and analytical skills. This leads to new connections, relationships, ideas, or innovative work methods within organizations (GUENASHI & HAMHAMI, 2018).
- **Another Perspective** defines administrative creativity as a combination of abilities that enables an individual to generate new, innovative, and applicable ideas aimed at solving problems, improving existing systems, or developing practical methods for carrying out organizational tasks efficiently and effectively (GHAWAIMAH, 2017).

2.2. The Importance of Administrative Creativity

The significance of administrative creativity in an organization can be summarized as follows (ATIYAH, 2009):

- Adaptability to environmental changes, ensuring the organization remains stable and prepared to handle shifts without disrupting operations.
- Enhancement of organizational services, benefiting both the organization and its employees.
- Development of intellectual and cognitive abilities of employees by providing opportunities to test and refine their capabilities.
- Optimal utilization of financial resources through scientific methods aligned with modern advancements.
- Balancing development programs with available financial and human resources, ensuring sustainable growth.
- Effective human resource management, encouraging employees to explore new work methods and continuously update systems in response to external changes.

2.3. Levels of Administrative Creativity

Most management literature agrees that administrative creativity operates at three fundamental levels (JAZAIRI & BADISSI, 2018):

- **Individual Level Creativity:** Achieved by a single individual with innovative thinking, often driven by innate talents such as intelligence and problem-solving abilities, which can be further developed through training.
- **Group Level Creativity:** Emerging from teamwork, where collective collaboration fosters new ideas, solutions, and work methods, leading to organizational improvements.

- **Organizational Level Creativity:** Achieved when the entire organization adopts a culture of creativity, requiring both individual and group creativity to establish innovative strategies and systems.

3. Field Study

3.1. Methodology of the Field Study

3.1.1. Study Areas

A. Geographical Scope

The study was conducted at Skikda Port Authority, one of Algeria's most significant ports due to its strategic location. This positioning makes it a key link between various production areas, extending its influence to the southeastern regions of the country.

The Skikda Port Authority is a public economic enterprise, operating as a joint-stock company under corporate autonomy regulations. It was established by Decree No. 284-82 on August 14, 1982, with its legal status modified into a joint-stock company on March 21, 1989. The company's social capital amounts to 9 billion DZD, held by a single shareholder, SOGEPORTS (State-Owned Port Management Company).

The management structure includes a Board of Directors with six members:

- Four members representing SOGEPORTS.
- Two members representing employees.

The regional jurisdiction of the Skikda Port Authority extends over:

- Two commercial ports: Skikda's twin-port system and the new hydrocarbon-focused port.
- Two offshore loading centers.
- **Three** fishing ports: El Kala, Stora, and El Marsa.

B. Population and Sample

The study targeted employees of the Skikda Port Authority, specifically from the categories of executives and control officers, totaling 713 employees. A non-probability (convenience) sample of 39 employees was selected.

3.1.2. Research Instrument

The study relied on a structured questionnaire as the primary data collection tool. The questionnaire comprised two main sections, totaling 37 items, distributed as follows:

- **Section 1: Knowledge Sharing Variable (Independent Variable - 22 items)**
 - Dimensions: Organizational Structure, Effective Leadership, Work Teams, Training, and Information & Communication Technology (ICT).
- **Section 2: Administrative Creativity Variable (Dependent Variable - 15 items)**

Responses were measured using a five-point Likert scale, as detailed in Table 1.

Table (01): Weighted Scores of the Questionnaire Items

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Response
5	4	3	2	1	Weighted Score

Source: (Abouzeid, 2010, p. 27).

3.1.3. Statistical Methods and Tests:

To analyze the field study data, SPSS v27 was used to extract and calculate the following indicators:

- **Reliability test (Cronbach's Alpha):** To measure the consistency and reliability of the study instrument.
- **Calculation of means and standard deviations:** To analyze the trends in respondents' answers.

