

The Impact of the Administrative Empowerment in Organizational Creativity: An Analytical Study from the Perspective of Employees in University of Mutah in Jordan

*Saed akram mohammad al-suhimat

*Research Scholar, Department of Political Science, Aligarh Muslim University, Aligarh-U.P

Abstract: : *The study aims to analyze the impact of the administrative empowerment on the organizational creativity among workers at the University of Mutah, and to achieve the objectives of the study, a Questionnaire was used there and (100) samples were randomly selected, and (75) questionnaire has been restored, at a percentage of (75.0%) of the study sample.*

This study focuses on the need to embrace the concept of administrative empowerment in university Because of its importance in determining the challenges that must be taken into account in order to maintain and continue to enhance the university's ability to gain access to organizational creativity And ,The University of Mutah should pay attention to the concept of administrative empowerment and adopt the policies and procedures that increase the level of awareness among the employees towards the importance of the administrative empowerment through holding training courses for their employee.

Index Terms: *administrative empowerment, organizational Creativity, public Administration, University of Mutah in Jordan.*

Introduction:

The world nowadays is observing a multiple phenomenon such as globalization, the information revolution, increasing competition, changes in the economic and political structure, which has a significant impact on the economic system that encourages the organization to restructure and change the organizational strategies used.

As these forces have affected the organizations in all its forms, there for, the organizations start to adapt, respond and take the leadership in order to regain control and maintaining continuity of its business, Many concepts that seek to develop and improve the administrative performance has appeared as the concept of administrative empowerment. (Aldalaeen,2010).

So, the concern for the individual and his administrator became the most important things the organizations are seeking to achieve. Thus, The importance of the human elements is more important than the money itself, technical, and organizational structures, because the human element is the main engine of productivity of the process within the organization, as it is full of many concrete capabilities, impressions , instincts and motives, that's difficult to be observable and measurable, and among the most important issues related to the human element is the empowerment, which is a modern administrative concept .(Manny,rashedah,2009)

The process of enabling the workers administratively is considered to be as an urgent need due to the development of the administrative environment, that accompanied by many negative phenomena, which formed a dilemma ,that lead the organization to follow a new methods to counter it. Working methods have changed and appeared new values, customs and objectives of the organization, and in such a climate the organization environment suffered of chaos and confusion even though the workers empowerment is appropriate for all organizations in different circumstances (Harahsheh , Al-Hiti ,2006).

As a result of these phenomena, the organizations transformed from the traditional administrative construction to more open and flexible construction, and furthermore ,the organizational creativity became of interest of many researchers, because the era of knowledge and information no longer recognizes the typical labor governed by traditional standards, but it depends on the elements that are characterized by creativity and multiplicity of Knowledge and diversity, as the achievement of the Organization for the organization creativity requires its members to stay away from all that typical and routine in the performance and behavior of most of the

organizations and adopts a vital and effective systems (Dosa,2007).

From here came the idea of this study to find the impact of the administrative empowerment on the organizational creativity, and so out of the importance of the organization creativity for any organization and the importance of the administrative empowerment process of its members.

Statement of the Problem:

The organizations suffer significantly from problems and drawbacks as a result of survival for long periods under the extreme umbrella of centralization, The hierarchical levels of management, and the complexity of the official lines of communication, as well as the confidentiality of information given to employees these created an obstacle to the development and reform ambitions of organizations.

The organizations in the present day live in complex and changing conditions, making the creativity urgently needed and necessary, which requires these organizations to be keen to develop the capabilities and efficiency of its staff, in order to increase their contribution to solve problems, make decisions, and generate new creative ideas at work from here emerged the concept of administrative empowerment, which currently is the essence of the administrative creativity to any organization (Sweiti, 2009)

There for it prompted the researcher to study the impact of the administrative empowerment in achieving organizational creativity in organizations. The problem of the study is presented with the following question:

What is the impact of administrative empowerment in achieving organizational creativity among workers at the University of Mutah?

