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The Role of Organizational Creativity in Enhancing the Tourist's Mental Image: An Exploratory Study at the Ministry of Culture, Tourism, and Antiquities

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Abstract
This research aimed investigate impact of organizational creativity (OC) on enhancing tourist's perception (TP) of the Ministry of Culture, Tourism, Antiquities. To achieve study's objectives, a descriptive-analytical approach was adopted as the methodological framework. The study population comprised senior and middle management within the Ministry. A total of 149 questionnaires were distributed as the primary data collection tool, of which 140 were returned, deemed valid for statistical analysis. This high response rate reflects the representativeness of the sample within research population. The study measured organizational creativity based on four key dimensions: originality, fluency, flexibility, sensitivity to problems. The most significant findings, derived from statistical analysis, concluded that organizational creativity has a statistically significant impact on improving and developing the tourist's perception of the Ministry. Furthermore, study demonstrated that the adoption of creative practices by administrative leaders directly contributes to enhancing the quality of tourism services provided, which positively impacts tourists' perceptions. The study recommends need to establish a culture of organizational creativity as a fundamental pillar for developing institutional performance and enhancing the Ministry's tourism competitiveness in its ability to attract tourists.

Keywords: Organizational creativity (OC), tourist image (TI), Ministry of Culture, Tourism & Antiquities

Introduction

Tourism sector is currently witnessing increasing competition among countries, tourism organizations to attract tourists, enhance their position in global tourism market. Success in sector no longer depends solely on possessing natural or historical tourist attractions, but is now linked to the ability of tourism institutions to adopt modern management methods that contribute to improving the quality of tourism services enhancing (TI). (OC) is a contemporary management concept that has received increasing attention in management literature due important role in developing institutional performance providing innovative ideas and methods that contribute to improving services and enhancing competitiveness of organizations. The tourist's mental image is a fundamental factor in success of tourism organizations, as it reflects impressions, perceptions that tourist forms about the tourist destination, various services, which directly influences their decisions regarding visiting the destination or recommending it to others. Therefore, tourism organizations strive to adopt creative practices in management, work methods to improve the quality of tourism services, enhance tourist experience, thus contributing to building a positive mental image among tourists. The Ministry of Culture, Tourism, Antiquities is a key government institution responsible for developing tourism sector in Iraq. It plays a pivotal role in planning, promoting, managing tourism resources, thereby enhancing Iraq's tourism standing. From this perspective, role of organizational creativity in improving institutional performance within Ministry becomes evident, contributing to the provision of distinguished tourism services enhancing tourist's perception of Iraqi tourist destinations. Therefore, this research aims study role of organizational creativity in enhancing the tourist's perception through an exploratory study within the Ministry of Culture, Tourism, and Antiquities.

Scientific Methodology of Research

Research problem

The tourism sector (TS) in Iraq faces numerous challenges that significantly affect its ability to attract tourists and enhance tourism position. In particular, one of the most critical challenges is the weak mental image held by some tourists regarding tourist destinations, which can be attributed to several factors, including quality of tourism services, management practices, and the limited use of creative approaches in tourism activities. In this context, there is an increasing need adopt innovative managerial practices that contribute to improving tourism performance and enhancing perceptions that tourists hold about tourism institutions Moivre services provided. Moreover, organizational creativity is considered one of key factors that can enhance institutional performance and develop tourism services, thereby positively influencing the tourist's (MI). However, level of adoption of organizational creativity practices in some tourism institutions still requires further investigation, analysis, particularly in light of the rapidly changing business environment, growing competition at both regional and international levels. Therefore, it becomes essential to explore the role of organizational creativity in improving tourism performance and strengthening the overall image of (TS), Government institutions concerned with managing the tourism sector. Hence, the research problem stems from an attempt to answer a key question, which is to know the extent of the contribution of organizational creativity to enhancing the mental image of the tourist in the Ministry of Culture, Tourism and Antiquities, as well as to identify the nature of the relationship between organizational creativity and the mental image of tourist, extent of its impact on improving impressions that tourists have of (TS)

Importance of research

- **Theoretical Contribution**
  - The study advances the existing body of knowledge by providing a comprehensive understanding of relationship between organizational creativity and tourist image within context of the (TS)**.**

- **Conceptual Integration**

It develops a robust theoretical framework systematically links organizational creativity enhancement of (TI) in tourism organizations**.**

- **Practical Implications**

The findings offer valuable insights for administrative leaders, particularly within the Ministry of Culture, (TA), by emphasizing necessity of adopting organizational creativity practices improve quality of tourism services**.**

- **Policy and Decision-Making Support**

The study generates evidence-based conclusions and recommendations that can support decision-

Research Objectives

This study aims achieve several interrelated objectives. First, it seeks assess level of adoption of organizational creativity within the Ministry of Culture, Tourism, & Antiquities. Second, it aims examine tourists' perceptions of (TS) provided by tourism establishments. Furthermore, the study intends to analyze nature of the relationship between organizational creativity & enhancement of tourists' perceptions. In addition, it explores role of organizational creativity in improving tourism performance, fostering positive tourist impressions. Finally, The Study aims to propose a set of practical recommendations to strengthen organizational creativity, thereby contributing to the improvement

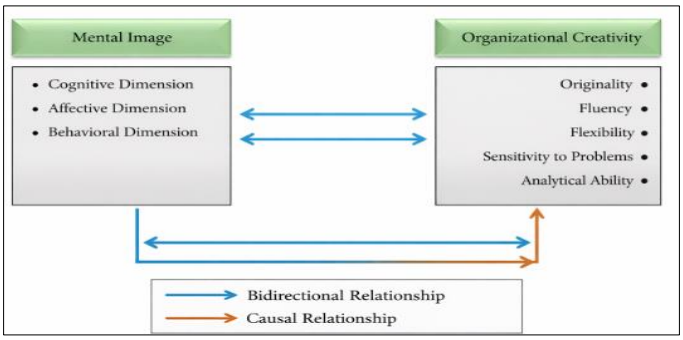
Research Hypotheses

The research hypotheses serve as a key statement guiding researcher toward objective directing data collection and statistical analysis. Accordingly, research hypotheses are as follows***:***

- There is a statistically significant correlation between organizational creativity and enhancing (TI)**.**
- (OC) has a statistically significant effect on enhancing the (TI).

