

The Impact of Prevailing Leadership Styles on the Level of Administrative Creativity of the Staff of the Intermediate Colleges of Balqa Applied University

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Abstract

This study aimed at identifying the The impact of prevailing leadership styles on the level of Administrative Creativity of the staff of the intermediate colleges of Balqa Applied University, to achieve the goals of this study, questionnaire was designed and developed as an instrument to collect data.. The population was (225) people;. The statistical package of social sciences (SPSS. V.16) was used to analyze the data.

The study has reached upon the following Conclusions:-

- 1- The BAU used leadership styles (democratic, free, Authoritarian) with varying degrees depending on the nature of leadership and regulations and the use of Power.
- 2- That there is an effect of different leadership styles (democratic, free, authoritarian) Creative behavior of workers in the BAU as the used leadership styles associated with the quality and the extent of encouraging of creativity, through the use of the principle of Balanced Authority and responsibility as well as the impact of Personal properties and their willingness to administrative creativity and these facts (Educational level, experience, age).
- 3- The key element of administrative creativity is readiness and that there was no correlation between the personal characteristics of the workers and the level of administrative creativity.

Keywords: prevailing leadership, Administrative Creativity, staff, intermediate, colleges, University.

Introduction

Management lives today in an era that is characterized by renewal and search for more talent and creativity, where the world is experiencing rapid and successive changes and developments in all government and industrial fields. So it was necessary to find a qualified, creative and leadership capable of bombing personal and organizational innovations among individuals and organizations at the same time. And where leadership is seen as a process through which its way to raise the others' interest and to release their energy and to direct it in the desired direction as the success of the leader mainly depends on the use of the appropriate style of leadership that is effective on the workers under his supervision, the study of creativity and the influencing factors on it is of the interest to a lot of Management writers. Because the supervision or the leadership style is one of the most influential variables on the creativity of employees in organizations that basically shows the impact of the leader or the president to raise the creative abilities of subordinates and trying to develop it.

Undoubtedly the creative capabilities of subordinates are affected by the prevailing leadership style as leaders can contribute to the development of creativity of their subordinates by encouraging them to solve problems, to address it and to display its solutions openly to them, as well as by the behavior of leaders that maximizes the motivation to be creativity through allowing the subordinates to put goals, or at least participate in goals setting.

The prevailing leadership style and the philosophy adopted by the administration in its dealings with employees has a significant impact on the level of creativity of employees, since the positive attitude of the management towards the individual worker and making him feel the importance of the role he played in the administrative process and providing opportunities for growth and development and building good relations between management and the individual worker based upon mutual respect and appreciation are all motivating factors in the individual's desire to pay more towards giving and creativity.

The problem of the study

The concern about directing human energies in the right direction is regarded as the foundation of organizations and individuals, because that the process motivation of employees stems from several elements whose basis is the prevailing leadership style which is capable of creation and the stimulation and guidance towards the administrative creativity at all managerial levels. Since the educational institutions of the universities are the focus of guidance and administrative development this study is made on one of the educational institution in order to infer and to conclude from this higher educational institution (BAU) the prevailing leadership styles as well as the adopted administrative motivation and the different methods of administration and the possibility of

finding developed administrative creativity and issued by different leadership styles.

From this perspective the problem of the study could be summarized as "what is the impact of prevailing leadership styles on the level of Administrative Creativity of the staff of the intermediate colleges of Balqa Applied University."

The importance of the study

The importance of this study emerges from its tackling of two important topics in the field of management that are administrative creativity and leadership styles. The importance of studying the prevailing styles of leadership is demonstrated in the practices of the leaders in the intermediate university colleges of Balqa Applied University and its relationship with the creativity level in two angles: the first is scientific and the second is practical. The study is gaining its scientific importance through the intention of the researcher to follow scientific method that enriches scientific knowledge in the field of leadership styles and their impact on the level of creativity of workers in the colleges affiliated to the BAU and then their productivity and their interaction also it is hoped that this study will lead to scientific addition that help researchers in the academic field in identifying leadership styles and patterns that stimulate the workers and motivate them to work satisfactorily and effectively.