Significance of the Study:

The significance of the current study is related to the importance of its objectives represented by the process of administrative empowerment, through its contribution to raising the level of capabilities and efficiency of workers in the organizations, As this process considered to be of significant value to the organizations because of its impact on determining the future of the organization, and the importance of this study stands out through examination of organizational creativity at the higher level of educational organizations.

The significance of this study emerges through the following:

1. The importance of administrative empowerment as one of the solutions adopted to meet the challenges of the information revolution and globalization.
2. The outcome of this study may contribute to attract the attention of administrators at the University of Mutah to the importance of activating the administrative process of empowerment.
3. It may help the university in the improvement and development of performance and to service workers.
4. Can take advantage of this study as a starting point for other studies in the universities to adopt new strategies in empowerment.
5. The relationship between the administrative empowerment and organizational creativity, as starting point for future researches in this area.

Aims and Objectives:

1. To address the theoretical concepts related to the concepts of administrative empowerment and managerial innovation.
2. To identify the role of these modern concepts to achieve development in organizations.
3. To identify the extent of the application of the administration of the university to the concepts of empowerment and provide service of good quality to customers and continuous improvement, the amount of support provided by the administration of the university to apply these concepts.
4. To identify the perceptions of the respondents to the independent variable: the administrative empowerment.
5. To identify the perceptions of the respondents to the dependent variable: the organizational creativity.
6. To analyse the impact of the administrative empowerment on the organizational creativity in Mutah University.
7. To provide a set of recommendations based on the results of the study.

Study Questions:

This study attempts to reach the desired results and that by answering to the following questions:

- 1- What is the level of application of the administrative empowerment at the University of Muthah from the perspective of the respondents?
- 2- What is the level of achievement of the organizational creativity at the University of Muthah from the perspective of the respondents?

Research Hypotheses:

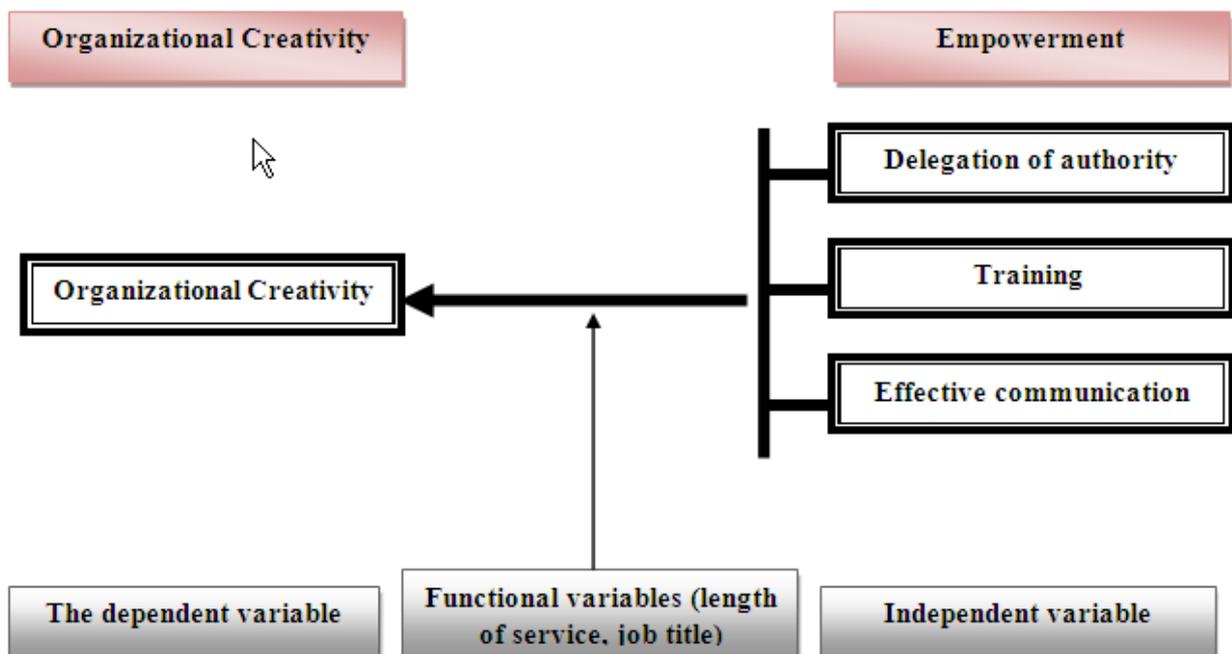
Depending on the problem of the study and its objectives, this study seeks to test the following assumptions:

