

Administrative creativity and job performance: An Empirical Study at Jadara University

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ABSTRACT--*This study aims to identify the reality of administrative creativity and its effect on the job performance of administrative employees at Jadara University. To meet this aim, a questionnaire was prepared and distributed to 100 administrative employees and 88 questionnaires ready for analysis, were backed and 88 % was the returning percentage. Data were analyzed by using SPSS statistical program and suitable statistic tests were done to reach the results of the study. The result of this study showed that there is a positive relationship between creative capabilities (originality, ability to analyze, acceptance of risk, fluency and mental flexibility), and job performance. Recommendations for creative capabilities and job performance are discussed*

Key words--*Administrative Creativity, Job Performance, Creative Capabilities, Jadara University.*

I. INTRODUCTION

The tremendous revolution in the last two decades in information and communication technology in general and the Internet in particular, has led to rapid development in the field of business, and services provided to societies, especially those related to the so-called new knowledge-based economies (Al-Omari, et al., 2020). The revolution brought about by the Internet has removed traditional boundaries, created new technologies, and led to the emergence of management styles, cultures, and technology that until recently could not be applied (Aljawarneh & Al-Omari, 2018). This made the need for managerial creativity urgent, as organizations must strive to develop work capabilities that contribute to problem-solving, participation in decision-making, and generation of ideas (Alanezi, 2016 .(

Because administrative creativity includes a set of resources based on human element and knowledge, where they are arranged and organized in steps to achieve creativity in building a product, or a service. In addition, innovation is the essence of creativity management, which makes it an urgent need for organizations to improve their capabilities and generate ideas to adapt to modern technological developments to solve problems and participate in appropriate decision-making at the right time (Hur, et al., 2016.(

Recognizing job performance helps researchers and management of the organization to discover a number of aspects such as determining the extent to which the organization can adapt and respond to environmental determinants through setting goals, building strategies, and employing resources to achieve those goals (West & Berman, 1997). Also, it helps to define and indicate the level of coordination between the components of the organization and its organizational design in implementing its goals (Al-Omari, et al., 2018). Job performance represents the organization's ability and willingness to reach the results that it previously defined, so it is an

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indicator that measures the organization's success in achieving its goals and its ability to survive and grow (Kasasbeh et al., 2014).

Today organizations, due to rapid changes in the surrounding environment, are unable to predict future changes, therefore it strives to enhance administrative creativity by presenting the reasons and means that enable its employees to achieve this creativity, which allows senior management to anticipate current and future workers' behaviors, making them able to develop the capabilities of workers to reach excellence and administrative creativity. Universities are facing intense competition at the local and international levels, this study reveals the extent of the impact of applying administrative creativity on job performance in one of the Jordanian private universities. The study highlights one of the most important issues in the field of management, which is administrative creativity and its impact on job performance, and this topic is an important topic in modern management thought. Through a review of previous studies, especially Arab studies, it is noticed that there are few studies that dealt with this topic at the universities level, as most of them were applied to the corporate sector, so the researcher hopes that in this study there will be a new addition to knowledge in general and to the Arab library in particular. The results of this study are important for Jordanian private and public universities, which shows the need to pay more attention to administrative creativity in improving the performance of employees in these universities.

In a global environment characterized by rapid change, organizations face great challenges, and therefore these organizations need to focus on the administrative process in facing these challenges. Therefore, organizations seek to develop and improve the job performance of their employees, as this process has a great impact on their growth, success, and maintaining a good competitive position. Administrative creativity is one of the important and modern topics in the administrative sciences, because it is of great importance in the continuity and development of the organization, as it helps the organization to adapt to the successive changes and helps it to face different challenges. Due to rapid changes in technology, and intense competition, many universities are looking forward to reaching excellent regional and international level. Jordanian private universities, including Jadara University, consider administrative creativity one of the most important elements of individuals, as well as organizations' development. Administrative creativity also contributes to controlling various processes and sharing data and information between various job activities in these universities, with the aim of continuing and achieving a competitive advantage between them, reducing costs, increasing efficiency in their performance, and managing student requirements to the fullest. One of these processes that may change the nature of job performance is administrative creativity, which is a critical factor in the organizations' ability to improve the performance of their employees. Hence the problem of this study arises in identifying the role played by administrative creativity in job performance at Jadara University. The problem of study can be clarified through the following main question: What is the effect of administrative creativity on job performance from the point of view of the administrative staff at Jadara University?