- **One-Sample T-Test:** To test the significance of differences between the calculated means and the proposed hypotheses.
- **Pearson Correlation Coefficient:** To measure the strength and direction of the relationship between the study variables.
- **Multiple Linear Regression Model:** To examine the impact of the independent variable dimensions (knowledge sharing) on the dependent variable (managerial creativity).

3.2. Interpretation of Statement Results:

The analysis was not limited to calculating mean values only, but also included the Applicability Degree Criterion and the Availability Percentage Criterion, using the Five-Point Likert Scale to classify the level of applicability as follows:

Table (02) :Mean Value Applicability Degree

Score Range	Interpretation
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Moderate
3.41 – 4.20	High
4.21 – 5.00	Very High

3.2.1. Reliability Test:

To ensure that the study instrument provides reliable and consistent results, Cronbach's Alpha coefficients were calculated for the study variables and the overall instrument. The results showed that all values exceed the acceptable threshold of 0.70 and are close to 1.00, indicating a high level of reliability. These findings confirm the reliability of the instrument for measuring knowledge sharing and managerial creativity.

Table (03): Cronbach's Alpha Coefficients

Dimension	Number of Items	Cronbach's Alpha
Knowledge Sharing	22	0.957
Administrative Creativity	15	0.934
The Tool as a Whole	37	0.949

Source: Prepared by the researchers based on SPSS output.

3.2.3. Analysis and Discussion of Results:

- The Reality of Knowledge Sharing in the Study Field:

To assess the state and prevailing levels of knowledge sharing in Skikda Port Authority, means and standard deviations were calculated for the statements and dimensions of the first axis. Additionally, the degree of applicability to the institution's reality and the relative importance of

statements and dimensions were determined based on the mean value. The results are presented in Table 4.

Table (04): Means and Standard Deviations for Knowledge Sharing Variable Statements

No.	Statement	Mean	Standard Deviation	Applicability Level	Rank
01	The organizational structure of the institution facilitates the flow of communication and knowledge exchange among various departments and levels.	3.77	0.777	High	03
02	The organizational structure of the institution allows the inflow of new knowledge from external sources.	3.44	0.680	High	14
03	The organizational structure helps employees exchange knowledge among themselves.	3.59	0.677	High	08
04	Your current position allows you to easily exchange knowledge with your colleagues.	3.79	0.570	High	02
05	The institution encourages a culture of individual and collective knowledge sharing through effective leadership.	3.38	0.847	Moderate	17
06	The institution's leadership strives to provide working conditions that encourage knowledge sharing.	3.41	0.910	High	16
07	The institution's leadership offers rewards to employees for sharing knowledge and learning new things.	3.08	0.929	Moderate	22
08	The leadership style adopted in the institution facilitates knowledge sharing.	3.33	0.927	Moderate	20
09	The institution relies on teamwork as a means of exchanging experiences and knowledge.	3.49	0.885	High	13
10	I encourage teamwork and workshops within the institution.	3.72	0.686	High	05
11	Working in a team makes you feel confident, allowing you to share knowledge without fear of threatening your position.	3.59	0.715	High	09
12	I ensure that I assist my colleagues with the knowledge they need without monopolizing it as a source of power.	3.64	0.959	High	07
13	There is encouragement for cooperation among employees to exchange knowledge.	3.51	0.790	High	12
14	The institution provides training and development opportunities to continuously improve the educational level.	3.44	0.882	High	15
15	The institution is concerned with training programs that facilitate knowledge sharing.	3.36	0.873	Moderate	19
16	The institution ensures the establishment of training units within departments to train staff on innovative knowledge.	3.38	0.877	Moderate	18
17	The institution sends employees to training courses inside and outside the country.	3.26	0.993	Moderate	21
18	Training brings about a positive change in how work is performed and decisions are made.	3.56	0.995	High	11
19	The institution has an internal network that allows easy knowledge exchange.	3.67	0.955	High	06
20	The institution uses information and communication technology to share its knowledge.	3.77	0.902	High	04

21	The institution has advanced computer hardware and software for knowledge storage.	3.92	0.929	Moderate	01
22	Employees rely on advanced technology to exchange knowledge among themselves.	3.59	0.960	High	10

Source: Prepared by the researchers based on SPSS outputs.

