KNOWLEDGE MANAGEMENT RELATIONSHIP WITH ADMINISTRATIVE CREATIVITY OF THE PRINCIPALS OF HIGH SCHOOL IN THE PROVINCE OF BAGHDAD

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Abstract

The most important means by which educational institutions succeed are through renewed and productive thought and knowledge. Experts in management have reiterated that knowledge management is an important element in achieving the quality of competitiveness in all financial and human resources, one of the most important tools in the progress and advancement of nations. Managerial creativity also helps in the improvement of the work climate and its methods through innovative ways. As such, in the first section, the author discusses this issue and its importance, as well as the aims of this research and has defined any associated terminology.

Furthermore, in the second section, the author discusses the definition of knowledge management and its applications and types of knowledge. The author also discusses the meaning of managerial creativity, its importance and its elements and previous studies on these matters.

As for the third part, the author displays the methods and procedures of this research. To achieve this, the author created a scale for measuring knowledge management and one for measuring managerial creativity. The psychometric properties were also analysed in terms of validity and invariability. The sample size was 400 and it consisted of secondary school teachers in Baghdad (areas of Rusafa 1, 2 and 3) who were assessed by stratified random sampling and equal distribution. After using the appropriate statistical analysis methods, the results showed that the headteachers of the schools possess knowledge management skills to a high degree. There was also a positive correlation between applying knowledge management and managerial creativity. The results also showed that there were no statistically significant differences in the variables between males and females.

Finally, in the fourth section, the author discusses the results of the research and explains it, reaching the most important of the following:

Recommendations:

1- Setting up of training courses for the headteachers of secondary schools to improve their capabilities and enable them in knowledge management

2- Understand the importance of the need for productive managerial departments aware of the culture of managerial creativity and able to invest in creative energies in order to improve their administrative performance

Proposals:

1- Conduct a study about the relationship between knowledge management and leadership style with different samples

2- Conduct a study about the environmental constraints affecting creative administration and its effects on achieving managerial creativity among secondary school headteachers

CHAPTER ONE

- Research problem
- Research significance
- Research aims
- Research limits
- Determine idioms

Research problem :

The world nowadays witnesses a series of changes and transformations that affect various fields of life. For this reason, the world's management scientists stressed that think and renewed knowledge and innovative are among the most important means of success of institutions. It has become necessary to ensure its conscious interaction and continuation with this change that may enable it to achieve a distinct level to fulfill objectives of the educational institution.

The Conference that was held in Baghdad in 1999 with title " Modern Trends" noted that most of our institutions, including education system, lack to information and data bases that feed information systems because they are the basis for organized civilizational work in the context of new globalization (Proceedings of Conference of Modern Trends 1999: 282)

So , it is possible to say that contributions to empower and impart implicit knowledge , to work to transform it into concrete knowledge are still weak. This requires from headmasters to be interesting with new capabilities and expertise in the field of knowledge management , ability to adapt with cognitive development occurred while fixing process knowledge management in administer educational institutions to fulfill competitive characteristic . Where ability of schools' headmasters to think and contemplate through their perceptions to achieve the main objective of excellence and innovation . The creativity in the administration is to unleash creative energies of the subordinates , to find solutions to difficulties , to overcome and to generate new ideas shown with renewed and continuous way with requirements of reality.

The main target of the school is to become continuously active in order to achieve its mission better. This is what Al-Kubaisi (2002) emphasized at third conference of administration in Beirut . It no longer allows for stagnation while others activating dynamically , movement, creativity, renew events , changing , to keeping pace with requirements of time . The Conference has made several recommendations including adopt innovative and creative management . And emphasizing its role in bringing developments , changes and to cultivate human powers . (Al-Kubaisi 2002, 34) through my acquaintance literatures , previous research. I being an instructor in university institutions , my specialization field in educational management . I found out that there are urgent needs to know level of knowledge management , its relationship to the administrative creativity of headmasters of preparatory schools in the province of Baghdad.

Research significance :

Education is considered an essential element in build man . Where educational administration is regarded as prominent and influential element in efficiency of educational process to achieve desired goals . And constitute fundamental pillar in the educational system. It is the key to success and failure to achieve the required aims and objectives (Jawdat , 2008, 580).