The practical importance of this study is represented particularly in providing assistance to officials at colleges in Balqa Applied University, and colleges and universities in general to develop leadership styles among the leaders in the light of the findings of the study results to increase the effectiveness resulting from the exercise of the leaders of the patterns of leadership appropriate helping to create suitable administrative environment for creativity lead to increased efficiency and productivity at work.

The objective of the study

- To identify the prevailing leadership styles in Balqa Applied University.
- To identify the level of administrative creativity of the administrative workers in Balqa Applied University.
- To identify the relationship between leadership styles and the level of administrative creativity.
- To identify the relationship between the personal characteristics of the workers and their administrative creativity.
- To identify the relationship between leadership styles and the personal characteristics of the workers.
- To recommend and propose suggestions to the management of Balqa Applied University that help in enhancing the creative behavior of the workers.

Study questions

Through this administrative research we will try to find answers for the following questions:

1. What are the prevailing leadership styles in the Balqa Applied University?
2. What is the level of administrative creativity of workers in the Balqa Applied University?
3. What is the relationship between the leadership styles of the leaders and the level of administrative creativity of workers in the Balqa Applied University?
4. Are there any statistically significant differences in the level of administrative creativity and personal characteristics (age, class, experience, education level) among workers in the Balqa Applied University?
5. Are there any statistically significant differences in leadership styles and personal characteristics (age, class, experience, education level) among workers in the Balqa Applied University?

Hypotheses

- There is no statistically significant relationship of the prevailing leadership styles in the BAU.
- There is no statistically significant relationship between the prevailing leadership styles and the level of administrative creativity among workers in the Balqa Applied University.
- There are no statistically significant differences between the personal characteristics of workers (Age, educational level, experience) and the level of administrative creativity.
- There are no statistically significant relationship between leadership styles and personal facts (Age, educational level, experience) for workers in the Balqa Applied University.

Methodology of the study

The methodology of the study is dependent on descriptive field survey which include literature survey referring to the multiple resources to build the theoretical framework of the study, and to field exploring of data collection using the study tool the was developed and statistically analyzed to answer the questions of the study and to test its hypotheses.

The study population and its sample

The study population consisted of all employees of the intermediate university colleges of the Balqa

Applied University whose number is equal to (22) colleges, the study sample was limited to administrative workers and technicians in the three administrative levels (upper, middle, operational) where a random sample was drawn from four colleges of the study population as shown in Table (1) and a random sample simple of workers in these colleges has been drawn where the sample size was (255) individuals but only (200) individuals have been retrieved which forms a percentage of (78.34%) of the selected sample size as (35) questionnaires were excluded thus (165) questionnaires underwent statistical analysis representing (82.50%) of the study sample.

Table (1)
 The characteristics of the number of the restored and distributed questionnaire

College	Distributed	Restored
Karak college	60	55
Shobuk college	45	35
Ma'an college	45	35
Aqaba college	50	40
Total	200	165

The tool of the study

By reviewing the previous studies about the leadership styles and their administrative creativity of the study, the questionnaire includes three parts:

The first part: includes personal information about the individuals of the sample such as (gender, age, experience and education).

The second part: - This section contains the questionnaire statements measuring vision of subordinates in colleges about the leadership style who is practiced on them and these statements consisting of three axes:

The first axis: - consists of phrases (1-10), which measure democratic leadership style.

The second axis consists of phrases (11-20), which measure leader of Free Style.

The third axis consists of phrases (21-30), which measure authoritarian leadership style.

The third part: - This section of the questionnaire contains statements that measure the level of administrative creativity where three items are allocated for each element of the seven administrative creativity elements, namely, (innovation, fluency, flexibility, risk, analysis capability, sensitivity to the problems, out of the ordinary).

The variables of the study

The independent variable: leadership styles, the most leadership styles were considered in this study which are:

- Democratic style
- Autocratic style (free)
- Authoritarian style

The dependent variable: the level of administrative creativity (where it was relied on a number of variables, which organized the questionnaire and questions the study and hypotheses upon which the personal characteristics of the staff were related to, namely: Innovation element: means the ability to produce authentic responses i.e., a few repetitions in the statistical sense within the work group to which the employee belongs, creative person does not repeat the ideas of those around him and does not resort to traditional solutions to problems.