Research Hypothetical Framework:

The hypothetical framework of this study reflects core concept that the research seeks to examine, as it clarifies nature of relationship between the study variables. Specifically, organizational creativity is considered the independent variable, whereas tourist's (MI) represents dependent variable**.** In this regard, the framework aims to explain the role of organizational creativity, across its various dimensions, in enhancing the tourist's mental image within the Ministry of Culture, Tourism, and Antiquities. Moreover, it seeks to illustrate causal relationship between the independent dependent variables**.** Accordingly, framework contributes providing a deeper understanding of how organizational creativity influences tourists' impressions and perceptions. Ultimately, it highlights the extent to which adopting organizational creativity can improve the overall mental image of tourism services and institution form about tourism services provided. The framework presents a comprehensive model that illustrates organizational creativity and role in the tourist's mental image, as shown in Fig. (1) below:



Source: Prepared by the researcher

Research Methodology

To find solutions to research problem, answer questions, test hypotheses, the researcher must adopt an appropriate scientific method that contributes to achieving study's objectives. Based on this, researcher adopted the descriptive-analytical method, which is based on describing the research variables, namely (OC), tourist's (MI), analyzing them statistically. This is achieved by collecting data related study topic. analyzing it using appropriate statistical methods to arrive at scientific results that contribute explaining relationship between research variables. The aim is then present conclusions, recommendations that help enhance tourist's mental image within the Ministry of Culture, Tourism, & Antiquities**.**

Research Scope

The research scope includes the following

- **Spatial Scope**: This is represented by the Ministry of Culture, Tourism, and Antiquities in Iraq, as entity responsible for managing and developing the tourism and cultural sector**.**
- **Human Scope**: This includes senior and middle management within the Ministry of Culture, Tourism, and Antiquities.

Research Population & Sample

The study encompassed all elements related to the research problem. researcher selected the Ministry of Culture, Tourism, and Antiquities as the research population apply practical aspect study. To achieve study's objectives, research requirements, researcher distributed 149 questionnaires a sample of senior and middle management within Ministry. 140 questionnaires were returned & deemed valid for statistical analysis after verification & confirmation of completeness. remaining 9 questionnaires were not returned, representing a 94% return rate. This rate is considered high, statistically acceptable, reflecting a high level of commitment engagement from sample members. It also indicates a reasonable degree of confidence in collected data, enabling researcher to conduct subsequent statistical analyses with a high degree of accuracy and reliability.

Theoretical Aspects of the Research Variables

Organizational Creativity

Concept of (OC)

It is a modern concept that has garnered significant attention in contemporary management literature due to its fundamental role in enhancing organizations' ability to adapt to rapid environmental changes, achieve competitive advantage. (OC)is a crucial tool that helps organizations develop their work methods and improve their performance by generating and implementing new ideas across various areas of operation. It contributes improving quality of services and products and strengthens an organization's ability to face challenges and achieve strategic goals in a dynamic and constantly changing work environment (Romantic & Achmad, 2023:4). (OC)has been defined as process of generating new ideas, methods, or solutions within an organization transforming them into practical applications contribute to performance improvement, add value to the organization. It also refers to an organization's ability to invest human, intellectual resources in an innovative way that leads improved administrative, organizational processes and enhanced efficiency and effectiveness (Shalley & Zhou, 2024:2). As defined by (Fitrat & Akhavan 2022:3), organizational creativity is the ability of an organization to adopt new ideas transform them into practices, products, or services that contribute to achieving its strategic goals. This is accomplished by providing an organizational environment that encourages innovative thinking supports creative initiatives among employees. Organizational creativity is product of interaction of a range of organizational factors, such as organizational culture, leadership, work systems, skills & experiences possessed by employees within organization.

Importance (OC): is gaining increasing importance in contemporary business organizations due to its role in enhancing competitiveness and achieving strategic excellence. It represents an approach based on innovative thinking and the encouragement of new initiatives, contributing to improved decision-making, problem-solving, and process development. Organizational creativity also fosters organizational flexibility, adaptation to environmental changes by establishing an organizational culture that supports continuous learning, reduces managerial rigidity. Furthermore, it contributes to improving the organizational climate by enhancing communication and the exchange of ideas, thereby increasing employee commitment and motivation, boosting their capacity for innovation. In addition, organizational creativity supports the adoption of more sustainable practices by focusing on long-term solutions**.** Its importance lies in enhancing the ability to make effective decisions, improving professional relationships, supporting organizational change, and developing employee skills in line with the organization's strategic objectives.

Dimensions of (OC)

Organizational creativity is a cornerstone of enhancing competitiveness and sustainability in contemporary work environments. It contributes to developing work methods, improving organizational performance by providing innovative solutions to problems. Organizational creativity comprises a set of integrated dimensions that reflect an organization's ability to generate and effectively implement ideas**.**

These dimensions include: originality, which expresses the production of new and distinctive ideas; fluency, which indicates the ability to generate a large number of alternatives; flexibility, which reflects the ability to adapt and change ways of thinking; sensitivity to problems, which involves identifying problems early; and analytical ability, which enables the deconstruction of problems and the making of effective, creative decisions.