Through the table above :

- The statement "The institution has advanced computers and software for knowledge storage" ranked first in importance, with a mean of 3.92 and a standard deviation of 0.929, indicating a high applicability degree.
- The statement "Your job position allows you to easily share your knowledge with colleagues" ranked second, with a mean of 3.79 and a standard deviation of 0.570, showing high applicability.
- The statement "The organizational structure facilitates communication flow and knowledge exchange" ranked third, with a mean of 3.77 and a standard deviation of 0.777, also showing high applicability.
- The statement "The leadership provides incentives for employees to exchange knowledge and learn new things" ranked last, with a mean of 3.08 and a standard deviation of 0.929, indicating a moderate applicability degree.

• Overall Knowledge Sharing Variable Analysis:

Overall, the knowledge sharing variable recorded a mean of 3.54 and a standard deviation of 0.621, with a high applicability degree to the institution's reality. This conclusion is reinforced by the fact that all dimensions of the variable were rated as having high applicability, as shown in Table 5

Table (05): Calculation of Means and Standard Deviations for the Dimensions and the Knowledge Sharing Variable

No.	Dimension / Variable	Mean	Standard Deviation	Applicability Level	Rank
01	Organizational Structure Dimension	3.65	0.576	High	02
02	Effective Leadership Dimension	3.30	0.726	Moderate	05
03	Teamwork Dimension	3.59	0.637	High	03
04	Training Dimension	3.40	0.769	High	04
05	Information and Communication Technology Dimension	3.74	0.821	High	01
Knowledge Sharing Variable	3.54	0.621	High	///	

Source: Prepared by the researchers based on SPSS outputs.

Key Observations from Table 5:

- Information and Communication Technology ranked first as the most influential factor in knowledge sharing, with a mean of 3.74 and a high applicability degree.
- Organizational Structure ranked second, with a mean of 3.65, indicating that the institution's structure supports knowledge exchange.
- Work Teams ranked third, with a mean of 3.59, reflecting the positive role of teamwork in knowledge sharing.
- Training was rated fourth, with a mean of 3.40, suggesting that although training contributes to knowledge exchange, there is room for improvement.
- Effective Leadership ranked last (fifth), with a mean of 3.30, indicating only moderate applicability, which suggests the need for more leadership-driven initiatives to enhance knowledge sharing.

- **Measuring the Level of Administrative Creativity Among Employees**

To assess the level of administrative creativity among employees at the Skikda Port Authority, we calculated the means and standard deviations for the statements related to the administrative creativity variable. Additionally, the degree of applicability to the institution's reality and the ranking of statements based on importance were extracted. The details are presented in Table 6.

Table (06) :Calculation of Means and Standard Deviations for the Statements of the Administrative Creativity Variable Among Employees:

No.	Statement / Dimension	Mean	Standard Deviation	Applicability Level	Rank
01	I feel bored by the repetition of procedures followed in completing work.	3.18	1.144	Moderate	15
02	I have the ability to think quickly in different situations.	3.72	0.759	High	12
03	I have the ability to see things from different perspectives.	3.85	0.745	High	06
04	I complete assigned tasks in a renewed manner.	3.77	0.667	High	11
05	I avoid repeating what others do.	3.54	0.854	High	14
06	I have strong discussion and dialogue skills.	3.79	0.801	High	09
07	I do not hesitate to listen to opposing opinions to benefit from them.	3.95	0.510	High	01
08	I am among the first to try new ideas.	3.79	0.695	High	10
09	I aspire to obtain a position with greater status and privileges.	3.64	1.013	High	13
10	I feel enjoyment and excitement when searching for creative solutions.	3.92	0.739	High	03
11	I provide my colleagues with creative solutions to the problems they face.	3.82	0.601	High	08
12	I have the ability to organize my thoughts.	3.85	0.709	High	07