The first Hypotheses: There is no significant impact that has statistically significant at the level of significance ($\alpha \leq 0.05$) between administrative empowerment in all its dimensions (delegation of

authority, staff training, and effective communication) in achieving organizational creativity.

The second Hypotheses: there were no statistically significant differences at the level of significance ($\alpha \leq 0.05$) in the estimation of the respondents of administrative empowerment that attributable to their demographic characteristics (sex, educational qualification, experience).

Sub-third hypothesis: There is no statistically significant difference at the level of significance ($\alpha \leq 0.05$) in the estimation of the respondents for organization creativity that attributable to their demographic characteristics (sex, educational qualification, experience).



Model of study research paper

Procedural definition:

Independent variable: Administrative Empowerment: gives the individuals a wide freedom within the organization to make decisions through the expansion of the delegation of authority, increase participation, self-motivation, to emphasize the importance of teamwork, provide conducive environment for the development of character, and the development of creative behavior (Al-mpaideen , Tarawneh2011).

It includes the following dimensions:

The first dimension: is the delegation of authority: part of the powers granted to employees, to perform a certain tasks (Dosa,2007).

The second dimension: is the staff training: Provide training programs needed by the employee within the work environment in the organization, to generate a sense of confidence in order the employee feel that his organization assist him in the development of his personality (Almbaideen ,Tarawneh2011).

The third dimension: is the effective communication: the ability of the organization to provide effective communication lines between employees among themselves, and between

employees and their bosses, where the employee can deliver his requests and recommendations and suggestion to the Administration at his Organization (Ambaideen, Tarawneh 2011).

The dependent variable (the organizational creativity): is a range of new and useful ideas that relate to problem solving and re-installation of the known patterns of knowledge (Abbas,2010).

Methodology:

This study is based on descriptive and analytical approach, which includes an office survey by using the references and sources to build a theoretical framework for the study, and field survey to collect the data by (questionnaire), and the study population consisted of all employees at Mutah University.

Literature Review :

(Osama, 2014) .in his study entitled "the impact of organizational creativity on the performance of employees in small and medium organization". This study aimed to identify the reality of organizational creativity in small and medium-sized enterprises in Algeria and the extent of its impact on the functionality of the employees, the study relied on the descriptive and analytical approach, the study sample consisted of (50) workers, questionnaire was designed for data collection. The study found a range of results, including: the existence of a statistically significant effect of the organizational creativity on the performance of employees, and organizational creativity as important issues to be carefully considered in the small and medium enterprises for its active role in achieving the objectives of these institutions.

(Almbaideen , Tarawneh,2011). in their study entitled "the impact of the administrative empowerment in creative behavior among workers in the Jordanian commercial banks". This study aimed to determine the level of administrative empowerment and creative behavior among workers in the Jordanian commercial banks, random sample was chosen by (3%)of the study population; the number of respondents (391) male and female employees. The study data analysis showed that the Jordanian commercial banks exercised administrative empowerment in various fields, moderately, and there is a creative behavior among workers in those banks moderately, the study found the presence of impact statistically significant areas to enable workers devolution of powers, participation in decision-making, application work of the team management, a

supportive culture, training and education of workers in creative behavior among workers in the Jordanian commercial banks.

(Dosari,2011) . in his study entitled "The Impact of empowerment on the effectiveness of crisis management, "An Empirical Study on Saudi Telecom Company, The study aimed to identify the impact of the empowerment on the effectiveness of crisis management, a questionnaire was developed for the purpose of information gathering, the study found that the perceptions of workers to the dimensions of crisis management came with high degree, there for, the impact of the empowerment of administrative employees in the effectiveness of crisis management and empowerment dimensions interpreted (62.3%) of the variation in the management of crises.