Mental Image (MI)

T**he Concept of Mental Image**

Concept of **(**MI**)**is a crucial one has received widespread attention in contemporary management marketing literature, due to significant role in shaping public perceptions and impressions of an organization. Mental image represents the cognitive reflection formed in minds of individuals as a result of information, experiences, and interactions they encounter with the organization, directly influencing their attitudes,

behaviors towards it. Furthermore, mental image contributes to enhancing the organization's standing in the minds of its audience and supports its ability to build positive and sustainable relationships with various stakeholders. It also plays a role in fostering trust and credibility and achieving competitive advantage in a constantly changing competitive environment (Hassan & Ismael, 2020:3). The mental image has been defined as the set of impressions, perceptions, ideas individuals hold about a particular organization or institution. It is formed as a result of direct and indirect experiences, in addition to the information messages organization provides through various communication channels. This concept refers to the general perception that forms among public regarding organization's characteristics, values, and activities, which is reflected in their overall evaluation of its performance and the level of its services or products (Hreidy & Eid, 2022: 6). Mohammad *et al*., 2023: 4, defined it as MI formed in minds of public as a result of interaction of a set of factors such as service quality, corporate communication, organizational reputation, past experiences with the organization. These factors collectively contribute to forming a general impression that influences individuals' decisions and behaviors toward organization. (MI) is a cumulative product of a set of experiences and information that individuals receive over time, making it an important element in building long-term relationships between organization audiences. Li & Wan (2025:2) indicate that brand image is a significant intangible asset for organizations, contributing to enhanced corporate reputation, supporting their ability achieve a competitive advantage. A positive brand image also fosters public loyalty, increases trust in organization, positively impacting ability to achieve strategic goals, thrive in a dynamic competitive environment. Tawfiq & Muhammad (2023:69) argue brand image is not merely a set of general impressions, but rather a comprehensive cognitive system comprised of cognitive, emotional, and behavioral elements. This system is formed in individuals as a result of their interaction with the organization and its services, activities. Therefore, building a positive brand image requires organizations to carefully manage their relationships with their audiences, provide high-quality services, and adopt effective communication strategies contribute to positive public perception, thereby supporting organization's long-term success and sustainability.

The importance of (MI)

Corporate image represents a critical determinant of how various stakeholders perceive interact with an organization, influencing their attitudes, decisions, and behaviors. Its importance lies in enhancing trust and credibility, strengthening reputation, and achieving Additionally, it improves communication effectiveness, supports crisis management, and contributes to attracting and retaining talent. Corporate image also fosters strong external relationships and partnerships, while being recognized as a key intangible asset that supports organizational sustainability and long-term competitiveness.

Dimensions of (MI)

It is receiving increasing attention in contemporary tourism studies, as it represents one of the main factors in explaining tourist behavior and guiding their decisions regarding tourist destinations. The (MI)is the product of the interaction of a set of integrated dimensions that contribute to forming the overall impression of tourist, influence their evaluation of destination their future behavioral intentions. The literature indicates that (MI)consists of interconnected dimensions, including cognitive dimension, which reflects tourist's perception of the characteristics of tourist destination; the emotional dimension, which embodies their feelings, emotions towards it; and behavioral dimension, which translates these perceptions and feelings into actual intentions and behaviors. Based on the researcher's review of previous studies, the current study adopted classification of dimensions according to Youssef *et al*., 2022; Zheng *et al*., 2022; and Li & Wan, 2025, as it is the most suitable for the study environment and the easiest for the study participants to understand its dimensions and items, as explained below:

- **Cognitive Dimension**: This refers to knowledge, information, and perceptions an individual has about the organization or tourist destination, such as the characteristics of place, its services, infrastructure, and public reputation**.**
- **Affective Dimension**: This expresses the feelings and emotions an individual experiences toward organization or tourist destination, such as admiration, comfort, anxiety, or discomfort**.**
- **Behavioral Dimension**: This represents behaviors or intentions resulting from the mental image, such as the decision to visit, revisit, or recommend the destination to others.

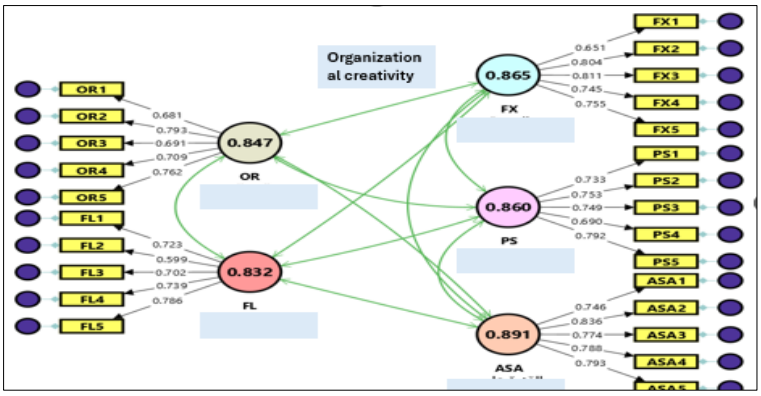
Evaluation of Study Measures

1. Confirmatory Factor Analysis of the (UC)

The (OC) variable was measured using five dimensions: analytical ability, fluency, flexibility, originality, and problem awareness, comprising a total of 25 items. The results indicated strong measurement quality, with Cronbach's alpha values ranging from 0.832 to 0.891, exceeding the acceptable threshold of 0.70, which confirms high internal consistency Composite reliability (CR) values ranged between 0.838 and 0.891, indicating strong reliability, while the average variance extracted (AVE) values ranged from 0.508 to 0.621, exceeding the minimum standard of 0.50 and confirming convergent validity**.** Overall, the findings demonstrate that the measurement model exhibits acceptable fit, strong reliability, and valid construct representation, supporting suitability for testing structural relationships in the study.