13	I can perceive and interpret relationships between things.	3.90	0.598	High	04
14	I make sure to identify weaknesses and deficiencies in my work.	3.95	0.647	High	02
15	I can adapt to any problem in my field of work.	3.87	0.615	High	05
Administrative Creativity Among Employees	3.77	0.546	High	///	

Source: Prepared by the researchers based on SPSS outputs.

Key Observations from Table 6:

- The highest-ranked statement was "I am open to differing opinions and seek to benefit from them", with a mean of 3.95, highlighting the importance of diverse perspectives in fostering creativity.
- "I am keen to identify weaknesses and shortcomings in my work" was the second highest, also with a mean of 3.95, indicating a strong focus on self-improvement and critical thinking.
- "I feel excitement and enjoyment when searching for creative solutions" ranked third (mean = 3.92), suggesting that employees find problem-solving stimulating and engaging.
- The lowest-ranked statement was "I feel bored by repeating the same procedures at work" (mean = 3.18), which had only a medium applicability degree, suggesting that some employees may not see routine as a major barrier to creativity.
- The overall administrative creativity level was rated high, with a mean of 3.77 and a standard deviation of 0.546, confirming that employees exhibit a significant degree of creativity in their work.

The results suggest that employees at the Skikda Port Authority demonstrate a high level of administrative creativity, particularly in seeking new ideas, critical thinking, and problem-solving. However, some areas, such as the impact of routine procedures, could be further explored to enhance innovation in the workplace.

Testing the Study Hypotheses:

Testing the Agreement on the Availability of Study Dimensions and Variables

- The first hypothesis states:
"There is a statistically significant agreement among the sample respondents regarding the level of knowledge sharing with its dimensions (organizational structure, effective leadership, teamwork, training, and information and communication technology) and the level of prevailing administrative creativity in the study field."

To verify this hypothesis, the one-sample t-test was applied. The hypothesis is accepted if the significance level (SIG) is less than the significance threshold adopted in the study ($\alpha \leq 0.05$).

Table (07): The Extent of Agreement on the Availability of Study Dimensions and Variables

Dimension / Variable	$\bar{X}$ (Mean)	t_cal	SIG
Organizational Structure Dimension	3.65	7.024	0.001*
Effective Leadership Dimension	3.30	2.592	0.013*
Work Teams Dimension	3.59	5.779	0.001*
Training Dimension	3.40	3.248	0.002*
Information and Communication Technology Dimension	3.74	5.607	0.001*
Knowledge Sharing Variable	3.54	5.384	0.001*
Administrative Creativity Variable	3.77	8.804	0.001*

Source: Prepared by the researchers based on SPSS output.

*Statistically significant at ($\alpha \leq 0.05$).

**Not statistically significant at ($\alpha \leq 0.05$).

As shown in Table 7, all significance levels (SIG) are less than the adopted significance threshold ($\alpha \leq 0.05$). Therefore, the study hypothesis is accepted, confirming a statistically significant agreement among the sample respondents regarding the level of knowledge sharing and prevailing administrative creativity in the study field.

Multiple Linear Regression Analysis

The second hypothesis states:

"There is a statistically significant effect of knowledge-sharing dimensions (organizational structure, effective leadership, teamwork, training, and information and communication technology) on the level of prevailing administrative creativity in the study field."

To verify this hypothesis, multiple linear regression analysis was applied. The hypothesis is accepted if the significance level (SIG) is less than the significance threshold adopted in the study ($\alpha \leq 0.05$).