II. LITERATURE REVIEW

2.1 administrative creativity

Researchers linked the concept of administrative creativity to the general concept of creativity itself. There were multiple views of researchers about defining the concept of administrative creativity, Bishawi (2008) defined

it as an idea characterized by modernity and innovation that arises as a result of experience and management knowledge of the reality of the organization and is based on comprehensive information of the various parts of the organization and its analysis, which requires the availability of creative capabilities to reach what is new and useful .

Ridha (2003) believes that administrative creativity is deviating from traditional thinking and knowledge, which results in discovering new ideas, theories, inventions, or work methods that are new, developed, acceptable and appropriate to the circumstances and capabilities of the organization and in a way that helps it to adapt and interact with all variables and improve their productivity and develop the level of employees' performance. There are a number of creative capabilities that characterize a creative person. The researchers indicate that it is necessary to achieve managerial creativity in the organization (Jarwan, 2017; AbuJamee & Al-Taweel, 2011; Al-Jawarneh, 2016; Alsuweedan & Al-Adlouni, 2004, Alsurour, 2002, Al-Shubaini, 1997, Al-Titi, 2007). The most important of these capabilities are the following: Originality represents the highest degree of creativity. It means Uniqueness and innovation. This concept refers to the existence of new, original ideas of an individual that no one has preceded (Amer, 2005). It is the capacity most related to creativity and creative thinking, and it means the individual's ability to give original and new responses so that the person is described as creative if he brings with new and original ideas that differ from what others had brought. (Al-Huwaidi, 2004). Fluency: This means the ability to produce a large number of creative ideas and concepts in a limited time. Flexibility: It is the ability of the mind to adapt to new variables and attitudes, and to look at the problem from different dimensions, which is the degree of ease with which a person changes a certain position or point of view and is not intolerant to ideas per se. Ability to analyze: The analysis is the ability to break up the topic into primary elements, and isolate these elements from each other. Acceptance of risk: It is the extent of the individual's courage to expose himself to failure or criticism, to make guesses, to work under mysterious circumstances, and to defend his own thoughts (Al-Safi, 1997). There are also other creative capabilities indicated by other researchers, such as Capacity for evaluation: It can be defined as reaching decisions and making judgments related to what is better, healthier, or more appropriate based on a specific standard (Al-Kanani, 1990). Sensitivity to problems: Being able to become aware of the problems of a particular situation and to feel it sensitively, and to take note of all its dimensions and factors affecting it (Abujamee, & Al-Taweel, 2011).

The importance of administrative creativity to organizations appears in several aspects, including: (Al-Nimer, 1990); Increase the organization's ability to respond to changes in the surrounding environment. Improve the services provided by the organization to benefit the organization and individuals (Al-Da'abseh, et al., 2018). Contribute to developing the intellectual and mental capabilities of individuals in the organization. Utilizing human resources and making better use of their capabilities by giving them the opportunity to search for new ways and methods of work.