Fluency element: the ability to produce a large number of ideas in a certain period of time as the creative person has a high potential for liquidity of ideas and easiness of generating it.

Flexibility element: person's ability to change his point of view about the problem to be addressed by looking at it from different angles.

Element of risk: means the initiative in adopting new ideas, methods and search for solutions, at the same time the individual is capable to take risks resulting from actions by and has a willingness to face the responsibility.

Ability to analysis: the ability and means to reach the elements that make up the composite things, in other words, efficiency in the analysis of the elements of things and understand the relationships between these elements (Abu Faris, 1990).

Sensitivity to the problems: the ability to make a person believe that a specific position involves a problem or several real problems needed to be solved, while it is difficult for others to show that. It enables a person to see problems in things or social systems that could not be seen by others and to make improvements on them (Al-Ma'ani, 1990)

Out of the ordinary: a tendency to depart from the habit of dealing with problems, regulations and laws, and not wanting to abide by the rules and behavioral patterns that have been worked by for solving problems and the desire for continuous renewal (change).

Previous Studies

There are several studies that are relevant to this study such as:

Study of (Abu Tayeh, 2003) under the title of "The relationship between leadership style and individual creative behavior of Jordanians managers in the Jordanian industrial companies." This study aimed to identify the relationship between leadership style and individual creative behavior of Jordanians managers in the Jordanian industrial companies, the study sample includes (430) directors and the study found that there is a relationship between the sources of the power of the leader with its dimensions collectively (reward power, the power of coercion, attraction power and power of knowledge) and individual creative behavior, the study attributed it to the strength of character of the leader and the strength of knowledge used by the leader. The study showed that there were no statistically significant differences between the legitimate power and the reward power and the individual creative behavior as well as there is a negative relationship between the coercive power and individual creative behavior.

In a study by (Hareem, and Mansour, 2006) entitled "The perception of employees of the characteristics of the internal organizational environment and the extent of its encouragement to organizational creativity: a field study on the pharmaceutical sector in Jordan," The purpose of this study was to identify the perceptions of employees of the characteristics of the internal organizational environment in the pharmaceutical sector in Jordan, and the extent of its encouragement to organizational creativity, the study adopted the descriptive analytical method, it was applied to a random sample of (238) researchers representing the pharmaceutical industry sector in Jordan, the questionnaire study included (41) items covering various fields and variables of the internal organizational environment.

Results of the study have shown that the organizational environment in the pharmaceutical industry sector encourages creativity and motivates it only moderately. There are differences in the perception of researchers to some areas of internal organizational environment variables due to some demographical factors. The study also included a number of recommendations aimed at creating and supporting a organizational environment conducive to creativity with a high degree.

In a study by (Abdul Halim, and Ababneh, 2006) entitled "The importance of authority and transparency in the exercise of administrative innovation in the public sector of Jordan from the viewpoint of the supervisory administration." This study aimed to identify the extent of transparency, administrative authority, creative environment and creative practice of the nine institutions and government departments applied for King Abdullah II Award for Excellence. A random sample of all (329) members of the supervisory and administrative leadership, 235 questionnaires have been restored by 71%. Pearson correlation coefficient was used to examine the relationships between the researched areas of the study and the relationship between personal variables and organizational factors of the examined sample, also the fields of study through the use of the correlation coefficient.

The study concluded that the descending order of the availability of the fields of study ordered by its arithmetic averages as follows: transparency and then creative environment, and then finally authorization and creative practice. The study also showed a positive statistically significant correlation between all researched areas of study. It is also found that the greater the number of staff in the institution or department the lower the degree of creative practice.

Al-Sarairh (2003) performed a study under the title of "The relationship between organizational culture and administrative creativity in potash and phosphate Jordanian public shareholding companies: survey study." The study aimed at exploring the nature of the relationship between organizational culture and administrative creativity in potash and phosphate Jordanian public shareholding companies. However, the study attempted to probe the extent to which such conformity influences the relation between culture-related variables and creation-related ones. Variables related to culture included role, strength and potential task. On the other hand, the variables which were creation-specific included problem-solving, decision-making, change, risk-taking, communicative proficiency and creation reinforcement.