The administration here is a humanitarian process in which the individual's humanity is respected. It is an effective administration to provide social and humanitarian services . And the relationship between teacher and his manager is not only professional but it is a relationship that extends beyond walls of the school and brings together a goal that they strive to attain.(Aish 2009 , 26)

The headmaster of the school is considered the most important one of figures. He is responsible for implementing the educational plans and programs, seeking to translate the goals into reality which affects quality of outputs, stages of achieving these educational and technical tasks. The headmaster of the school must have a high degree of competence and knowledge in dealing with administrative problems. More of studies asserted on school administration in general and on the headmaster in particular . Where gave him great interest in order to promotion educational process , to appreciate and improve its performance (Aish, 2009 , 11) .

It is obvious that success of individual or institution is related to ability of effectively manage knowledge, which reflects positively on level of performance or productivity and quality that constitute elements of long-term competition that does not end with phases of necessary operations necessary for knowledge management. It is know accurate , scientific knowledge , to document them , then exchange them over different interaction means within education institutions . Importance of knowledge management stand out in enabling educational institution to grow , develop and make it ready to develop through to be helped by individual and collective knowledge (Nema , 2010 ,64) .

The researcher believes that knowledge management came to assist the institution in obtaining the required knowledge , to help in solving problems, planning and making decisions through use of self-knowledge . Management of knowledge is considered production of humane intellectual work through which the individual can distinguish matters , where the most important of them is ability to think and contemplate. All of these made by man mind that produces knowledge, creativity that leads to break barriers , to excitement of everything that is new and to get rid of traditional style . Where its importance being as it is inevitable necessity to generate more creative solutions within less time and effort

Here role of active , creative headmaster comes who works to raise spirit of working as a team to achieve a clear vision by expanding participation to create commitment , love of risk and seek to forecast unknown future , trying to think of new alternatives for solutions (Al - Qaryuti 2009,320) . And in the light of the situations , result of difficult challenges that blows country , to give importance of school as leader of pace of development and progress . For revealing of facts are used in facing challenges of the era , requirements of publish knowledge , to broaden their horizons through their dependence on management knowledge and creative administrative work which contributes in the efficiency of performance.

AIMS OF RESEARCH :

The research intends to know the following :

1 - Management of knowledge at headmasters of preparatory schools in the province of Baghdad.

2 - Administrative creativity at headmasters of preparatory schools in the province of Baghdad.

3 - Differences of statistical significance in the management of knowledge of headmasters of preparatory schools depending on the gender variable (males , females).

4- The differences have statistical significant in management of creativity among headmasters of preparatory schools according to the gender variable (males, females).

5- The relationship between knowledge management and administrative creativity among the headmasters of preparatory schools in Baghdad governorate.

Research limits :

The current research is determined by the teachers (Males & Females) of governmental preparatory schools in Baghdad governorate for directorates of education of Al – Rasafa (First , Second , Third) of both sexes (males and females) for the academic year (2016/2017).

Specify Idioms   : Knowledge Management
It is organized , conscious effort , directed by institution's works to collect , classify , organizing and storing all kinds of knowledge are related to the activity of those institution and making it ready for deliberation , participation among members, sections and units of the institution . Thus raising level of efficiency and decisions making and organizational performance (Yousif, 7,2004).

Administrative Creativity :
It is that headmaster makes to present innovative strategy for improving, renewing and universal changing in policies and working methods in a manner that contributes to quality of performance and increases the school's capacity for adaptation and excellence (Bernard 1991,40).

Theoretical definition :
The ability of the headmaster to find new methods , to use possibilities available for renewal of policies change methods of works by practicing efficiency of performance and finding solutions to problems that occur in school.

Procedural definition :
It is degree that teachers (Males & Females) obtain through answer to questionnaire of administrative innovation , which was prepared for this research to reveal level of administrative creativity.

Preparatory school :
It is an educational institution that accepts students after passing the ministerial examinations in the secondary schools. The duration of the study is three years
after the secondary study. The mission of this institution is to enable the students to attain a higher level of knowledge , skills and diversifying some
fields of life (Ministry of Education , 40 , 1981) .

