

The Impact of Operational Plans on Employee Creativity as Related to Organizational Identity and Effective Time-Management in Erbil City

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ABSTRACT

The study examines the impact of operating plans on employees' creativity, with a focus on organizational Identity and time management in the Erbil City of the Kurdistan region in Iraq (KRI). Research suggests that the operational planning, organizational Identity and time management contribute to creativity. The data was collected through a survey distributed to employees and managers of medium-sized organizations, resulting in 460 full responses. The study used responses regression analyses to investigate the relationship between operational plans, organizational Identity, time management, and creativity. Conclusions suggest that well-structured operating plans affect the efficiency of time management and employees' creativity positively. However, some aspects of operational planning were found, such as daily planning, and power for weak prediction. The study also highlights the role of teamwork in promoting creativity, although its direct impact on organizational productivity was not statistically important. The research concludes that integration of operating plans with effective time management and organizational Identity is important for increasing employees' creativity. The study suggests that organizations in Erbil should focus on improving management, and communication strategies to limit their operational planning processes, support teamwork and promote innovation. Future research should explore the roles of leadership styles, organizational culture, and technological advancements in further strengthening these conditions to optimize employee performance and organizational success.

KEYWORDS: Operational Plans, Employee Creativity, Organizational Identity, Time Management, Employee Performance.

1. ¹ INTRODUCTION

Operating plans play an important role in designing the working environment and affecting employees' behavior, especially in promoting creativity in an organization (Barradas, Cardoso, & da Costa Alves, 2015). By establishing clear goals and expectations, operating plans can empower employees to think Innovatively and coordinate their efforts with the organization's identity and values (Pougatchev, 2019). This adjustment not only improves individual creativity and cultivates a harmonious organizational culture that encourages collaboration and shared vision between team members (Zeveleva, Zabaikin, Lepilin, Kazakova, & Tretyakova, 2020). When organizations try to balance operating efficiency with creative exploration, you understand how these plans

affect employees' motivation and become engaged in long -term success (Stanley, Davidson, & Matthews, 2014). Effective time management strategies can increase the effect of operational plans by ensuring that employees have the necessary resources and the time required to participate in creative problem solving, after each innovation drive in the organization (Ziekye, 2016). By promoting an environment where employees feel supported in their creative efforts, organizations can unlock new ideas and solutions that lead them into a competitive landscape. This auxiliary culture not only fosters personal creativity but also strengthens the dynamics of the team, which improves all levels of the organization and improves cooperation (Tsai ChangYen, Horng JeouShyan et al. 2015, Ameen and Othman 2021). Cultivating such a culture requires the ongoing obligation to lead, as recognition of their support and

¹. Koya University Journal of Humanities and Social Sciences (KUJHSS) Volume 9, Issue 1, 2026.

Received 20 March 2013; Accepted 20 April 2025

Regular research paper: Published 21 May 2026

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creative efforts can significantly affect employees' morale and productivity. It is necessary to establish a clear channel for feedback and collaboration, as it gives employees the right to share their insight and experience, which leads to further strengthening the organization's creative abilities (Hynes & Mickahail, 2019). By investing in training and development programs that encourage new thinking, organizations can equip their workforce with the skills required to adapt to the requirements for the changed market and operate permanent development (de Jesus Santos & Silva, 2016; Mantak et al., 2019).

This research aims to find out the relationship between operating plans, organizational identity, time management and employees' creativity. In particular, the goal is to identify how operational plans affect organizational identity, how organizational identity affects creativity and time management practices that contribute to creative results. In addition, the study will investigate how these factors can be integrated to better meet the needs of the organization, and gradually the Kurdistan region in Iraq (KRI) to increase creativity and organizational success. This study will contribute to a profound understanding of how these factors do mutual action and affect creativity in the workplace, especially in the context of Erbil City.

2. LITERATURE REVIEW

2.1. Operational Plans:

Effective operating plans not only procedures, but also promote an environment where employees feel strong for innovation and contribute, and eventually improve the general organizational performance (Braun 2015, İzci, Othman et al. 2021). By coordinating operational plans with organizational identity, companies can create a harmonious culture that encourages creative thinking and collaboration among employees. This adjustment not only promotes morality, but also improves the ability to solve the problems, as employees are more likely to share ideas and take the initiative while identifying the organization's goals and values (Ravasi & Phillips, 2011). This synergy between operating plans and organizational identity cultivates a work environment that links creativity and allows employees to discover new solutions and approaches without fear of failure. Such an environment not only drives innovation, but also increases employees' satisfaction and storage, as individuals feel deeply related to the assignment with their work and organization's assignments (Nicolai, Klooker, Panayotova, Hüsam, & Weinberg, 2016). This obligation to promote an auxiliary culture eventually holds the organization for long-term success, as it attracts top talents that are eager to contribute to an environment that prefers growth and cooperation (Lu, Todd, & Miller,

2011). By nurturing this feeling of belonging and purpose, organizations can create a dynamic working group that is flexible ahead of challenges and suitable to change, ensuring continuous progress in an ever-evolving market (Tangvald-Pedersen & Bongaardt, 2017).