The sample of the study consisted of (45) employees working in Potash company and (67) in Phosphate company. Hypotheses of the study were tested by using Means, Standard Deviation, Person Correlation Factor and Man Whitney U Test. Findings of the study were accepted. Further, the study indicated that personality was the most overwhelming pattern of culture as it highly conformed with creation, while task appeared to be hardly doing so.

Study of (Taamneh and Younis 2001) "entitled Creativity: its components and its obstacles, the study of the views of a sample of administrative leaders in the Arab context," where the researchers conducted the study on a sample of 40 administrative leaders in a combination of scientific and academic organizations goods and services organizations. The study aimed to demonstrate the relationship between empowerment and creativity, and the demonstration of the negative impact of obstacles on creativity. The study results showed the followings:

- A. There latent motivations of creativity of the senior management.

B. Despite the absence of the concept of empowerment on the actual application of researches, they united on its importance.

C. Results of the study showed the prevalence of traditional creativity barriers such as hesitation of senior management on the implementation of the philosophy of empowerment or subordination to its findings. Study of Qatawneh (2000) under the title “the Organizational climate and its impact on the creative behavior of administrative supervisors in the Jordanian ministries.” This study aimed to identify the organizational climate and its impact on the creative behavior of administrative supervisors in the Jordanian ministries and to analyze the relationship between them, in addition to that the relationship between the creative behavior and demographic factors (gender, age, job experience, educational qualification) have been identified for administrative supervisors in the Jordanian ministries, where the number of supervisors subjected to the study equals (1128) administrative supervisors, the study found several important results such as:

1. The level of the creative behavior among the study sample is high and amounted to (70.86%) depending on the percentages and averages.
2. There is no statistically significant relationship between the creative behavior and (Gender and educational qualification, age) of the administrative supervisors.

Study of DiLiello and Houghton (2006) entitled “Maximizing organizational leadership capacity for the future: Toward a model of self-leadership, innovation and creativity.” The purpose of this study is to develop and present a model of self-leadership, innovation and creativity in German industrial organizations. – The model suggests that individuals with strong self-leadership will consider themselves to have more innovation and creativity potential than individuals who have weak self-leadership, and that individuals who have innovation and creativity potential will be more likely to practice innovation and creativity when they perceive strong support from the workplace than individuals who perceive weak support from the workplace. The model suggests that organizational leaders would be well advised to encourage the practice of self-leadership among the members of organizations while striving to build work environments that support of creativity and innovation at the group, supervisor, and organizational levels.

Study of (Carmen, Mari´a de la Luz and Salustiano, 2006), entitled “Influence of top management team vision and work team characteristics on innovation: The Spanish case.” This study aims to analyze whether the strategic vision of the top management team (TMT) directly affects firms’ innovation performance and to analyze the joint effect that the TMT’s vision and the work team’s characteristics may exert on innovation performance. The sample for this study was chosen from the Dun & Bradstreet database. The population consists of firms with more than 50 employees belonging to the three sectors of the Spanish economy with the largest number of registered patents according to statistics from the Spanish Office of Patents and Brands (960 firms). The results indicate that the TMT’s strategic vision alone does not explain companies’ innovation performance. Innovation also requires the existence of diverse, cohesive, and autonomous work teams whose members engage in fluent informal communication.

Study of (Politis, 2005) entitled “Dispersed leadership predictor of the work environment for creativity and productivity.” This study aims to examine the relationship between the dimensions of dispersed – self-management – leadership and a number of work environment dimensions conducive to creativity and productivity. The study involves a questionnaire-based survey of employees from a high technology organization operating in the United Arab Emirates (UAE). A total of 104 useable questionnaires were received from employees who are engaged in self-managing activities. These were subjected to a series of correlational and regression analyses. There are three major findings in this research. First, the relationship between dispersed leadership and the “stimulant” dimensions of the work environment for creativity is positive and significant. Second, the relationship between dispersed leadership, with the exception of encouraging self-reinforcement, and the “obstacle” dimensions of the work environment for creativity is negative and significant. Finally, the findings have clearly shown that the “stimulant” dimensions of the work environment for creativity have a positive and significant impact on both creativity and productivity.