Headmaster
He is one of members of teaching staff , he makes to administer administration of school . It is preferred that has duty no less than five years in teaching to be able to show his scientific , educational efficiencies , his qualification to manage , organize and it is preferred who worked as assistant of headmaster (Ministry of Education , 1994 , 90)
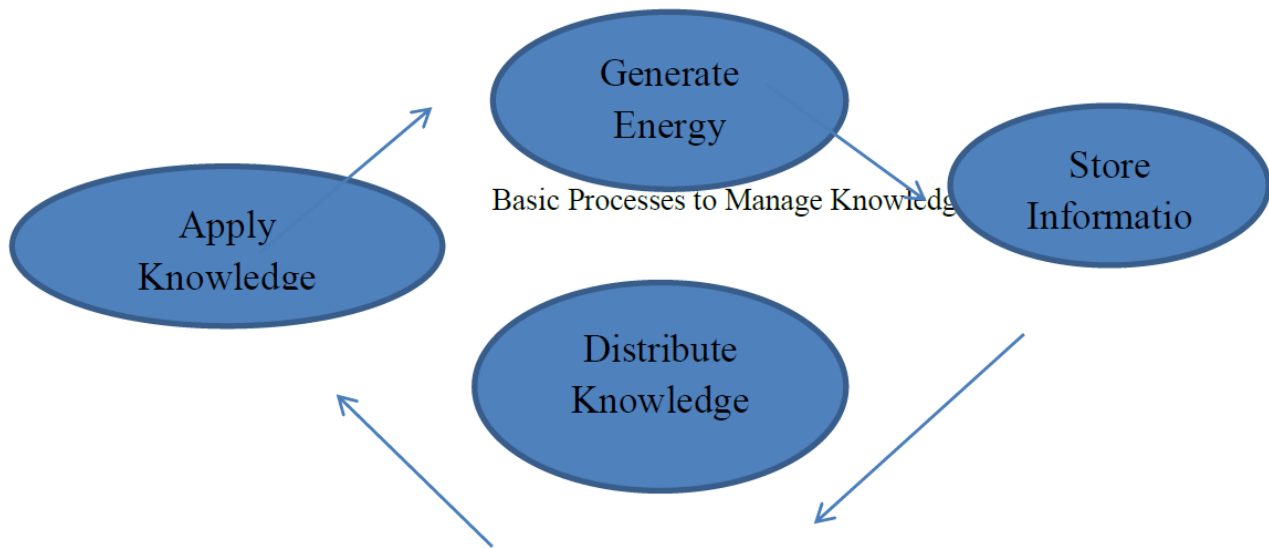
CHAPTER TWO

First research :
* Theoretical background for manage knowledge

* Theoretical background for administrative creativity

Second research   :

* Previous studies

* Comparison between previous studies

* Theoretical background

Knowledge management is an expression of ability of individuals and institutions to understand and act effectively in the work environment. This knowledge is usually managed by managers, individuals, distinguished abilities and knowledge makers . These are responsible for achieving institution's survival in a competitive work environment. And (Yaseen) reconsiders that knowledge is basis of ability in process of create thoughts , to achieve high levels of quality and creativity, but are necessary to implement the administrative activities efficiently and effectively in accordance with this concept of knowledge . What institutions own of information within internal systems , skills , active abilities by employees all of them form as resource to them , if they were used or managed scientifically , logically way reflected on its performance and provides an advantage over other institutions (Yaseen , 24 ,2002).

 Style of knowledge :

The apparent knowledge : It is collection of expertise and commercial preserved in books , documents or any other means , if it is printed or electronic , this type of knowledge is from easy to obtain , to pronounce it clearly , to publish this type of knowledge through seminars , meetings , books , public discussions , classify and put in frameworks (Al – Lihani , 21,2011) . It is also known as written knowledge , coded or to symbol contained in books, references, documents and reports are easy to describe and identify.

Implicit knowledge :

It is defined as knowledge based on personal experience, rules of evidence, intuition and personal judgment. It is usually difficult to put them into symbols or words . It is difficult to pronounce them , spread them because their expression is through work-based skills that are learned through them (Al- Khair and Jalal 5 , 2004)

The implicit knowledge is transferred from one person to another , from individuals to groups through conversations and meetings. In majority, it moves informally. It can be said that there are distinguished individuals who have implicit knowledge in their minds. The educational institution can increase its activities if it can organize these individuals (Al-Hadi 56 ,2003   ) .