Table 1: Evaluating the quality of the organizational creativity variable

Dimensions of Organizational Creativity	Cronbach's Alpha	Standardized Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Analytical and Synthetic Ability (ASA)	0.891	0.890	0.891	0.621
	0.832	0.833	0.838	0.508
Fluency (FL)	0.832	0.833	0.838	0.508
Flexibility (FX)	0.865	0.865	0.869	0.571
Originality (OR)	0.847	0.847	0.850	0.531
Problem Sensitivity (PS)	0.860	0.861	0.862	0.554
Threshold	≥ 0.70	≥ 0.70	≥ 0.70	≥ 0.50



Source: Outputs of the (Smart Pls4) program

Note: The values within the circles represent standardized Cronbach's alpha coefficients for dimensions, while the values on the arrows represent the standardized ratings for each item.

Fig 2: Confirmatory factor analysis of the organizational creativity variable

Table (2) shows indicators of the confirmatory factor analysis for the organizational creativity variable. The results show that the standardized ratings for items of this variable ranged between (0.599–0.836), all of which are within statistically acceptable limits. This indicates the strong correlation of items with their respective dimensions and their ability accurately represent the variable. The results also show that the t-statistic values ranged between (6.713–10.003), all of which are greater than critical value of (1.984) at a significance level of (0.05). This indicates that all items are highly significant and contribute substantially to explaining the dimensions of the variable. This is a positive indicator of the construct validity of mediating variable scale, as all items proved effective in measuring sub-dimensions that make up the organizational creativity variable. These results indicate Collectively, the measurement model for organizational creativity variable has a high degree of statistical suitability and internal reliability, and its constituent items are theoretically, practically coherent and consistent, which supports its adoption in its final form in testing the mediating role and conducting subsequent statistical analyses within the framework of the structural model of the study.

Table 2: Confirmatory Factor Analysis Indicators for Mediator Variable: (OC)

Level of significance	T)(value	Standardized estimates	Paragraphs on dimensions (OC)
		0.746	ASA1 <- ASA_ ability to analyze & synthesize
0.000	10.003	0.836	ASA2 <- ASA_ ability analyze & synthesize
0.000	9.190	0.774	ASA3 <- ASA_ ability to analyze & synthesize
0.000	9.450	0.788	ASA4 <- ASA_ ability to analyze & synthesize
0.000	9.487	0.793	ASA5 <- ASA_ ability to analyze & synthesize
		0.723	FL1 <- FL_ fluency
0.000	6.713	0.599	FL2 <- FL_ fluency
0.000	8.055	0.702	FL3 <- FL_ fluency
0.000	8.342	0.739	FL4 <- FL_ fluency
0.000	8.853	0.786	FL5 <- FL_ fluency
		0.651	FX1 <- FX_ fluency
0.000	8.042	0.804	FX2 <- FX_ flexibility
0.000	8.191	0.811	FX3 <- FX_ flexibility
0.000	7.704	0.745	FX4 <- FX_ flexibility
0.000	7.557	0.755	FX5 <- FX_ flexibility
		0.681	OR1 <- OR_ Authenticity
0.000	8.345	0.793	OR2 <- OR_ Authenticity
0.000	7.388	0.691	OR3 <- OR_ Authenticity
0.000	7.612	0.709	OR4 <- OR_ Authenticity
0.000	7.895	0.762	OR5 <- OR_ Authenticity
		0.733	PS1 <- PS_ Sensing problems
0.000	8.950	0.753	PS2 <- PS_ Sensing problems
0.000	8.990	0.749	PS3 <- PS_ Sensing problems
0.000	8.112	0.690	PS4 <- PS_ Sensing problems
0.000	9.466	0.792	PS5 <- PS_ Sensing problems

Source: Outputs of the Smart Pls 4 program

2. Confirmatory factor analysis of (MI) variable.

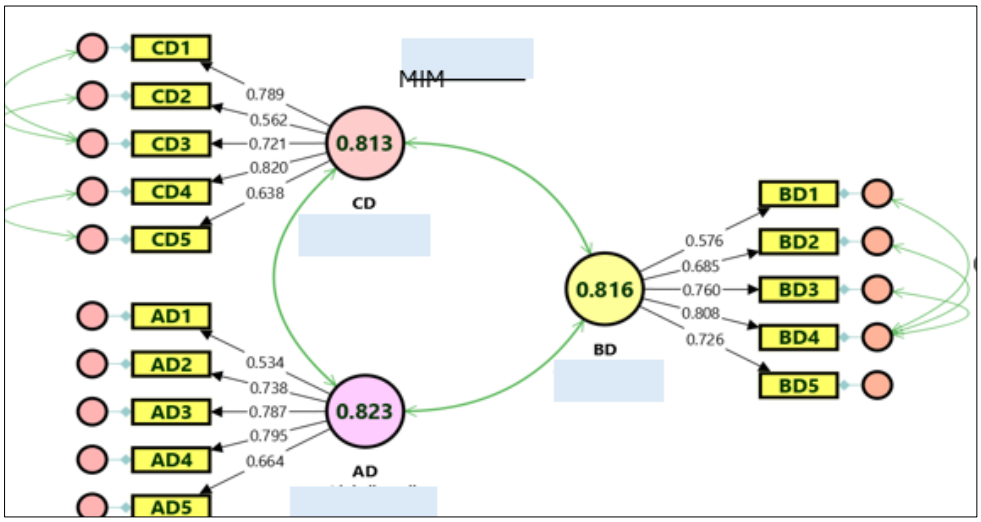
The variable **(**MI**)** was measured through three sub-dimensions, which were (ED), (BD), (KD), with (5) items for each dimension, total of (15) items, as shown in Figure (3). results of assessment of quality of fit scale, shown in Table (3), showed that standard Cronbach's alpha values ranged between (0.813–0.823), all of which exceed statistically acceptable minimum (0.70), indicating a good level of internal reliability of scale items. The non-standard Cronbach's alpha values also came within same range, as they ranged between (0.811–0.823), confirming robustness of internal consistency stability of the measurement across dimensions of variable. While composite reliability (CR) values ranged between (0.835–0.889), exceeding minimum required limit (0.70), Reflects high reliability of the mental image measurement indicators. As for extracted mean variance (AVE) values, they ranged between (0.505–0.511), all of which are higher than minimum standard value (0.50), indicating the achievement of convergent, construct validity of scale. These results collectively show all quality of fit indicators came within acceptable statistical limits, which reflects appropriate internal consistency and high reliability of dimensions of the mental image variable, and confirms the ability of the scale items accurately, objectively represent this dependent variable, which enhances validity of research instrument for conducting subsequent statistical analyses, testing hypotheses with confidence and reliability.