Study of (Zietsma, Winn, Branzei and Vertinsky, 2002) entitled “The War of the Woods: Facilitators and Impediments of Organizational Learning Processes.” This study examines unfolding organizational learning processes at MacMillan Bloedel, a company which, after years of resisting stakeholder pressures for change, disengaged from the field’s dominant paradigm and developed a new solution. We elaborate the Crossan, Lane and White multi-level framework of organizational learning processes, finding support for the four feedforward learning processes they identified (intuiting, interpreting, integrating and institutionalizing), and adding two action-based learning processes: ‘**attending**’ and ‘**experimenting**’. We introduce the concept of a ‘**legitimacy trap**’ to describe an organization’s over-reliance on institutionalized knowledge when external challenges arise. The trapped organization rejects external challenges of its legitimacy when it perceives the sources of those challenges to be illegitimate. Feedforward learning is blocked as the organization escalates its commitment to its institutionalized interpretations and actions. Taking a grounded theory approach, we discuss how individuals attend to new stimuli and engage in intuiting about them, how groups interpret, experiment with and integrate

new solutions, and how the firm validates and institutionalizes the successful solution. Facilitators and impediments of each of these learning processes are identified. Our additions to the model recognize the importance of context in organizational learning processes, and suggest how power may impact organizational learning.

Study of (McArthur, 2002) entitled “Democratic Leadership and Faculty Empowerment at the Community College: A Theoretical Model for the Department Chair.” This study has focused on the role of the deans of community colleges in the United States and their relationship with their employees. The study found that there are a set of negative traits that characterize the regulatory climate in these colleges, including the rule of autocratic leadership style and the top down method of making decisions, the loss of trust between the deans and staff, and the resistance of change. Also the study found a set of negative conclusions that constitute obstacles to empower workers. It suggested a group of strategies to contribute to the empowerment of workers including: changing the role of the deans to be developers, leaders, mediators and facilitators for their subordinates; Loyalty to the development and training of Deans using the style of formal training; providing an opportunity for employees to participate in decision-making so as to help them embrace change and relying on the style of the delegation of authority by the Deans for workers in the colleges.

Statistical analysis methods and hypothesis testing

In order to answer the questions of the study and test the validity of hypotheses the researcher has adopted descriptive statistics methods using (SPSS)

Where the following statistical analysis methods were used:

- Descriptive statistic
- Regression analysis
- ANOVA

Frequency distribution of the items of the sample:

Percentage	Number	Category	Variable
80%	132	Male	Gender
20%	33	Female	
7.3%	28	Secondary	Education
30.3%	50	Diploma	
62.4%	103	Bachelor	
17%	28	Less than 28	Age
47.9%	79	From 25 to 30	
23.6%	39	From 31 to 35	
11.5%	19	More than 36	
32.7	54	Less than 5	Expertise
35.8	59	From 6 to 10	
31.5	52	From 11 to 15	
-	-	More than 16	

Hypothesis testing

The first hypothesis:

There is no statistically significant relationship of the prevailing styles of leadership in BAU.

Through the researcher analysis of the questions of different leadership styles (Free Democratic Authoritarian) and finding the average analysis for each question separately where the presence of three leadership styles used in the BAU are as follows:

Rank	Arithmetic Average	Administrative style
1	3.85	Democratic style
2	3.54	Autocratic style (free)
3	2.80	Authoritarian style

Referring to this makes us to reject the hypothesis of nihilism and to accept the alternative hypothesis which states that there is a statistically significant relationship of the dominant leadership orientation in Balqa Applied University BAU as explained by the previous table.

The prevailing style is the line of democracy with an arithmetic average of (3.85), followed by the free style with an arithmetic average of (3.54) then the authoritarian style with an arithmetic average (2.80).

The second hypothesis:

There is no statistically significant relationship between the prevailing leadership styles and the level of administrative creativity among workers in Balqa Applied University BAU.