2.2 Job performance

The concept of job performance is related to the behavior of the individual at his organization. Hilal (2011) defines job performance as the employee's carrying out of his work and responsibilities assigned to him by the organization or the agency that his job is related to, and means the results that the employee achieves in the organization. Al-Nimer (1990) defined it as "the actual outcome of efforts done by the individual, and this

performance is affected by the amount of the individual's exploitation of his energy and potential, and at the same time by the desire of the individual to perform". The researcher believes that job performance is the result of the effort done by the employee in order to achieve the goals of his Job performance consists of several elements or components that can be summarized as follows: Knowledge of job requirements: It includes professional skill, technical knowledge and general background about the job and its fields. Quality of work: it includes accuracy, order, technical skills, and the ability to organize and execute work without errors. The amount of work: This includes the amount of work performed in normal circumstances and the speed of its completion. Perseverance and responsibility: It includes dedication, seriousness in work, the ability to take responsibility and complete tasks on time, and the extent of the need for supervision and guidance. Dorra (2003) pointed to the elements of job performance through employee competencies, which include information, skills, directions, values, job requirements, tasks and responsibilities that a job requires.

2.3 Administrative creativity & Job performance

There are many previous studies that dealt with the issue of administrative creativity in several aspects. Some of these studies are related to creative behavior, creative capabilities, and factors that affect administrative creativity. The following is a review of some of these studies, which are related to the dimensions of this study, arranged chronologically from newest to oldest (Al-Masarwah et l., 2017) conducted a study aimed at revealing the degree of availability of administrative creativity among the principals of public schools in the Bani Ubaid District (Jordan), and to know the impact of each of the variables (gender, years of experience, and educational qualification) on their Administrative creativity. The results of the study indicated that the degree of availability of the elements of administrative creativity (fluency, flexibility, originality, and sensitivity to problems) among the principals of government schools in the Bani Ubaid brigade from the point of view of teachers came at a moderate degree. Also, the results of the study showed that there were no statistically significant differences in teachers 'estimates of the degree of administrative creativity is attributed to the study variables.

Al-Sudi (2016) also conducted a study aimed at identifying the level of administrative creativity and its relationship to the administrative performance of principals of government schools in west bank governorates from the point of view of their teachers. The study found that the role of school principals in developing creativity was high. As for the fields of administrative creativity, the results showed that originality has the highest value, then fluency, sensitivity to problems, and retaining attention.

Qureshi (2016) conducted a study to investigate the relationship between employee's creativity and its impact on the performance of firms, it was found if employees are empowered that will have a positive impact on the performance of the firm. Empowering the employee would lead in utilizing the resources efficiently, effectively which will lead to maximizing the firm overall performance and market share as well. As for the study of Ali & Alhakem, (2015), aimed to know the reality and elements of administrative creativity, and to study the extent of its influence on the obstacles of administrative creativity among office managers in some multi-activity business organizations operating in the city of Khartoum. And the results of the research found that these managers enjoy the elements of administrative creativity with a high degree and that the organizational obstacles are the most important obstacles that limit administrative creativity in these departments.

As for the study of Ababneh & Al-Shaqran (2013) aimed to reveal the degree of administrative creativity practice by educational leaders in the Directorate of Education in Irbid Governorate. The results have shown that the degree of administrative creativity practice by these leaders came in a medium degree in the areas of adoption, encouragement, and application of creativity. It also showed that there are no statistically significant differences in the estimates of the sample individuals for the practice of administrative creativity due to the variables of practical experience, and the directorate in which these leaders work, and job title. Arabiat (2011) conducted a study aimed to identify the extent of applying administrative creativity to faculty members at Princess Alia College at Al-Balqa Applied University (Jordan). The results indicated a statistically significant relationship between administrative creativity among faculty members at this college, and job performance they have.

Through the previous review of some previous studies on the subject of administrative creativity and its effect on job performance, it can be noted that these studies emphasized the importance of administrative creativity and its impact on the performance of employees in various organizations and institutions. This study is complemented by other previous studies, but what distinguishes this study is the environment that was applied to it, specifically, Jordan's Jadara University. and after reviewing the literature, the following hypotheses were reached

H1: There is a statistically significant relationship between creative capabilities (originality, ability to analyze, acceptance of risk, fluency, and mental flexibility) and the level of job performance.