Table 3: Quality Assessment of (MI)

Average extracted variance (AVE)	Compound stability (rho_c)	Non-standard Cronbach's alpha	Cronbach's standard alpha	Dimensions dependent (MI)
0.505	0.835	0.823	0.823	AD_ Emotional
0.511	0.889	0.816	0.816	BD_ behavioral
0.508	0.873	0.811	0.813	CD_ Knowledge
0.50≤	0.70≤	0.70≤	0.70≤	Standard

Source: Outputs of the (Smart Pls 4) program.

Decision & interpretation: All dimensions of mental image variable were within required parameters for quality of conformity indicators of dependent variable, (MI).



Source: Outputs of the (Smart Pls 4) program

Fig 3: Confirmatory factor analysis, dependent, (MI)

Note: values inside the rings (circles) represent standard Cronbach's alpha coefficient values for dimensions, while values on the arrows represent the standard rating values for each item. Table (4) shows the indicators of confirmatory factor analysis for the mental image variable, as clear from the results that standard rating values for items of this variable ranged between (0.534–0.820), they are all within statistically acceptable limits in administrative, behavioral science studies, which indicates the existence of substantial correlations between items and the dimensions which they belong, their ability to represent variable appropriately. The results also show that the t-statistic values ranged from 5.555 to 10.157, all of which are greater than critical value of 1.984 at a significance level of 0.05. This indicates that all items are highly significant and contribute effectively to explaining the dimensions of (MI) variable. This is a positive indicator of the construct validity of the dependent variable's scale, as all items proved effective in measuring its constituent sub-dimensions. Overall, results indicate that the measurement model for the mental image variable possesses a suitable degree of statistical suitability and internal reliability, and that its constituent items are theoretically and practically coherent and consistent. This supports adoption in its final form for subsequent statistical analyses within the framework of study's structural model.

Table 4: Indicators of Confirmatory Factor Analysis, Dependent: (MI)

Level of significance	T value	Standardized estimates	Paragraphs on dimensions of (MI)
		0.534	AD1 <- AD_ Emotional
0.000	5.869	0.738	AD2 <- AD_ Emotional
0.000	6.036	0.787	AD3 <- AD_ Emotional
0.000	6.096	0.795	AD4 <- AD_ Emotional
0.000	5.555	0.664	AD5 <- AD_ Emotional
		0.576	BD1 <- BD_ Emotional
0.000	6.024	0.685	BD2 <- BD_ behavioral
0.000	6.680	0.760	BD3 <- BD_behavioral
0.000	5.682	0.808	BD4 <- BD_behavioral
0.000	6.368	0.726	BD5 <- BD_behavioral
		0.789	CD1 <- CD_knowledge
0.000	6.662	0.562	CD2 <- CD_knowledge
0.000	9.406	0.721	CD3 <- CD_knowledge
0.000	10.157	0.820	CD4 <- CD_knowledge
0.000	7.544	0.638	CD5 <- CD_knowledge

Source: Outputs of Smart Pls4 program.

Descriptive Analysis

The (OC)

Table (5) shows results of descriptive analysis of sample's opinions on mediating variable, (OC), which was measured through five dimensions within the study instrument. Results generally indicate that study sample's level of interest in organizational creativity was "uncertain," based on overall arithmetic mean of the variable, which was (3.277), with a standard deviation of (0.636). The coefficient of variation was (19.41%), reflecting a relative convergence in the sample's opinions regarding the dimensions of organizational creativity. This, taken together, reflects the divergence in the sample's opinions regarding originality, fluency, flexibility, problem awareness, and ability analyze and synthesize, indicating that interest in these dimensions has not yet reached a clear and stable level among the study sample At the dimension level, the analytical and synthetic ability dimension achieved the highest mean score of (3.376), with an uncertain level, a standard deviation of (0.726), and a coefficient of variation of (21.50%), placing it second among the dimensions. This indicates a relative level of interest in this dimension compared to the other dimensions of organizational creativity, Meanwhile, the flexibility dimension had a mean score of (3.319), with an uncertain level, a standard deviation of (0.736), and a coefficient of variation of (22.18%), ranking fifth among the dimensions. This reflects the varying opinions of the sample regarding this dimension. The problem awareness dimension recorded a mean score of (3.270), with an uncertain level, a standard deviation of (0.711), and a coefficient of variation of (21.74%), ranking fourth. This indicates an unclear level of interest in dimension. Finally, the originality dimension had a mean score of (3.236), with an uncertain level. The third dimension, "certain," had a standard deviation of 0.700 a coefficient of variation of 21.63%, reflecting a relative divergence in the opinions of sample regarding this dimension, In contrast, the fluency dimension recorded lowest mean score of 3.187, with an "uncertain" trend level, a standard deviation of 0.683, and a coefficient of variation of 21.43%. It ranked first among the dimensions, reflecting a relatively weak level of interest in this dimension compared to the other dimensions of organizational creativity.