(Ta'ani,2011) in his study entitled "The Reality of administrative empowerment at the principals of the government school in Karak governorate, "the study aimed at identifying the degree of administrative empowerment for principals of the public school in Karak governorate, the study sample consisted of (166) male and female principals, and the study found that all dimensions of the administrative empowerment got a high degree, and no differences in the administrative empowerment of managers due to the variables of social and scientific qualification and the interaction between them, while showing the existence of differences attributable to the experience for the benefit of an experienced 11 years and over.

(Adalaeen ,2010).in his study entitled "the impact of administrative empowerment in organizational excellence a field study in the Jordanian telecommunications company". The study aimed to identify the impact of the administrative empowerment in the Excellence of Business Organization in the Jordanian telecommunications company, and to achieve objectives of the study a questionnaire was designed, developed and distributed to a sample of (553) single, and the study found the following results: The realization of workers in Jordan Telecom to the dimensions of the company level administrative empowerment was high, although the level of awareness of the dimensions of business excellence organization also came highly, The existence of a significant effect statistically significant administrative empowerment in Business Excellence Organization in the Jordanian telecommunications company.

(Turk and Turk,2013). Study entitled "Innovativeness in Organizations" The role of lmx

and organizational justice. The case of Poland "innovation in organizations: the role of the exchange with members of the leadership and organizational justice, The case of Poland. This study aimed to determine the relationship between the creative behaviors in organizations and their relationship to the process of sharing the leadership with the member and regulatory of justice, and the study sample consisted of (201) employees in the Polish company, the study found that: there is a relationship between the creative behavior and leadership exchange with the members, and the relationship of creative behavior and organizational justice among workers in the Polish company employee.

(Kumari and Afroz,2013).in their study entitled "The impact of organizational justice on organizational commitment and creative behavior among thermal power Industrial employees" This study aimed to analyze the impact of the three dimensions of organizational justice distributive justice, justice and procedural fairness of transactions on the organizational commitment and creative behavior. The study sample consisted of 70 employees from the Indian Norbsad company, descriptive data analysis and Correlative analysis and noted Pearson correlation used, the results showed that organizational justice related to a large extent to the commitment and creative behavior among workers in the field of thermal energy.

Theoretical framework :

1.1 Administrative Empowerment:

The concept of empowerment emerged at the end of the eighties, this concept became well known and popular in the nineties, as a result of the increase focus on the human within the organization, this concept also revealed as a result of the evolution of the Modern management thought, especially in the field of transformation from control and commands organization to the possible organization, and the consequent changes in the environment of the organization (Harahsheh , AlHiti 2006).

Numerous definitions which dealt with the term of administrative empowerment which considered to be as an administrative philosophy based on the application of open administration system, the administrative Empowerment represent one of the modern administration, and the practice of individuals encouraging to take personal responsibility in decision-making, through the delegation of authority to lower levels, it also represents the observation of the transfer of the Authority from the top Administration to the

workers in order to achieve the interests of the organization in the long run(Almbaideen ,Altarawneh 2011). Administrative Empowerment is the process of granting employees an appropriate degree of Freedom of action and degree of independence in the performance of the tasks assigned to them with providing them the necessary information (Aldalaeen 2010).

(Manny,rashedah,2009)Sees the administrative empowerment is to create conditions in which individuals can exercise their competencies and ability to control their work, which strengthens the initiative spirit and insist on making a meaningful tasks.

In addition the administrative empowerment is a process that strengthening the capacity of workers so that they can have judgment, appreciation and freedom to act on the issues they face during the exercise of their functions, as well as the full contribution in the decisions that relate to their work (Aldalaeen 2010).

Pillars of Administrative Empowerment:

Process of administrative empowerment based on a number of bases, as follows (Almbaideen , Tarawneh2011).

1. The delegation of powers and responsibilities for employees to make the decision.
2. Employee participation in the vision of senior administrative.
3. Provide system and working rules.
4. Strengthen the sense of feeling and safety.