Sources of knowledge

* Foreign sources

* Internal sources

Process of administration knowledge

Processes of manage knowledge can be specified as following :

1) Diagnosis knowledge

This phase begins with the definition of knowledge and study of its location as well as the comparison between the existing knowledge assets and the required knowledge assets. The difference between the efforts of the institution to reach the stage of creativity (endowment and insightfulness 173: 20) In the process of diagnosis mechanisms are measured through the existence of priority drawings and drawings in addition to the process of reference and accreditation of internal publications (Kubaisi, 36,204).

2) Generate   knowledge

It is process of find out knowledge , access to new knowledge of data and information from previous knowledge . And it can be said that the process of generation appear in the changing institutions in the nature of its work constantly in addition to investment of expertise available at individual and to convert them into new knowledge (Blanket and Watching   , 73 , 2010)

3) Store information

Value of knowledge does not depend on moment of its creation, but on the distant value of knowledge. Therefore, it is necessary to maintain, restore and sustain it at the moment of storing the knowledge and enabling it to be used quickly (Al - Hasani   88 , 2000) .

4) Distribution knowledge

The process of transferring knowledge requires transforming it from implicit knowledge into a apparent. The process of participation requires a shift from individual work into teamwork, in addition to methods of dialogue and training that are compatible with dissemination of implicit knowledge. Whereas documents and publications are compatible with apparent knowledge (Mikyawi , 50 , 2005) .

5) Apply knowledge

Knowledge contributes directly in organizational performance through application of knowledge that individuals have in the organization. This group of mechanisms , techniques is supported , can be learned and acquired those knowledge . Where priorities , practical back apply knowledge . There are two processes to implement this

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knowledge which direction links to support, assistance and routines which connects to policies , practices of works and standards (Al - Taher 94: 2012)

Concept of creativity :
(Jarwan , 2002) has expressed that a combination of abilities and preparations . Production new ideas , possession of creative minds , if are founded in an appropriate administrative environment can be promoted up to the mental processes to lead to useful products alike both for the experiences of the previous individual or the experiences of the institution . If it was at the level of creative inventions in the fields of Human life (Jarwan 23 , 2002) .

Significance of administrative creativity :
The interest in creativity by thinkers among nations for the creative minds . The creativity and the product of new ideas is the test in accelerating of progress of peoples or backwardness a certain people and fell down in abyss (deep pit) of underdevelopment and ignorance (Abdulhameed , 1987 : 9) , such as (Al –Tek , 2006) sees flow of creative thoughts from people or proficient within foundation will lead to institution to superiority and competition in the field of works through fulfillment stability and progress over its parallel of foundations work in the same field (Al – Tek , Page No. 60 , 2006)
Significance of creativity comes according to the following :

1) It Contributes to development of intellectual and mental capacities of the employees of in organization by giving them the opportunity to work to excellence and competition

  2 – It helps to discover and support self - capabilities of individuals and guide them to better development

3. It helps , to develop the knowledge, skills and abilities of individuals and influence their behavior

4. It helps individuals to define their goals, perceptions and abilities to work creatively and continuously .

5 – It allows competition , challenge and excellence with others (Exchange ,195 , 2001) .

Elements of creativity and active works :
Many of specialists indicated to basic components represented by build strategic thinking for administrative creative leader   which are the following :
1) Fluency
It is as generation ideas and alternatives to a particular prospect or solutions or easiness and speed in generate them .
It is process of recalling information , experiences and concepts have been learned previously and can be classified into types
- Intellectual fluency: It means generates , speed of produce large number of new and rare ideas where ever found .
- Expressive fluency: Ability of the individual to think quickly in generate linked , suitable words for a particular stance and ability to formulate ideas in useful sentences
- Fluency of words: Ability of an individual to produce the largest number of separate words , useful sentences properly and quickly (Fatehi : 134 , 2004)
2) Flexibility
The ability to change and use more than one method of work and not to stick to the position and classified as following :

- Spontaneous flexibility: It is the ability to change and use more than one method of work in order to produce a number of new ideas.

- Adaptive flexibility: It is the ability to adapt to the variables that occur . If availability of element of flexibility

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makes the individual able to change and explore new approaches and solutions (Tawfeek , 7 , 2006) .