Table 5: Summary of dimensions (OC)

OR.	OM	VM	Sd	M	dimensions	NO
not sure	*3*	21.63	0.700	3.236	Authenticity	***1***
not sure	*1*	21.43	0.683	3.187	fluency	***2***
not sure	*5*	22.18	0.736	3.319	flexibility	***3***
not sure	*4*	21.74	0.711	3.270	Sensing problems	***4***
not sure	*2*	21.5	0.726	3.376	The ability to analyze and synthesize	***5***
not sure		19.41	0.636	3.277	OC	

Source: SPSS V.28 output

The (MI)

Table (6) shows results of descriptive analysis of opinions of sample members regarding dimensions of the dependent variable, (MI), which are represented by the cognitive dimension, emotional dimension, behavioral dimension. results generally indicate study sample's level of interest in (MI), was "uncertain," based on overall mean value of variable, which was 3.123, with a standard deviation of 0.611 and a coefficient of variation of 19.56%. This reflects a relative convergence in the opinions of sample members regarding the dimensions of (MI),. However, this also reflects a divergence in opinions of sample members regarding the cognitive, emotional, behavioral dimensions of (MI),. This suggests that the level of interest in these dimensions has not yet reached a clear, stable level among study sample. At the dimension level, the behavioral dimension achieved the highest mean of 3.179, also indicating "uncertain," with a standard deviation of 0.646 and a coefficient of variation of 20.32%, placing it first among the dimensions. This indicates a relative interest in the behavioral aspects related to (MI), compared to the other dimensions. The cognitive dimension came in second place, with a mean of 3.197, also indicating "uncertain," with a standard deviation of 0.646. Its value is (0.682), coefficient of variation is (21.33%), which reflects the variation in the opinions of sample members regarding the knowledge and information related to mental image. In contrast, emotional dimension recorded the lowest arithmetic mean of (2.994), and in direction of (unsure), with a standard

deviation of (0.712), and a coefficient of variation of (23.78%), and it came in third place among the dimensions, which reflects a greater variation in the opinions of the sample members regarding the emotional aspects related to the mental image compared to the rest of the dimensions.

Table 6: dimensions (MI)

NO	Dimensions	M	SD	NV	OS	O
1	Knowledge dimension	3.197	0.682	21.33	2	not sure
2	Emotional dimension	2.994	0.712	23.78	3	not sure
3	Behavioral dimension	3.179	0.646	20.32	1	not sure
	(MI)	3.123	0.611	19.56		not sure

Source: SPSS V.28 output.

Testing research hypothesis

First main hypothesis
There is a statistically significant effect of the organizational creativity variable on the mental image variable.
/Mental image = 0.864 + 0.689 (Organizational creativity)

The results from Table (6), Fig. (4) show that extracted F-value for measuring the effect of organizational creativity on mental image reached (146.628), which is greater than tabulated value of (3.94) at a significance level of (0.05). Furthermore, statistical significance level was (0.000), which is less than (0.05). This provides sufficient support for accepting the alternative hypothesis, which states that there is a statistically significant effect of organizational creativity on (MI). The value of the coefficient of determination (R^2) of (0.515) indicates that organizational creativity was able to explain (51.5%) of variance in mental image. The value of parameter (β) for organizational creativity variable was (0.689), indicating that increasing organizational creativity by one unit will lead to an increase (MI). by (68.9%). The calculated (t) value was (12.109), which is greater than tabulated value of (1.984) at a significance level of (0.05). (0.05), which confirms the proven effect, statistical significance. This result reflects that enhancing originality, fluency, flexibility, problem awareness, ability to analyze and synthesize directly contributes to enhancing (MI).

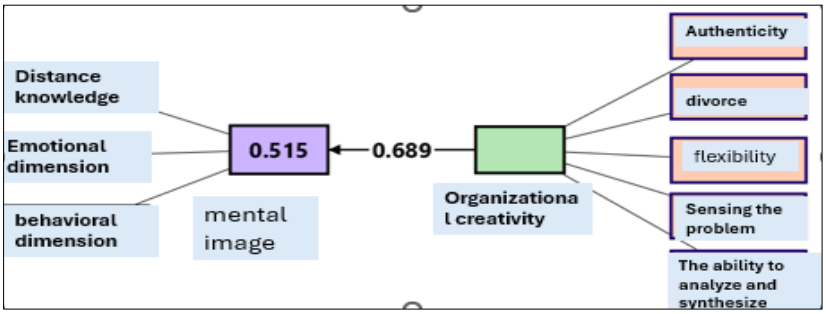


Fig 4: The structural model of impact of (OC) on (MI). Source: Outputs of (Smart Pls4) program

First sub-hypothesis
The dimension of authenticity has a statistically significant effect on mental image.
/Mental image = 1.191 + 0.597 (authenticity)

results from Table (6) Figure (5) show that extracted F-value for measuring the effect of authenticity on mental image reached (121.441), which is greater than the critical value of (3.94) at a significance level of (0.05). Furthermore, statistical significance level was (0.000), which is less than (0.05). This provides sufficient support for accepting the alternative hypothesis that authenticity has a statistically significant effect on mental image. The value of coefficient of determination (R^2) of (0.468) indicates that authenticity was able explain (46.8%) of the variance in mental image. value of the parameter (β) for authenticity dimension reached (0.597), indicating that increasing the authenticity dimension by one unit will lead to an increase in mental image by (59.7%). calculated (t) value reached (11.020), which is greater than critical value of (1.984) at a significance level of (0.05), thus confirming effect was proven, statistically significant. This result reflects that contributing providing new ideas for work methods, finding new uses for existing ideas, providing new proposals and ideas for application in the field of work, accomplishing work in a sophisticated style and with new ideas, paying attention to employees' ideas when they are presented in a new style, all contribute directly to enhancing the (MI).

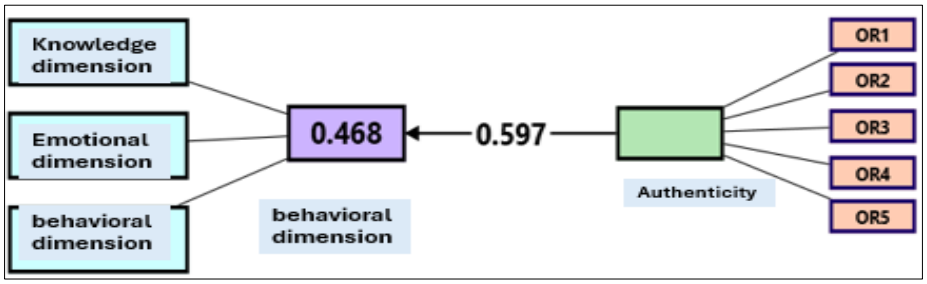


Fig 5: structural model of effect of authenticity on mental image. Source: Outputs of (Smart Pls4) program.