2.2. Creativity:

Fostering a culture of creativity in the workplace encourages individuals to think creatively, thereby fostering ideas and solutions that can propel the organization forward (Appu, Sia, & Sahoo, 2015). Encouraging open communication and providing opportunities for experimentation can greatly increase this creative environment, so that employees can feel strong about sharing their unique approaches and innovative concepts without fear of decision. This not only promotes a sense of ownership among team members, but also inspires commitment and motivation, which results in performance and productivity in the end (Sicotte, De Serres, Ménard, & Delerue, 2017). By investing in training and development programs that focus on creative thinking and problem-solving skills, organizations can promote the abilities of their workforce and turn challenges into opportunities for development and success. Identifying and rewarding innovative contributions can also play an important role in maintaining this speed, as it confirms the value of creativity in organizational culture and encourages continuous improvement (De Jager, Muller, & Roodt, 2013). Creating an environment that celebrates using experimentation and failure can give employees the opportunity to take risks so that the organization can continue successes. This type of approach promotes not only a sense of ownership among employees, but also a flexible workforce that is able to change market dynamics and new trends (Talebi, 2015).

2.3. Organizational Identity:

A strong organizational identity is necessary to coordinate the workforce with the company's vision and values, and create a harmonious environment where everyone feels associated with a common purpose (McMillan, 2018). This adjustment not only improves employee involvement, but also inspires collective efforts to achieve strategic goals, resulting in better performance and innovation in the organization (Anthony and Tripsas 2016, Ameen 2018). By nourishing a culture that affects identity and collective goals, organizations can unlock the entire potential of their workforce, and encourage cooperation and creativity that promote long-term success. This obligation to promote an integrated organizational identity not only increases morality, but also attracts top talent that resonates with the company's mission, which further strengthens the competitive advantage in the market (Kasemsap, 2017). To cultivate such an environment, the ongoing communication and

implementation of the practices that strengthen these values is required, ensuring that the member of each team understands their role in contributing to a great vision. By prioritizing opportunities for professional development and identifying personal contributions, organizations can create a culture of responsibility and authority that sometimes drives innovation and adaptability in the changed trade scenario (Hippeli, 2022).

2.4. Effective Time-Management:

It is important to maximize productivity and ensure that team members can balance their responsibilities by chasing personal development. Prioritizing functions, setting a realistic deadline, and implementing strategies such as the use of equipment for organization can help employees manage their time more efficiently, so that they can focus on high-power activities that correspond to the company's goals (Palvalin, van der Voordt, & Jylhä, 2017). By promoting an environment in which time management is given significance, organizations can increase the satisfaction of general performance and employees, which can lead to a busier working group that makes you feel equipped to cope with challenges. Encouraging open communication and cooperation between team members further strengthens this culture enabling individuals to share insights and best practices that increase both personal and collective efficiency (Bawaneh and Takriti 2015, Atmaca and Ameen 2022). This overall approach not only promotes productivity, but also has a positive contribution to the organization's success, and also has a sense of ownership and responsibility to strengthen the accusation of their professional development. Such an environment eventually leads to innovation and creativity, as employees feel safe experimenting, sharing new ideas, and running initiatives that match the company's strategic vision (Moussa, 2014).

2.5. Link Between Time-Management and Employee Creativity:

Effective time management skills play an important role in promoting creativity, as they allow individuals to distribute dedicated periods to thought-brainstorming and exploration without pressure from a one-time deadline (Brem & Utikal, 2019). A Structured yet flexible plan allows employees to participate in creative thinking and problem solving, leading to more innovative solutions that benefit both their personal development and the organization (Sousa, Monteiro, Walton, & Pissarra, 2014). This balance between structure and flexibility not only improves productivity, but also improves a culture where creativity is flourishing, enabling teams to cooperate more efficiently and pursue the boundaries of traditional thinking (Samani and Rasid 2014, İzci 2021). Encouraging the atmosphere in the workplace that prioritizes time

management can generally improve job satisfaction, as employees feel empowered to pursue their creative ideas by completing organizational goals (Clements-Croome, 2015). This approach promotes a sense of ownership and responsibility, so that individuals can take the initiative in their projects, and coordinate the company's vision and goals. By promoting open communication and regular reaction, organizations can further strengthen this dynamic and ensure that employees value and hear their contributions (Lamacchia, Chowdhury, & Sharif, 2020).