3) Authenticity (Originality) :

It is ability of the individual to generate new and rare ideas that have never been before . Which it generates of what is unusual , people who have rise originality think in new , rare solutions and thoughts . The most important think in originality is the value and quality of original ideas and thus characterized by

the following :

1 – Seriousness (Idea is unprecedented) means form new ideas.

2 - Scarcity (An idea rarely to be thought and no one may thinks it) and no one understood it previously .

3 - Beyond reality (An idea divided by the active imagination and its new elements)   (Khair Allah   172 , 2009) .

4. Initiative:

It is an important feature of creativity , an important managerial principle. It is ability to innovate , to act consciously in situations. The initiative is manifested in healthy environment that motivates and encourages individuals. It is a mark of creative leader. Its initiative appeared in decision-making , finding several solutions in making important changes in the organization to their ability to do change and to stir others to change (Sultan 91: 2002) .

Perseverance: It means strength of will and determination to achieve , continue to work to reach innovative , new solutions and the tendency to work in which there are challenge and patience . Who has a high degree of perseverance is an efficient person and able to control . Creative person likes risks , perseverance and has high motivation , he motivates others and encourages them and open tonew views (Hasan 384 , 2002) .

Previous studies :

Study of Bader (2010) : Develop skills of headmasters of secondary schools in Gaza province in the light of concept manage knowledge

The study aimed to develop skills headmasters of secondary schools for Gaza province in the light of the concept of knowledge management. The researcher followed the analytical descriptive approach and designed a questionnaire consisting of (47) items divided into (4) fields (knowledge generation, sharing knowledge, knowledge storage, knowledge classification) were distributed to secondary schools for Gaza province for the academic year (2009 , 2010) their number (129) , and (125) people of them responded with ratio (96 . 86 %) .

Statistical means modernized Pearson Link coefficient , midterm division, Vacher & Manach coefficient, percentages, test and the results as below :

1. Practices of headmasters of secondary school in Gaza governorates for knowledge management skills (low knowledge, knowledge sharing, knowledge storage, application of knowledge) from their point of view were high reached (79 %) .

2 - There are no statistical differences between averages of estimations of sample of study according to gender variable for each area of knowledge)Bader 11,2010)

Study of teacher (2000)

Skills of administrative creativity recognized by headmasters of preparatory schools and their role to assess school performance

Aim of study :

1) To identify skills of administrative creative skills for headmasters of preparatory schools and their role in develop schools performance

2) Effect of role of skills of administrative creative skills to develop schools performance

I depend analytical descriptive approach on sample of the research (125) headmasters of preparatory schools . And to use statistical methods to interpret and analyze the results. They were denials, weighted mean, percent weight, t test, Pearson correlation coefficient, analysis one-difference and results as following   :

1 - There are creative problems for the headmasters of preparatory schools under headmasters themselves

2 - There is direct impact of creative skills in development of school performance of schools headmasters as well as existence many constraints that determine practice of administrative innovation (Teacher 2004) .

Comparison of previous studies

- The previous studies differentiated in terms of setting goals (Bader study , 2010) to develop skills of secondary schools headmasters in light of concept of knowledge management including goal . And teacher studies creative skills as understood by headmasters of secondary schools and effect of role of managerial innovation skills in development the school , but current research aims to know knowledge management and its relation to administrative creativity within secondary schools headmasters in Baghdad governorate.

Whereas sample of the study, the most of it was differentiated including teachers and secondary schools headmasters . Where their number ranged from (125 – 129) , between sample of current research their number (400) teachers (Males & Females) in Al – Rasafa side in Baghdad governorate .

Research results: Results of previous research differed according to objectives, sample size, effects and degree of benefit from previous studies.

1 - Choose the appropriate approach is descriptive research methodology.

2 - Build tools of research , tool of knowledge management and administrative innovation management.

3 - Selection of appropriate statistical means of research.

4 - Benefit from the research results.

5. Identify research results to present current research results.

Study of polities, zoo (relationship between knowledge management and modes of multiple leadership)

(The relationship of various leadership stales to knowledge management)
The study aimed to determine the relationship between knowledge management and leadership patterns prevailing within US universities in the state of Connecticut. Number of statistical methods were used to achieve the Pearson correlation coefficient. The second test was conducted to uni- difference on a sample of 227 people (As managers and heads of departments). The results as following :

- Leadership style of participatory and self-management are two types that promote knowledge management.