The Importance of Administrative Empowerment:

The human element is the basis That's what managers and businessmen focused recently, After strenuous stages and management practices differentiated Such as management by objectives and total quality management and "Reengineering" and Intraday production and continuous improvement, They found only a return to the first principle(humans themselves), You can rent a the arms of individuals and their minds to the design and implementation of processes but you can not possess their hearts(Harahsheh and al-Hiti,2006).

(Manny,rashedah,2009)in their study sees that the administrative empowerment has contributed to increase the staff morale and enhanced the loyalty to the organizational to achieve the goals and objectives of the organization, In addition, the

administrative empowerment expresses the culture of the organization; The organization which is characterized by freedom of administrative practices which given to individuals in non levels of leadership in addition to the freedom of acting and take responsibility.

More further, The administrative empowerment process has become important in the light of technological advances, the administrative organizations are now working in the same work with fewer members, and therefore its need to facilitate opportunities for each member in the team; to contribute to achieve the organization's goals (Aldaleen 2010).

Dimensions of the Administrative Empowerment:

The administrative empowerment aims to create an effective administrative level within the organization, and this requires the organization to apply administrative empowerment through different stages, so, the administrative empowerment consists of four main dimensions (Almbaideen, Tarawneh, 2011)

1. **Choice freedom:** the degree of freedom granted to the individual to act in the performance of tasks.
2. **Self-sufficiency:** an individual's ability to perform the tasks successfully in accordance with their capabilities, skills and experience through learning and training.
3. **Work value:** the level of staff awareness of the value and meaning of tasks performed and their importance in achieving the goals.
4. **Effectiveness:** one's awareness of his importance and his effect in the decisions made and policies formulated by the organization.

1.2 Organizational Creativity:

Creativity is one of the important things for all organizations that are faced with a changing competitive environment, encouraging creativity has become the main goals that many organizations are seeking to achieve. The importance of creativity has increased in the light of increasing the competition between specially the international competition and which increased the need of the Organization to be more creative in order to avoid risk of regressing and disappearing (Abbas ,2010) .

There are many concepts to the creativity and Organizational creativity which mentioned in the

administrative literature by many researcher, thus ,the creativity defined as a number of new useful ideas that related to problem solving and re-installation of the known patterns of knowledge, and creativity is not limited to the tactical side because it does not include the development of goods and processes related and numbers of the market but also goes beyond to include machinery, equipment and manufacturing methods and improvements in the same organization and the results of training, job satisfaction and thus , the productivity increase (Osama ,2014)

The organizational creativity is the adoption and application of new and useful ideas and these ideas include adaption to the outputs of operations from outside the organization, the individual creator has additional skills of creativity, such as the ability to tolerate ambiguity, lack of early to judge things in addition to the personal skills, diverse experience, a spirit of risk-taking, the ability to change and solve problems (dosa ,2007) .

The organizational creativity is known as the early use of the ideas by one of the organizations that belong to a group of organization with similar goals. Others define it as the successful use of software, processes, or new programs or products appear as a result of decisions within the organization. It should be noted that the administrative creativity must be based on the excellence of the individual, vision in solving problems, , mental ability and intellectual fluency and his knowledge that can be nurtured and developed in the existence of the appropriate climate , leadership ability and work interactive relationships that develop the ability to access new ideas and solutions in an creative way (khyree ,2012).

The administrative creativity has been known as the creation of new ideas and investment, and also is the adoption of the process changing in the organization and the surrounding environment. It could be argued that the administration creativity is the development and application of new creative ideas by individuals who interact with each other within the organized manner. In this sense the creative ideas could include ideas related to what is of new products, processes or services that fall within the scope of work of the organization, also extends to include procedures, policies and special ways to work (Osama,2014).

The Need for Organizational Creativity:

The need to creativity appear when decision-makers in the organization realizes that there is a

discrepancy between the actual performance of the organization and the desired performance, and this disparity urges the organization management to study the adoption of a new method of (Abbas ,2010).