3. RESEARCH HYPOTHESES

H1: There is a statistically significant positive relationship between the enforcement of time management tools and employee creativity in the context of operational plans.

H2: Time is a significant factor in the organization's operational plans and positively influences employee creativity.

H3: Planning for time in everyday work has a significant impact on employee creativity.

H4: A high organizational focus on time management practices within operational plans positively affects employee creativity.

H5: Operational plans significantly predict time management and employee creativity.

4. RESEARCH MODEL

Research model Research model for operating schemes employed in the current study. This represents its effects and real relationships with employees. From this point of view, operational plans can play an important role in organizational identity, time management, and creativity. Most of the studies have found a large scope positive correlation between operational plans and creativity, time management, although the field of productivity measurement, analysis unit, and operational plans.

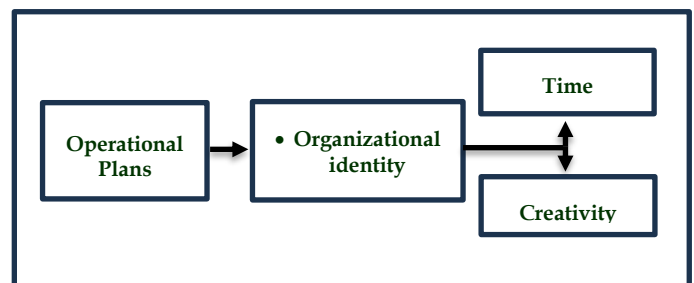


Figure 1: Research model

Source: designed by authors

(How operational plans affect organizational efficiency involves creativity and organizational identity.) This system improves organizational efficiency, and studies are an intermediary of organizational

identification of operating schemes, time management and creativity relationships. The operational plan plays an important role in employees' creativity. Greater creativity for this. Creativity and organizational identity.

5. RESEARCH PROBLEM

Innovation and continuous development depend on employee creativity, which is fostered in the competitive corporate climate of today. Many companies, therefore, struggle to match their operational strategies and time management techniques with the aim of promoting innovation. Especially in Erbil City, there is scant empirical research looking at how operational planning and efficient time management support creative performance inside companies. This study aims to fill in this gap by investigating the degree to which operational goals affect employee creativity, including the mediating roles of organizational identity and time management techniques.

6. RESEARCH QUESTION

- To what extent do operational plans influence employee creativity in organizations in Erbil City?
- How do time management practices mediate the relationship between operational plans and employee

creativity?

- What is the role of organizational identity in shaping the impact of operational plans on creativity?

7. METHODOLOGY

This study is a quantitative, correlational research design. Data were gathered from literature reviews and empirical research to analyze these impacts. The study sample consists of both employees and managers from mid-sized organizations in the Kurdistan region/Iraq, with the survey conducted in Erbil. The questionnaire was developed in English and translated into traditional and simple Kurdish using bilingual experts. A total of 700 investigative invitations were distributed through hand delivery, mail and e-mail, resulting in 460 completed. The high response rate enabled the researcher to draw a meaningful conclusion on the effect of the HPW, especially with the employment period, with the employment period, the work role in organizations, role identity, role tax and an increase in creativity.

8. RESULT

Table 1
Correlation Matrix of Time Management Practices and Operational Plans in the Organization

Variables		Correlations				
		y	Our organization enforces time management tools that are related to the operational plans.	Time is a significant factor in our organization's operational plans.	The organization always plans for time in everyday work.	Our organization is highly focused on time management practices as part of the operational plans.
y	Pearson Correlation	1	.556**	.458**	.497**	.447**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	110	110	110	110	110
Our organization enforces time management tools that are related to the operational plans.	Pearson Correlation	.556**	1	.002	.326**	.148
	Sig. (2-tailed)	.000		.986	.001	.124
	N	110	110	110	110	110
Time is a significant factor in our organization's operational plans.	Pearson Correlation	.458**	.002	1	.321**	.411**
	Sig. (2-tailed)	.000	.986		.001	.000
	N	110	110	110	110	110
The organization always plans for time in everyday work.	Pearson Correlation	.497**	.326**	.321**	1	.683**
	Sig. (2-tailed)	.000	.001	.001		.000
	N	110	110	110	110	110
Our organization is highly focused on time management practices as part of the operational plans.	Pearson Correlation	.447**	.148	.411**	.683**	1
	Sig. (2-tailed)	.000	.124	.000	.000	
	N	110	110	110	110	110