- The two types of participatory leadership encourage positive participatory decision-making with knowledge management.

- Higher management departments lead process of cultural change in order to generate knowledge management and that this administration left the subordinates in this process

CHAPTER THREE

Course of research and procedures
First : Research course
Second : Community of research and its sample
Third : Tools of research
Fourth : Statistical means

Research Methodology and Procedures:

First: Current Research Methodology depends descriptive approach connective being it is the most appropriate approach to study interrelationships between variables and description of studied phenomenon and its analysis. Study of phenomenon depends on what is actually found and is concerned as a precise description (Melhem 32 , 2000)
Second: The research community and its sample:
The current research community consists of teachers (Males & Females) in secondary schools in directorate of education in (Al – Rasafa (first, second and third) in the province of Baghdad for the academic year 2017/2018 . Where their total number of (4270) teachers (Males & Females) distributed to males (2109) and females . They were selected by randomly natural way with ratio 9.3%. . Sample of research was distributed according to gender , where number of teachers (males) (200) and number of teachers (females) (200) of preparatory schools in Baghdad governorate.

Third: Research tool
To achieve current research objectives . Questionnaire presented main tool to measure knowledge management , the other one to measure administrative creativity , accreditation and a set of procedures:

1 - Use of resources and priorities are related to subject of research and benefit from them

2 – To show many studies and researches are related to research.

3 - Consult a group of experts , specialists and take advantage of their views

4 - Directing a survey questionnaire on a sample consisted of (30) teachers (Males & Females) from outside of sample of research randomly.

Fourth: Application of tool:

After arranged items finally , where measure of tool consisted of (Page No. 31) items distributed into five fields which are (knowledge diagnosis , knowledge generation, knowledge storage, application of knowledge). Statistical analysis of items was made by calculating differential power of items , relation of item to total degree and relation item in the area.

Virtual honesty:
The mean to ascertain apparent truth is that number of specialized experts who do extent to which items are representative of phenomenon to be measured (ebel-1972). This type of measure was achieved by offer it to group of specialized experts and took proportion of agreement (80%) and more.

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Honesty of build :

The honesty of the building is regarded one of the most sincere types of honesty in acceptance . And specialists consider it concord with (ebel) in regard to saturation of the scale in the general sense of the phenomenon subject of measurement (Imam 131,1990) . This achieved through the following:

Relation of degree of item with the overall degree

Relationship of item to the domain to which it belongs

Relation of the domain degree to other domains (cross-domain links).

Stability :

It is extent to which selection is consistent with itself in measuring any side , it may be measured . The fixed metric gives same results: Steadfastness of current scale is calculated in two ways:

1- Way of re-selection

Therefore , the researcher extracted stability coefficient in a way that apply the scale to the stability sample reached (50) teachers (Males & Females) , then re-applied scale on the same sample after pass (14) days. Using Pearson coefficient between first application and second application degrees . The correlation coefficient was (0.86) . This is considered well for the stability of the scale.

2) Coefficient of Al-Vacher Manach for internal consistency :

Al-Vacher Manach equation was used on a sample for statistical analysis. Calculated stability coefficient reached (92%) indicates to very good stability coefficient for measuring statistical indicators of responses degrees of research sample in Table (1).

Values	Descriptive statistical indications
112,2850	Arithmetic mean
111,0000	Mean
105,00	Equal
20,4193	Standard deviation
00,224	Twist
0,048	Flattening
416,9461	Differentiation
111,00	Range
31,00	Lower degree
155,00	Higher degree

Table No. 1

Second: Measure of administrative innovation

After researcher have shown many of sources, references , priorities and previous studies . The researcher built a tool to measure administrative creativity of headmasters of secondary schools . The researcher relied on necessary plans for purpose of building scale as follows:

* To specify concept desired to be measure

* Determine fields

* Wording terms

* Analyze items

The researcher used graded pentagram method in preparation of alternatives to scale (Always, often, rarely, never). The tool was divided into four areas (Intellectual relationship, flexibility, originality, perseverance) . Statistical analysis was made through count distinctive strength for items , relation of item in total degree , relation of item to field . It was assured from apparent honesty , stability , final version relation for administrative creative measure after complete processes of apparent honesty by two methods of re- check , and method of Al – Vacher Manach to measure administrative creativity become with its final version to be consisted of (46) otems distributed to fields has been verified the authenticity of the virtual stability and the relationship of the final version of measure of administrative creativity after completion of the processes of honesty and virtual methods of re-selection and the method of Vaker Manach to measure administrative creativity has become final form of (46) items distributed areas.