* There is no statistically significant relationship between the leadership styles and the level of administrative creativity

Administrative creativity Leadership styles	Statistical Analysis	Out of the ordinary	Sensitivity to the problems	Ability to analysis	risk	Flexibility	Fluency	Innovation
Democratic style	B	.011	.011	.003	.004	.011	.012	.003
	Error	.012	.014	.013	.016	.014	.012	.030
	Beta	.070	.062	.018	.020	.061	.073	.007
	T	.887	.791	.232-	.249-	.766	.951-	.086-
	Sig	.376	.817	.804	.445	.343	.931	
Autocratic style (free)	B	.179	.216	.204	.119	.072	.209	.180
	Error	.125	.143	.128	.162	.146	.123	.304
	Beta	.112	.114	.125	.058	.039	.131	.046
	T	1.430	1.511	1.590	.734	.496-	1.695-	.592-
	Sig	.155	.133	.114	.464	.621	.092	.555
Authoritarian style	B	.076	.073	.127	.002	.034	.270	.705
	Error	.114	.130	.117	.147	.133	.112	.276
	Beta	.053	.044	.085	.001	.020	.186	.198
	T	.676-	.562	1.084	.014	.256	2.408	.255
	Sig	.504	.575	.280	.989	.798	.017	.012

Is clear from of statistical findings in the table and in view of value of (t) that the leadership styles (democratic, free, authoritarian) are related to the level of administrative creativity as the value of (t).... (.014, .2551) as well as sig ranged between (0.005, 0.944).

Variable	Adjusted R squared	Square
Innovation	.023	.041
Fluency	.037	.055
Flexibility	-.013	.006
Risk	-.015	.004
Ability to analysis	.005	.023
Sensitivity to the problems	.002	.021
Out of the ordinary	.001	.020

This leads us to reject the null hypothesis and accept the alternative hypothesis, which says
 There is a statistically significant relationship between leadership styles and the level of administrative creativity

The third hypothesis:

There are no statistically significant differences in the level of administrative creativity and personal characteristics of workers in the Balqa Applied University.

The researcher analyzed (age, experience, education level), where the results were as follows:

Variable	Sig	f
Age	.462	1.062
Educational level	.390	.961
Expertise	.030	2.286

Where the level of significance (0.05)

We accept the null hypothesis and reject the alternative to the lack of statistically significant differences between the level of creativity and personal facts at level (0.05), where it was (1.286, 0.961, 2.286).

Fourth hypothesis:

There are no statistically significant differences in leadership styles and personal characteristics of workers in the Balqa Applied University.

To answer this hypothesis, the researcher use characteristics (age, experience, education level) variables, and

performed the test (T) analysis of variance as the table illustrates where the value of the analysis.

Leadership style	Demographical variable		
	Educational level	Expertise	Age
Democratic	0.023	1.88	1.437
Free	-0.9	0.380	1.198
Authoritarian	-0.7	0.005	2.094

This leads us to accept the null hypothesis and reject the alternative hypothesis as it at the level of significance

(0.05), where the democracy in which t is insignificant of variables (age, experience, sex) and leadership styles (democratic, free, authoritarian)

Results and recommendations

Researcher concluded in light of the above, the following results:

1. The BAU used leadership styles (democratic, free, Authoritarian) with varying degrees depending on the nature of leadership and regulations and the use of Power.
2. That there is an effect of different leadership styles (democratic, free, authoritarian) Creative behavior of workers in the BAU as the used leadership styles associated with the quality and the extent of encouraging of creativity, through the use of the principle of Balanced Authority and responsibility as well as the impact of Personal properties and their willingness to administrative creativity and these facts (Educational level, experience, age).
3. The key element of administrative creativity is readiness and that there was no correlation between the personal characteristics of the workers and the level of administrative creativity.

Recommendations

1. Increasing the interest in the level of training for workers in the Balqa Applied University and give them the right training and power.
2. The need to direct research to the personal reasons of administrative creativity related to the person himself and when it can be exploited.
3. The need to be directed to the democratic style in the granting of power and responsibilities and modify some systems that make the overlap between the power of the administrative departments and even Colleges and the University Centre.
4. Develop regulations and laws that encourage administrative creativity and increase the attention to the administrative element in terms of motivating them to self-innovation and the adoption of their opinions and suggestions

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