** .Correlation is significant at the 0.01 level (2-tailed).

Table 1 elucidates the correlations among the independent variables (Our organization implements time management tools pertinent to the operational plans) and (y) is 0.556. The findings indicate a positive correlation between these variables, whereas the correlation between (Time constitutes a pivotal factor in our organization’s operational plans) and (y) is 0.458. The results further demonstrate a positive correlation between these variables; however, the significance value is equal to 0.000, which, when compared with an Alpha of 0.05, indicates a statistically significant correlation among these variables, respectively.

Table 2
Model Summary for Predicting Time Management and Creativity Based on Operational Plans

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.564	.547	.26337

Table 2 delineates the model summary pertinent to the prediction of Time Management and Creativity as influenced by Operational Plans. In the context of multiple regression analysis, the adjusted R-squared is utilized as a critical metric. This adjusted R-squared metric takes into account the quantity of variables incorporated in the analysis; its value may diminish if an additional variable fails to enhance the model's explanatory capability. The adjusted R-squared reveals that 54.7% of the variance in the dependent variables (Time Management, Creativity) is explicable by the independent variables (Operational Plans).

Table 3
ANOVA for Regression Model Predicting Time Management and Creativity Based on Operational Plans

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.413	4	2.353	33.923	.000 ^b
	Residual	7.283	105	.069		
	Total	16.696	109			

a. Dependent Variable: y

b. Predictors: (Constant), Our organization is highly focused on time management practices as part of the operational plans., Our organization enforces time management tools that are related to the operational plans., Time is a significant factor in our organization’s operational plans. The organization always plans for time in everyday work.

The results from ANOVA table indicate that the overall model is statistically significant (F = 33.9, p-value =0.000000). Which means the two regression coefficients that differed significantly from zero.

Table 4
Regression Coefficients for Predicting Time Management and Creativity Based on Operational Plans

Coefficients ^a						
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	
1	(Constant)	1.537	.217	7.093	.000	
	Our organization enforces time management tools that are related to the operational plans.	.283	.040	.493	7.166	.000
	Time is a significant factor in our organization’s operational plans.	.191	.038	.360	5.056	.000
	The organization always plans for time in everyday work.	.075	.056	.126	1.348	.181
	Our organization is highly focused on time management practices as part of the operational plans.	.077	.051	.140	1.516	.132

a. Dependent Variable: y

Table 4 shows the estimated coefficients on dependent variable. The regression equation is presented as below:
 $\hat{y}_i = 1.53 + 0.283 x_1 + 0.191 x_2 + 0.075 x_3 + 0.077 x_4$

These estimates indicate the relationship between the independent variables and the dependent variable. Here, the intercept value is equal to 1.53, and estimated coefficients (b_1, b_2, b_3 and b_4) have a positive value, which means they both have a linear relationship with dependent variable(y). The columns with the calculated t and p-value are examined to test whether the coefficients (b_0, b_1 and b_2) are statistically significant. The analysis indicates that b_3 (0.075) and b_4 (0.077) did not significantly predict the value of time management.

Table 5
Correlations Between Teamwork Variables and Organizational Productivity and Skills Improvement

Correlations						
		y	Teamwork has direct positive impact on organizational productivity.	There is an improvement of skills among employees in achieving team goals and as well as organization's objectives.	Teamwork encourages employees to broaden their skills and knowledge.	Work pressure is evenly distributed among team members.
y	Pearson Correlation	1	-.031	.417**	.215*	.385**
	Sig. (2-tailed)		.753	.000	.029	.000
	N		103	103	103	103
Teamwork has direct positive impact on organizational productivity.	Pearson Correlation		1	.272**	.107	-.118
	Sig. (2-tailed)			.006	.281	.233
	N			103	103	103
There is an improvement of skills among employees in achieving team goals and as well as organization's objectives.	Pearson Correlation			1	.445**	.112
	Sig. (2-tailed)				.000	.262
	N				103	103
Teamwork encourages employees to broaden their skills and knowledge.	Pearson Correlation				1	.607**
	Sig. (2-tailed)					.000
	N					103
Work pressure is evenly distributed among team members.	Pearson Correlation					1
	Sig. (2-tailed)					
	N					103

** . Correlation is significant at the 0.01 level (2-tailed).
* . Correlation is significant at the 0.05 level (2-tailed).