The circumstances that create the need for creativity imposed by technological changes and changing consumer tastes or available information on the emergence of better work style If the organizations felt that there is a gap between the current behavior and unwanted behavior, it will try to fill or reduce the gap, and this is through innovation (Osama,2014).

But rationality organizations do not act only in response to a discrepancy between achievement and ambition, they may discover and adopt new ways through searches, and in order to improve their performance, on rationality organizations should monitor their environment in order to predict the new demands and reservists to face it, this is what is known as organizational innovation, which includes Search operations and the lack of a deliberate and organization changes and logical analysis of the opportunities for creativity that can be produced by those changes(dosa, 2007).

The Importance of Organizational Creativity:

The advantages provided by the phenomenon of organizational creativity as follows (Abbas ,2010) and (khayree,2012).

1. Improve the services regulation for the benefit of the organization and the individual.
2. Contribute to the development the intellectual and mental capacities of the workers in the organization by providing them with opportunities to choose those capabilities.
3. Optimum utilization of financial resources through the use of the process to keep pace with modern developments methods.
4. The ability to make a balance of different human and material available and the possibilities of development.
5. The proper utilization of human resources and take advantage of their abilities by providing opportunities for them in the search for new work in the field of continuous updating of the systems work in line with the surrounding changes.

Elements of Organizational Creativity:

The organizational creativity includes the following items, (Osama, 2014):

Fluency element: The Fluency is measured and determine by the number and quantity and type of information that given to a person in specific time, it has been found that in the verbal tests there are three distinct factors of fluency and this kind of fluency associated with the mental capacity of a person as the intellectual capacity which means the ability of imagination , metaphor , deduction , the capacity of perception , intuition, and relational fluency of relations completion process that distinguish it from the former kind of fluency ,and expressive fluency which have relation in sentences construction.

Flexibility element: The flexibility in thinking it means a change of a particular type and see the problem from different angles and change in meaning or interpretation or use or understand the task or business strategy or a change in the direction of thinking that could mean a new interpretation of the goal.

Originality element: means the production of what is unfamiliar, and what is the long-term, and what is new and unusual, and what is intelligent and dexterous responses.

Sensitivity to the problems: It means the awareness of the existence of problems , needs , elements of weakness in the environment or situation, which means that some people faster than others to notice the problem and verify the presence in the position, no doubt that the problem is the discovery represents a first step in the process of searching for a solution.

Creative Strategies:

There are many creative strategies that can be adopted by the organization, creative strategies is the policies that are designed to promote the creative process and to find creative climate within the organization and these strategies as follow (Dosa,2007) (khyri ,2012) :

1.Organizational Development: is a collection of methods generally taken from the behavioral sciences, which are designed to increase the organization's ability to accept change and to increase its effectiveness, the organizational development with its focus on individuals, relationships and change is considered to be appropriate strategy to promote organizational creativity, thus ,it helps to train members of the organization to accept creativity as an essential organizational standard, and promotion the organizational qualities that help creativity . Thus, establishing the organizational development of the organization to ensure the continuous commitment

and the ability to accept and promote creativity and also the organizational development might be used to increase awareness, attention and interests to formulate a general comprehensive goal.

2. Work Specialization: the organization design units to carry out specialized activities ,for promoting the organizational creativity an organizational units are designed that involve a favorable operating environment of different stages of the creative process, such as the establishment of Research & Development units or planning groups ,there for this strategy might be the most usable by the organizational that seek to find creative work which covers a relatively small organizational areas which are not radical. The work specialization strategy is considered to be the most common among organizational creative strategies.

3. Cyclical: It means the ability to use non-fixed or variable organizational forms, examples of this strategy, the use of the matrix model, which is according to this model assemble of specialists group and workers to implement a particular project and the establishment of a temporarily organizational building ends at the completion of the project and then allow individuals to work on other projects.