From this hypothesis, the following sub-hypotheses arise:

H1-1: There is a statistically significant relationship between originality and job performance of administrative.

H1-2: There is a statistically significant relationship between the ability to analyze and job performance.

H1-3: There is a statistically significant relationship between acceptance of risk and job performance.

H1-4: There is a statistically significant relationship between fluency and job performance of administrative.

H1-5: There is a statistically significant relationship between mental flexibility and job performance.

III. METHODOLOGY OF STUDY

As this study aims to identify the impact of administrative creativity on job performance at Jadara University, the descriptive analytical approach was used. A questionnaire was prepared for this study, which includes a set of paragraphs related to the reality of administrative creativity and its impact on job performance at Jadara University. The study population consists of all 145 administrative employees working at Jadara University (unit manager, department head, and administrative employee). A random sample of 100 individuals was selected from the total population. By reviewing previous literature related to the subject of this study, a questionnaire was developed to identify the level of administrative creativity and its impact on job performance at Jadara University. The questionnaire consisted of two main parts: The first part: includes demographic data for respondents, while the second part consists of paragraphs related to administrative creativity and job performance.

This study attempts to recognize the effect of administrative creativity on the job performance of administrative staff working at Jadara University. This study includes the following variables: independent variables: creative capabilities, which include: originality, ability to analyze, risk acceptance, fluency, and mental flexibility and dependent variable: the job performance .

Validity and Reliability

The content of the instrument used in the study was confirmed by presenting the study instrument to six faculty members in Jordanian universities of the same specialty, in order to express their opinion in each item of the questionnaire. Accordingly, some of the paragraphs were modified and some were deleted in harmony with the arbitrators' proposals and observations.

To ensure the reliability of the instrument, the internal consistency was calculated according to the Alpha Cronbach equation. The results were as in the following table:

Table 1: Cronbach Alpha coefficient

Field	Cronbach Alpha
Originality	0.92
Ability to analyze	0.89
Acceptance of risk	0.88
Fluency	0.95
Mental flexibility	0.85

According to Table 1, the internal consistency equivalent for each instrument is 84%, which is higher than the acceptable limit of 60%.

IV. RESULTS

Characteristics of the study sample

The following table shows the demographic characteristics of the respondents of this study:

Table 2: frequencies and percentages of demographic characteristics

	Categories	frequency
Gender	Male	56
	Female	32
Age	Less than 25 years	11
	25-less than 35 years	14
	35-less than 45 years	37
	45 years and above	26
Scientific qualifications	Bachelor	32
	Master	25
	PhD	31
Position	Manager	21
	Head department	22
	Employees	45

Table 3: Mean & SD for Administrative Creativity

Dimension	Mean	SD
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Originality	4.08	0.87
Ability to analyze	3.63	0.97
Acceptance of Risk	3.22	0.78
Fluency	3.56	0.95
Mental Flexibility	3.71	0.98
Average	3.64	0.89

Testing Hypotheses

Examining the first main hypothesis: which states that there is a statistically significant relationship between the creative capabilities (originality, the ability to analyze and link, acceptance of risk, fluency, and mental flexibility) and the level of job performance of the administrative staff working at Jadara University. To test this hypothesis, the researcher used a multiple linear regression test whose results are shown in the following table:

Table 4: Multiple Regression coefficients analysis

	Correlation	R ²	F	B	df	P
Creative capabilities	0.449	0.202	7.828	1.035	1	0.009
					31	
					32	

The correlation is statistically significant at $0.05 \geq \alpha$ and the table F value 1.667 Table 7 shows a relationship between creativity (originality, ability to analyze and link, acceptance of risk, fluency, and mental flexibility) and the level of job performance, and it was found that the calculated value of F is 7.828 while its tabular value reached 1.667 and by comparing the values that It was reached in testing this hypothesis that the calculated value is greater than the tabular value and that the value of the level of sig has reached 0.009, and the correlation coefficient R 0.499 at the level of significance ($0.05 \geq \alpha$), while the coefficient of determination R2 has reached 0.202 The value of Impact Score B was 1.035. This means accepting the main hypothesis as for the testing sub-hypotheses of this study, the following table shows simple linear regression analysis.