Table 5 powerfully illustrates the relationships between the independent variables (Teamwork has a direct positive impact on organizational productivity.) and (y), which is -0.031. This compelling result highlights a Negative correlation that cannot be ignored, alongside the correlations between (There is an improvement of skills among employees in achieving team goals and as well as the organization's objectives.) and (y), which is 0.417. This outcome signifies a positive correlation that deserves attention, yet the sig-value stands at 0.753 when compared to Alpha =0.05, indicating a lack of significant correlation between (Teamwork has a direct positive impact on organizational productivity.) and (y). In contrast, the sig-value of 0.029, when compared to Alpha =0.05, reveals a significant correlation between (Teamwork encourages employees to broaden their skills and knowledge.) and (y), along with the other variables presented in the table above.

Table 6
Model Summary for Multiple Regression Analysis on Employee Skills and Organizational Effectiveness Predictability

Model Summary				
Model	R	Adjusted R Square	Std. Error of the Estimate	
1	.454 ^a	.206	.173	.38838

Table 6 showcases an impressive model summary for the multiple regression analysis concerning the

predictability of Employee Skills and Organizational Effectiveness. In the model summary, we place significant importance on the adjusted R-Square when dealing with multiple regression. The adjusted R-Square thoughtfully accounts for the number of variables included in your analysis, as the Adjusted R Square value may decrease if a new variable fails to enhance the explanatory power of the model. The adjusted R-Square compellingly reveals that 17.3% of the variance in the dependent variable (Employee skill, organizational effectiveness, positive organization) can be confidently predicted by the independent variable (Teamwork).

Table 7
ANOVA for Multiple Regression Analysis on Organizational Productivity and Teamwork Variables

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.828	4	.957	6.345	.000 ^b
	Residual	14.782	98	.151		
	Total	18.611	102			

a. Dependent Variable: y

b. Predictors: (Constant), when the work pressure is equally divided between the team members, it promotes a more productive environment. Team members are important drivers for organizational productivity, which directly affects the success. The effect of teamwork on organizational productivity is undeniably positive and

transformative. By promoting teamwork, organizations provide employees to expand their skills and knowledge, leading to general performance.

The results from ANOVA table indicate that the overall model is statistically significant ($F = 6.345$, $p\text{-value} = 0.000$). Which means the two regression coefficients that differed significantly from zero.

Table 8
Coefficients for Multiple Regression Analysis on
Teamwork and Organizational Productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Error Std.			
1	(Constant)	2.763	.368		7.498	.000
	Teamwork has direct positive impact on organizational productivity.	-.047	.060	-.078	-.774	.441
	Team members play a major role in the organizational productivity.	.135	.051	.275	2.649	.009
	Teamwork encourages employees to broaden their skills and knowledge.	-.094	.089	-.128	-1.057	.293
	Work pressure is evenly distributed among team members.	.318	.080	.471	3.965	.000

a. Dependent Variable: y

Table 8 shows the estimated coefficients on dependent variable. The regression equation is presented as below:

$$\hat{y}_i = 2.763 - 0.047 x_1 + 0.135 x_2 - 0.094 x_3 + 0.318 x_4$$

These estimates indicate the relationship between the independent and dependent variables. Here, the intercept value is equal to 2.763, and estimated coefficients (b_2 and b_4) have a positive value, which means they both have a linear relationship with dependent variable(y). and estimated coefficients (b_1 and b_3) have a negative value which mean they both have linear relationship with dependent variable(y). The columns with the cal-t and p-value are examined to test whether the coefficients (b_0 , b_2 and b_4) are statistically significant. The analysis shows that b_1 (-0.047) and b_3 (-0.94) did not significantly predict the value of teamwork.

9. DISCUSSION

This study discovered the effect of operating plans on employees' creativity regarding organizational identity and time management in the context of Erbil City. The findings from this study match different theoretical and empirical functions, especially to understand the relationship between operational planning, time management, organizational identity, and creativity.

The study found that well-structured operating plans increase the efficiency of time management, the result corresponds to Fakhrian et al. (2013), which identified a positive link between time management and creativity among employees. In particular, he found that time management components, such as planing, were important to promote creativity. Our study shows that the right time allocation facilitates the right operating plans, can improve organizational benefits and employees' creativity. The study suggests that aspects such as daily planning had a weak predictive force, indicate the need for a nicer approach in the operational plan. This shows that time management has such areas, such as the daily work priority, which requires processing, which may be a focus for future research.