Second sub-hypothesis
There is a statistically significant effect of the fluency dimension on mental imagery.
Mental image = 1.035 + 0.655 (fluency)

Results in Table (6) & Fig. (6) show that extracted F-value for measuring effect of fluency dimension on (MI) was (159.095), which is greater than tabulated value of (3.94) at a significance level of (0.05). Furthermore, statistical significance level was (0.000), which is less than (0.05). This provides sufficient support for accepting alternative hypothesis there is a statistically significant effect of fluency dimension on (MI). The value of coefficient of determination (R^2) of (0.536) indicates that the fluency dimension was able explain (53.6%) of variance in (MI). value of the parameter (β) for fluency dimension was (0.655), indicating that increasing the fluency dimension by one unit will lead to an increase in (MI) by (65.5%). The calculated (t) value was (12.613), which is greater than its tabulated value of (1.984) at a significance level of (0.05). This confirms proven effect, statistical significance. This result reflects that relying on intellectual fluency associated with creative ideas, encouraging ideas presented by employees even if they conflict with their orientations, presenting more than one idea within a short period of time, relying on quick wit in answering guests' inquiries, enabling employees to express their opinions clearly, all contribute directly to enhancing the mental image.

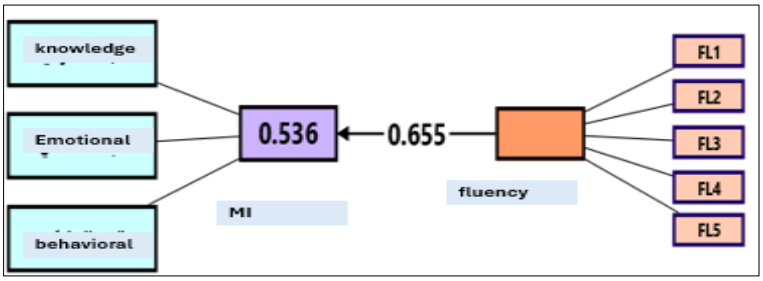


Fig 6: structural model of effect of energy on (MI). Source: Outputs of (Smart Pls4) program

Third sub-hypothesis
There is a statistically significant effect of the flexibility dimension on mental imagery
Mental image = 1.327 + 0.541 (flexibility)

Results from Table (6) & Fig. (7) show that extracted F-value for measuring the effect of flexibility dimension on (MI) reached (101.937), which is greater than tabulated value of (3.94) at a significance level of (0.05). Furthermore, statistical significance level was (0.000), which is less than (0.05). This provides sufficient support for accepting alternative hypothesis that there is a statistically significant effect of flexibility dimension on (MI). value of coefficient of determination (R^2) of (0.425) indicates flexibility was able to explain (42.5%) of the variance in mental image. value of the parameter (β) for flexibility dimension reached (0.541), indicating that increasing the flexibility dimension by one unit will lead to an increase in (MI) by (54.1%). calculated (t) value reached (10.096), which is greater than its tabulated value of (1.984) at a significance level of (0.05), SO, confirming existence of the effect. statistical significance reflects that continuous work development, making changes work methods from time to time, working skillfully in dialogue and discussion in order convince guests, thinking creatively, paying attention to criticism directed by guests, all represent practices that enhance the dimension of flexibility within the ministry, which is directly reflected in enhancing (MI).

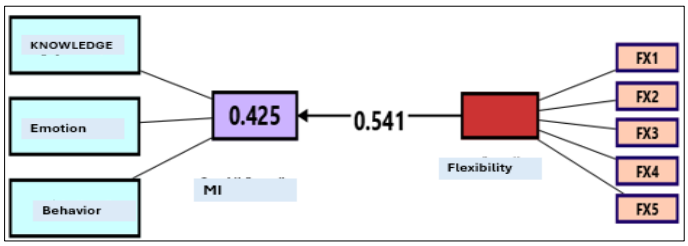


Fig 7: structural model effect of flexibility on (MI) Source: outputs of (Smart Pls4) program

Fourth sub-hypothesis
Statistically significant effect of dimension of feeling problems on (MI)**.**
(MI) = 1.409 + 0.524 (Sensation of problems)

Results from Table (6) Fig. (8) show that extracted F-value for measuring the effect of problem-sensitivity dimension on (MI) reached (81.817), which is greater than tabulated value of (3.94) at a significance level of (0.05). SO, statistical significance level was (0.000), which is less than (0.05). This provides sufficient support for accepting alternative hypothesis there is a statistically significant effect of the problem-sensitivity dimension on mental image. value of coefficient of determination (R^2) of (0.372) indicates that problem-sensitivity dimension was able to explain (37.2%) of the variance in (MI). The value of parameter (β) for the problem-sensitivity dimension reached (0.524), indicating that increasing the problem-sensitivity dimension by one unit will lead to an increase in mental image by (52.4%). The calculated (t) value reached (9.045), which is greater than its tabulated value of (1.984) at the level of the significance of (0.05) confirms the proven effect and its statistical significance. This result reflects that putting forward temporary solutions to existing work problems, avoiding imitating others in solving different problems, presenting, accurately defining problems, developing creative skills, methods in problem-solving, predicting problems before they occur, all represent practices that enhance the sense of problems within the ministry, which is directly reflected in enhancing (MI).