The Results:

1.The results showed that the arithmetic averages of the perceptions of the respondents in Mutah University at the level of the independent variable the Administrative empowerment came in high degree , as perceptions at the level of dimensions came as follows: After the delegation of authority the first rank, and in the second rank after the training of staff, and effective communication came in third and last place, the emergence of such a high-level of the Administrative empowerment to the vocabulary of the sample study because of the large role that administrative empowerment offer in achieving the goals of individuals and companies, as the administrative empowerment bring multiple benefits to the worker and the company, there for, this result agree with the results of the study of (Almbaideen,Tarawneh2011).

2.The results showed that the arithmetic averages of the perceptions of the respondents in Mutah University at the level of the dependent variable organizational creativity came highly, the emergence of this high level of organizational creativity attributed to vocabulary study sample because of the understanding of workers in Mutah University for the importance of creativity and interest derived from it, in addition the

administration of Mutah University opened the way for employees to be creative and excellence and the result of this study agrees with study result of (Osama,2014),(Turek ,Turek,2013) .

3.The results also showed that the following sub-variables related to (training of staff, and effective communication) are all having an impact in changing the organizational creativity, while there was no statistically significant effect of the sub-variable (delegation of authority) in the organizational creativity.

Recommendations:

In the light of the results that have been reached, the study recommends the following:

1. Mutah University should pay attention to the concept of administrative empowerment and take the policies and procedures that increase the level of awareness among the employees to the importance of administrative empowerment through holding training courses for their employees.
2. Prepare seminars and educational programs that explain ways to enable the development of administrative and its importance in raising organizational creativity.
3. Modernization and development programs followed to allow workers to increase their activities in the university, in order to fully show creativity.

References:

- [1] Osama, Mhjobi(2014) The impact of organizational creativity on the performance of employees in small and medium enterprises: case study in conversion Unit company Plastic in the south of Ouargla, Master Thesis, university of kasdi merbah ouargla, Algeria.
- [2] Harahsheh,Mohammad and al-Hiti,Salah al-Din (2006).The impact of the administrative empowerment and organizational support in creative behavior as seen by workers in Jordan Telecom, a field study. Studies, Management Science, Vol. 33, Issue 2.
- [3] Khayree,Osama (2012).Creativity and innovation management, Dar Al-Raya Publishing and Distribution, Amman.
- [4] Dosa, Talib (2007). Administrative knowledge and its impact on innovation Organisational, field research at the General Company for the manufacture of batteries. Administration and Economics Magazine, Issue 63.
- [5] Sweiti, Ismail (2009). The reality of management innovation at the operating banks in the West Bank, a scientific conference: Department

of Business Organizations, Applied Science Private University, Amman.

[6] Aldalaeen, Ali (2010). The impact of the administrative empowerment in organizational of Excellence a field study in the Jordanian telecommunications company. Management Science Studies, Volume 37, Issue 1.

[7] Abbas ,Sharif (2010). Transformational Leadership behaviors and their impact on organizational creativity: An Empirical Study on Human pharmaceutical companies in Jordan. Master Thesis, University of the Middle East, Jordan.

[8] Al Mpaideen, Mohammed and Tarawneh, Mohammed (2011). The impact of the administrative empowerment in creative behavior among workers in the Jordanian commercial banks. Studies, Management Science, Vol. 38, Issue 2.

[9] AL-Maany, Ayman , Rashidah, Abdul Hakim (2009). Administrative empowerment in the University of Jordan, Jordan Journal of Business, m (5), P (2).

[10] Kumari, N and Afroz, N. (2013). The impact of organizational justice on organizational commitment and creative behavior among thermal power Industrial employees. IOSR Journal Of Humanities And Social Science (IOSR-JHSS) Volume 16, Issue 6.

[11] Turek, D and Turek, A. (2013). Innovativeness in Organizations: The role of lmx and organizational justice. The case of Poland. International conference of management knowledge and learning.

[12] Ta'ani, Hassan. (2011). The degree of administrative empowerment for the public school principals in Karak governorate. Educational Journal 0.98 (1): 201-232.

[13] Dossari, Khaled (2011) "The effect of empowerment on the effectiveness of crisis management," An Empirical Study on Saudi Telecom Company, unpublished Master Thesis, Mutah University, Jordan.