When it comes to organizational identity, our findings resonate with the functions of (Imamoglu, Erat, & Turkcan, 2022) and (Carmeli, Cohen-Meitar, & Elizur, 2007). Imamoglu et al. It was emphasized that organizational identity is positively correlated with creativity and knowledge sharing, even though it with alleged organizational support as a moderate factor. Similarly, Carmeli et al. It was found that the qualities of the job and organizational identity could convey the relationship between the challenge and the creative behavior of the job. The study also found that organizational identity plays an important role in motivating employees to demonstrate creative behavior, especially when operating plans are in line with organizational values and assignments. Increasing organizational identity through operational plans can therefore strengthen the emotional relationship with employees for their work, which can improve creative production.

In addition, the study examined the role of teamwork in promoting creativity, which is a topic supported by (İzci and Hamad Ameen 2023; Batool, Ibrahim et al. 2024; Sadiq and Abdulla 2024). Their research showed that the responsible leadership promotes creativity through organizational identity. Our findings suggest that although teamwork is important to promote skill development, its direct effect on productivity was not as important as expected. This suggests that leadership support, communication strategies and a supportive organizational culture play an essential role in taking advantage of teamwork for more creativity and innovation. These results emphasize the need for management to assess a comprehensive organizational environment, including leadership practice to maximize the benefits of teamwork.

Our study also reveals the challenges of implementing strategic plans and adds discourse on operational plans in organizations. (Abbas & Turki, 2024) identified significant obstacles in the Ministry of Iraqi interiors, where personnel lacked experience and understanding of

strategic management equipment, and prevented the effective plan. The current study confirms these conclusions by emphasizing the need for appropriate training and growth of strategic planning functions to improve creativity and productivity. Without effective implementation, even the best structured operating plans cannot achieve desired results.

In addition, the role of innovation in operations management, as discussed by (Srirangam, 2024) was clearly supported by the findings of our study. Our study says that the operational plan is not only important for time management, but also to promote a creative environment, a concept that corresponds to a demand for passion that innovation in operational management is important for success in the business. For companies in Erbil, especially during the start-up phase, it is important to continuously adapt and develop new operating strategies to promote creativity and maintain competitive benefits.

In the findings, the study emphasizes the importance of operating plans, effective time management and organizational identity to increase staff creativity. While teamwork and organizational support play an important role, direct impact on creativity can be leadership and preparedness for the general organizational culture. Future research may find that leadership styles, organizational culture and technological progress can further strengthen the relationship between operating plan and creativity. By refining operating plans and addressing identified holes, organizations can create more, and more employees to create a favorable environment for creativity and organizational success.

10. CONCLUSION

This study discovered the effect of operating plans on employees' creativity, which focuses on organizational identity and time management in the Kurdistan region Iraq, Erbil City. Conclusions suggest that well-structured operating plans increase the efficiency of time management, so that employees can effectively distribute their time and improve the general organizational performance. While operating plans were found as strong predictors of success for time management, some aspects, such as daily planning, have weak prediction power, suggest areas for further processing. In addition, the study examined the role of teamwork in promoting creativity and skill development. Although teamwork contributed to employees' development, its direct impact on general productivity is not statistically significant, emphasizing the need for further factors such as management support and communication strategies to maximize the benefits.

Overall, the study emphasizes the importance of integrating operating plans with effective time

management and organizational identity to increase staff creativity. Organizations in Erbil should prefer a structured approach to teamwork to limit their planning processes and maximize efficiency and innovation. Future research can detect the impact of leadership styles, organizational culture, and technological progress to strengthen these conditions. By addressing these factors, corporate workers can increase performance and general organizational success.

11. RECOMMENDATION

It is recommended that organizations in Erbil focus on refining their operational planning processes, emphasizing effective time management strategies, and fostering a strong organizational identity. Additionally, encouraging teamwork through leadership support and clear communication can enhance employee creativity and productivity, leading to improved organizational performance and innovation.

12. ACKNOWLEDGMENT

The author will express his deepest gratitude to those who support the implementation of this research. Special thanks to the advisors for their valuable guidance and expertise, which has been expanded. Participants from different organizations are also famous for collaboration and contributions. Finally, we sincerely thank families and friends for their continuous encouragement and support.

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