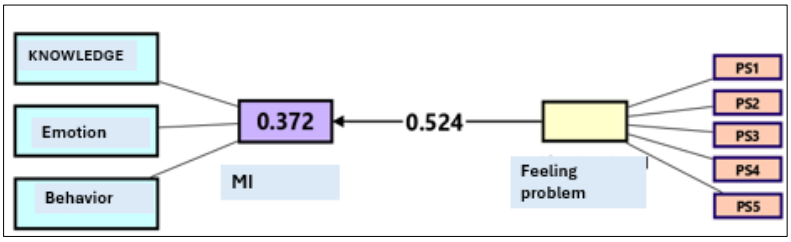


Fig 8: Structural model of effect of feeling problems on (MI). Source: Outputs of (Smart Pls4) program

Fifth sub-hypothesis
Statistically significant effect of analytical, synthetic ability dimension on (MI).
MI = 1.592 + 0.454 (Ability to analyze and synthesize)

RESULTS from Table (6) & Fig. (9) show extracted F-value for measuring effect of analytical, synthetic ability dimension on (MI) reached (56.489), which is greater than tabulated value of (3.94) at a significance level of (0.05). Furthermore, statistical significance level was (0.000), which is less than (0.05). This provides sufficient support for accepting alternative hypothesis there is a statistically significant effect of analytical and synthetic ability dimension on (MI). The value of coefficient of determination (R^2) of (0.290) indicates that the analytical, synthetic ability dimension was able to explain (29.0%) of the variance in mental imagery, which is an average explanatory percentage reflecting the contribution of this dimension influencing (MI). The value of parameter (β) for analytical synthetic ability dimension reached (0.454), indicating that increasing the analytical, synthetic ability dimension by one unit will lead to an increase in mental imagery by (45.4%), as the calculated (t) value was (7.516), which is greater than its tabulated value (1.984) at a significance level of (0.05), which confirms proven effect and its statistical significance. This result reflects that providing employees with detailed instructions when assigning them new job tasks, making decisions based on well-thought-out principles and not randomly, ability to analyze work tasks, organizing, simplifying ideas when facing any problem, setting goals for each unit to create enhance creativity in employees, all represent practices that enhance dimension of the ability analyze and synthesize within ministry, which is reflected directly in enhancing (MI).

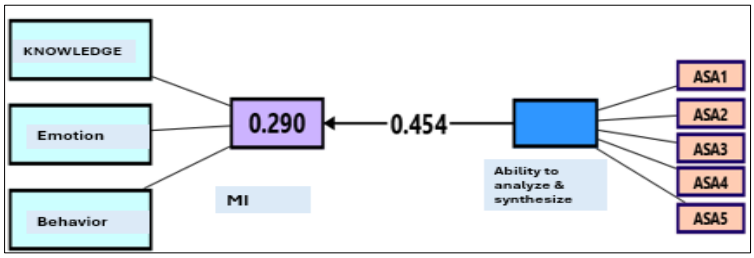


Fig 9: Structural model of effect of ability analyze, synthesize on MI). Source: outputs of (Smart Pls4) program

Table 6: Statistical indicators for analyzing impact of (OC) dimensions on (MI)

Dependent Variable	Dimensions of (OC)		t	R	R^2	Adjusted R^2	F	Sig
Mental Image	Authenticity	(α)	1.191	6.64	0.684	0.468	121.441	0.000
		(β)	0.597	11.02				
	Fluency	(α)	1.035	6.117	0.732	0.536	159.095	0.000
		(β)	0.655	12.613				
	Flexibility	(α)	1.327	7.286	0.652	0.425	101.937	0.000
		(β)	0.541	10.096				
	Sensing Problems	(α)	1.409	7.262	0.610	0.372	81.817	0.000
		(β)	0.524	9.045				
	The Ability to Analyze and Synthesize	(α)	1.592	7.640	0.539	0.290	56.489	0.000
		(β)	0.454	7.516				
	OC	(α)	0.864	4.546	0.718	0.515	146.628	0.000
		(β)	0.689	12.109				

Source: SPSS V.28 output

Conclusions & Recommendations

Conclusions

- Results of statistical analysis proved that organizational creativity, with its dimensions (originality, fluency, flexibility, and sensitivity to problems), plays a clear role in enhancing the tourist's perception by developing work methods and improving level of services provided at the Ministry of Culture, Tourism, and Antiquities. This was confirmed by relationship between two variables, i.e., the existence of a positive correlation at a moderate level between the dimensions of organizational creativity and the dimensions of the tourist's perception.
- The dimensions of (OC), dimensions of tourist's perception achieved arithmetic means exceeding the hypothetical mean values, which confirms that the sample's responses were far from neutral and leaned towards agreement. This indicates the sample's awareness of importance of organizational creativity in improving impressions and perceptions that tourists form about (TS)
- The researcher documents a noticeable interest on part of the administrative leadership at The Ministry Of Culture, Tourism, Antiquities in promoting (OC) practices, given its important role in developing institutional performance and improving the quality of tourism services. This contributes to building a positive mental image among of tourism institutions and tourist destinations in Iraq.

Recommendations

Regarding role of organizational creativity in enhancing tourist image within the Ministry of Culture, Tourism, and Antiquities, researcher recommends the following mechanisms:

- Enhancing training in organizational creativity by organizing workshops, training courses that focus on developing employees' creative abilities, such as fluency of thought, flexibility of thinking, which contributes to developing work methods and improving the quality of tourism services.
- Encouraging creative initiatives within the Ministry by adopting administrative policies that support submission of new, innovative ideas, which helps in developing tourism services and improving the tourist experience.
- The researcher recommends that the Ministry of Culture, Tourism, and Antiquities increase its focus on adopting organizational creativity practices in tourism work, given role in improving institutional performance, enhancing the tourist image of tourist destinations.
- The researcher recommends necessity of investing in developing creative abilities of administrative leaders, employees through specialized training programs, as well as providing an organizational environment that encourages innovation and the exchange of ideas, which contributes developing tourism work and enhancing positive image of tourists.

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