Table (08): Results of Multiple Linear Regression Analysis

Creative Capabilities of Employees (Y _i)	Model	β_i	t_cal	SIG	r _p	R ²	F_cal	SIG
Constant		2.432	4.573	0.001**		0.505	25.5	2.259
Organizational Structure Dimension (X_A)		0.593	1.687	0.101**				
Effective Leadership Dimension (X_B)		-0.057	-0.340	0.736**				
Work Teams Dimension (X_C)		-0.202	-0.641	0.526**				
Training Dimension (X_D)		-0.319	-1.718	0.095**				
Information and Communication Technology Dimension (X_E)		0.313	1.803	0.081**				

Source: Prepared by the researchers based on SPSS output.

*Statistically significant at ($\alpha \leq 0.05$).

**Not statistically significant at ($\alpha \leq 0.05$).

Based on Table 8, the significance level SIG (0.071) is greater than the adopted significance threshold ($\alpha \leq 0.05$). Therefore, we **reject** the hypothesis, meaning that there is no statistically significant effect of knowledge-sharing dimensions (organizational structure, effective leadership, teamwork, training, and information and communication technology) on the level of prevailing administrative creativity in the study field.

Calculating Pearson Correlation Coefficients:

- The third hypothesis states:

"There is a statistically significant correlation between the dimensions of knowledge sharing (organizational structure, effective leadership, teamwork, training, and information and communication technology) and the level of managerial creativity prevailing in the study field."

To verify this hypothesis, the Pearson linear correlation coefficient was used. The hypothesis is accepted if the significance level (SIG) is less than the significance threshold adopted in the study ($\alpha \leq 0.05$).

Table (09): Pearson Correlation Coefficients

Administrative Creativity Level Among Employees	Dimension/Variable	r_p	SIG
Organizational Structure Dimension (X_A)	0.370	0.021*	
Effective Leadership Dimension (X_B)	0.220	0.178**	
Work Teams Dimension (X_C)	0.272	0.093**	
Training Dimension (X_D)	0.166	0.314**	
Information and Communication Technology Dimension (X_E)	0.380	0.017*	
Knowledge Sharing Variable	0.317	0.049*	

Source: Prepared by the researchers based on SPSS output.

*Statistically significant at ($\alpha \leq 0.05$).

**Not statistically significant at ($\alpha \leq 0.05$).

From Table 9, the results indicate that:

- There is a statistically significant but weak positive correlation (0.317) between the knowledge-sharing variable and the administrative creativity variable.
- Among the dimensions, only organizational structure (0.370) and information and communication technology (0.380) show a statistically significant correlation with administrative creativity.
- The other dimensions (effective leadership, teamwork, and training) do not exhibit a statistically significant correlation with administrative creativity.

4. Conclusion:

Human resources are among the most critical success factors for institutions today. Employees possess the ability to innovate, evolve, and drive development—especially when they are motivated and encouraged to share and exchange knowledge. This study aimed to highlight the impact of knowledge sharing on fostering administrative creativity, focusing on the Skikda Port Institution.

The study yielded the following key findings:

- There is a high level of knowledge-sharing culture within the Skikda Port Institution.
- The level of administrative creativity in the institution is also high.
- Knowledge sharing positively influences administrative creativity within the institution, mainly due to the adoption of an organizational structure that ensures smooth information flow across different levels.
- The use of advanced information and communication technology further strengthens the positive impact of knowledge sharing on administrative creativity.
- However, effective leadership, teamwork, and training did not have a statistically significant impact on administrative creativity within the institution.

Recommendations:

Based on the findings, the following recommendations are proposed:

- Shifting towards a management approach based on knowledge sharing and moving away from traditional administrative practices while leveraging social relationships within the organization.
- Encouraging administrative creativity by providing the necessary support to harness employees' knowledge, especially given the growing competition among institutions.
- Fostering a culture of teamwork by granting employees greater autonomy to take initiatives, propose ideas, and share them within their work environment.

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