Statistical means :

1- Second test for two independent samples to find out the differences between mean of upper and lower group scores and to distinguish items of the scale.
2 - Choose second for one lifestyle .
3) Pearson correlation coefficient.
4- Al-Vaker equation to calculate stability coefficient for all fields of the tool.
5. Self-test to indicate difference between Pearson correlation coefficient and sample scores on knowledge management questionnaire and their grades on management innovation questionnaire.

Show and interpret results:
This chapter includes display research results through following objectives : First objective : Identify knowledge tool of headmasters of secondary schools in Baghdad Governorate . To achieve goal , the researcher applied a measure of the knowledge tool. The sample of the (400) teachers (Males & Females) . It was found the count average number of (112,2850) , with standard deviation amounted (204193) into count of hypothetical medium for measurement of knowledge management , which its value (93) by use second – test for one sample (1-test) . It is shown second counted value (18.889) when parallel it with table value amounted (1.96) at indication level (0.05) degrees (399) . Where it was stated that second counted value higher than table fix value

Second objective :
It is to identify managerial creativity at headmasters of secondary schools in Baghdad governorate. To achieve this goal, arithmetic mean of degrees of research sample to found on administrative creativity (145,34) with an estimated standard deviation (21,80) . And when count indication of difference between mean medium of sample degrees & hypothetic mean amounted (138) by using second test of one sample . It became clear that second calculated value amounted (8.58) is greater than previous table value (1.96) at level of significance (649) . Table shows that , it is found that there are differences between mean of degrees of sample , hypothetic mean for account average , this

indicative that headmasters of secondary schools at directorates of education in Baghdad governorate are interesting with medium level of administrative creativity in their job , because headmasters have ability to work , giving good activities , creativity , to change reality , to improve it , as follow results of second test for one sample to measure level of administrative creativity from point of view teachers (Males & Females) of secondary schools as shown in table

The results showed correlation coefficient in relationship between knowledge management and administrative innovation fields , but there are no statistically significant differences and no effect on the relation between the two variables according to gender. The researcher believes that the teachers of schools (Males & Females) have one opinion in the relationship between the variables and that the administrative works does not depend on the gender of

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the administrative job , alike if they were males or females . And this is due to majority of them going through the same conditions and use same administrative methods in dealing with educational and teaching staffs .

As well as convergence of scientific level between headmasters & headmistress of secondary schools in addition to that they tell one instructions , regulations

issued from Ministry of Education.

- The results of the second test of the measurement sample, the level of creativity and from the point of

view of teachers   (Males & Females)

Free degree	Table fix	Counted value	Standard deviation	Hypothetic mean	Account mean	Sample people no.	Personal variables
140	5201	2212	12,1	21	21201	111	Intellectual fluency
140	5201	22,,	1201	22	24205	111	Spontaneous flexibility
140	5201	52221	12,2	22	21212	111	Originality
140	5201	12,2	12,1	21	2,242	111	Perseverance

Table No. 2

CHAPTER FOUR

- Conclusions
- Recommendations
- Suggestions

First : CONCLUSIONS :

In the light of current research findings . It was concluded the following   :

1. Headmasters of secondary schools practice processes of good knowledge management

2. There is no statistical significance in knowledge management of gender

variable (males and females)

3 - There is a positive correlation indicative between degrees of knowledge management and areas of administrative innovation of at Headmasters of

secondary schools

Recommendations in the light of results concluded by research and advise researcher with the following :

- Establish training courses for Headmasters , to increase their abilities to manage knowledge because they are regarded of necessary matters that must divide headmasters & headmistress

- The necessity for available aware administrative leaderships , have experience

in culture of administrative innovation , able to invest their creative energies in order to develop their administrative performance and in making change and urge others to change.

Suggestions :

1- Conducting a study on performance of relationship between knowledge management and leadership styles in other samples by university department heads.

2 - Conducting a study on administrative creativity and its relation to manage time among headmasters of private schools

3- Conducting a study on creative administrative environmental obstacles and their impact on achievement of managerial creativity among headmasters of secondary schools

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