Table 5: Simple Regression test results for the sub-hypotheses

Sub-hypothesis	Creativity capabilities	R	R ²	T	B	P
H01	Originality	0.181	0.033	3.918	2.891	0.00
H02	Ability to analyze	0.244	0.06	3.08	2.506	0.004
H03	Acceptance of risk	0.148	0.022	8.38	4.025	0.00
H04	Fluency	0.459	0.210	3.75	2.238	0.00
H05	Mental flexibility	0.514	0.265	8.72	1.72	0.00

Table 8 shows the relationship of each of the creative capabilities factors (originality, ability to analyze and link, risk acceptance, fluency, and mental flexibility), and the level of job performance. The calculated value of T for each of these factors is greater than the tabular value 1.667, and The value of the significance level. sig was 0.00 for all hypotheses (except for the second sub-hypothesis) at the significance level $0.05 \geq \alpha$. This means the five sub-hypotheses are approved, which assumed a statistically significant relationship at the level of significance $0.05 \geq \alpha$ between each factor of the creative abilities and the level of the job performance of administrative workers at the Jadara University.

V. RESULTS DISCUSSION

The results of this study showed that the level of availability of elements of administrative creativity (originality, ability to analyze, Acceptance of risk, fluency, and mental flexibility) was generally average and these results are consistent with the study of (Almaraswa and Al Masarwa, 2017; Arabiat, 2011; Alshare et al., 2020; Al-Ithawi & Al Kawari. 2011, Al Yahyawi 2007; Ababneh & Alshukran, 2013; AL-Harthy, 2012; Al Dabbag & AL Obeidi 2007; Al-Shukhaa, 2003), where these studies indicated an average degree of administrative creativity among respondents in these studies. The results of this study also differed with the study of (Ali & Alhakem, 2015; Baher & Al-Ajalah, 2011; Mahafzah et al., 2020; Al-Laiti 2008; Al-Azmi. 2006; Ridha, 2003) which made it clear that respondents in all of these studies had a high degree of managerial creativity. The results of this study also showed that the level of the job performance of Jadara University employees was high. The result of this study is consistent with (Arabiat 2011; Al Saguear 2002; Al Faidi, 2008; Al-Anzi, 2008). It also differs with the (Baher & Al-Ajalah, 2011). This result also differs from the study of (Al-Zanoun, 2006) and (Al-Zoubi, 2008). The results of this study also showed that there is a relationship between the creative abilities (originality, the ability to analyze and connect, risk acceptance, fluency, mental flexibility) and the level of the job performance of Jadara University employees. This result is consistent with the study of (Baher & Al-Ajalah, 2011) and (Ridha, 2003).

VI. RECOMMENDATIONS

Based on the results of the study, the researcher recommends the following: Building a modern and integrated information system at the university to provide the required information that enables individuals to benefit from it and refer to it in a timely manner with ease and ease. Ensure a safe work environment for an individual to be more creative. Giving employees more freedom and flexibility in performing their daily work. Preparing and qualifying the conscious administrative leaders who believe in the importance of creative work and encouraging it through the use of various methods such as the formation of work teams. Emphasizing the importance and role of human resource development as one of the strategies that can be adopted by the university to improve the performance of its employees. Enhancing the culture innovation and creativity among university employees, as it has a reflection on the performance of its employees. University's administration should provide an encouraging system of financial and moral incentives and link it with the administrative creativity of the university's employees. Encouraging the administrative staff to generate new ideas and suggest creative solutions that contribute to

improving the performance of their jobs. The necessity of developing a system for selecting administrative staff that is having creative characteristics to work in administrative positions at the university.

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