

# Efficiency of Personal and Administrative Skills for Managerial Leadership on Administrative Creativity at Najran University

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## Abstract

This research aims to identify the level of personal skills and leadership management at the Najran University in Saudi Arabia. And the efficiency of those skills in administrative creativity. Research sample amounted (39) administrative leaders at Najran University. Researchers designed two questionnaires for measuring personal and administrative skills. First one aimed to measure personal skills& administrative skills consist of (30) statements divided into two Axis (personal skills16 statements - administrative skills 14 statements). The second one to measure administrative creativity of leadership consists of 21 statements. The most important results showed a high level of personal and administrative skills and medium level of administrative creativity to Najran University administrative leaders as well as a positive correlation between both personal and administrative variables and the level of administrative creativity.

**Keywords:** skills, administrative creativity

## 1. Introduction:

Confronting universities as an educational institutions and educational organizations, many issues and problems as a result of modern technical developments, changes accelerated found in market needs and challenges of sustainable development.

So it was bound to these universities must respond to these developments make modifications that matched by new ideas and techniques that will enable them to meet those challenges and problems and create innovative administrative environment contribute to the growth and evolution of these organizations a competitive edge contribute to achieving desired goals and assisted on creative thinking and strategic planning and setting a clear vision to improve their services and outputs that require their leaders and workers need to think about reducing dependence on traditional curriculum based on trial and error to try to hire Creative approach in solving problems.

Where both Hagen ( 2004) & Mahgoub (2013) confirm the factors that made the creative activity of urgency in universities as one of contemporary organizations which means creativity and innovation skills

Administrative creativity with its core elements (fluency, flexibility, originality, sensitivity to the problems and risk) is considered a key supporter for any organization where traditional management became useless at the moment . It's turning the ability of administrators' bureaucrats to innovate thinking. So, universities seek to put administrative innovation at first priorities in their policies, plans and programs.

Jezycki (2005) confirmed that there are many interrelated factors affect the process of administrative creativity leadership capacity to provide all necessary resources to support the creative process at work including an abundance of positive management practices, particularly those practices associated with the provision of more freedom and autonomy at the level of business execution, and the ability to develop clear strategic objectives, in addition to a number of personal and managerial skills.

Makhamra & Eldahan, ( 2011) indicates, it became incumbent on managers at universities should develop the employees' abilities to contribute solving problems, participate in making decisions, generate new ideas, teamwork and hard work down to creativity at work

Elsaafy ( 2004) started that Leadership constitutes an important focus of the various activities in universities, and in light of the growing universities and large size and complexity of its work and the diversity and complexity of internal relations and influenced by the external environment of political, economic and social effects, so I had these leaders continue to seek and continue to change and develop, this task can be achieved only under the leadership of conscious management.

Dan & john (2009) indicates to a clear positive impact of effective leadership on levels of creativity. Stogdill ( 2000) also confirmed that every level of leadership necessary to create change and innovation, and the decisive factor for pushing administrative creativity, build a clear vision, challenges and strategies, motivation and support a work environment that encourages creativity.

Roşca ( 2012) , Koonts & Donnel ( 2008) pointed out that Administrative leader is the cornerstone of creative administrative processes if there has appropriate level of personal skills and managerial leadership.

Mohamed & Alkolaibi (2012) indicated to the importance of leadership factor in influencing the creativity of individuals through the ability to stimulation, active participation, a commitment to apply the

principles of fairness, objectivity and justice.

Concerning the correlation between the personal and administrative skills and the creativity of the manager. Sherbini (2015) indicated to the importance of the administrative specifications and subjectivity that characterizes the individual than others in influencing degrees of creativity.

Alodailly (2003) elucidated the importance of improve performance administrative, raise productivity, and ensure the continued existence of the enterprise management and organizational effectiveness. Elizabeth & Kleiner (2005), Goran (2007), Scott & Bruce (2015) asserted that administrative creativity influenced by a combination organizational characteristics and management skills of the administrative manager, Such as, for example the principles of impartiality objectivity, Justice, planning ability and equitable distribution of tasks.

Amina & Alhakem (2015) pointed out that many studies have confirmed the importance of a number of personal skills and managerial skills of managers and that there is a positive correlation between those skills and administrative creativity on the correlation between components and administrative creativity of Sudanese institutions which showed a high level of personal and administrative skills for managers was to enjoy managers skilled in debate and dialogue, the power of persuasion, producing new ideas, making the right decisions at the right time while the specimen showed a high level of efficiency in Planning and coordination between administrative units, streamlining procedures and oversight and supervision and that there is a positive function correlation between those skills and creativity.

In view of those correlations determined activities and administrative leadership in line with organizational objectives, and ensuring subordinate requirements and satisfy their needs.

### *1.1 The State of the problem*

From the eagerness of Najran University to adopt policies and methods and new programs to develop effective performance in terms of administrative activity and encourage administrative leadership innovative solutions which clearly explained when developing strategies and plans for College, where she was placed in strategic objectives priorities "improve management leadership training system", support the University administrative units for specialized appropriation "reflects the interest of the University and its insistence on the creation and preparation of human leadership of cadres as well as the selection of leaders, precisely on the need for interpersonal skills The necessary administrative and managerial leaders in all administrative units, which contributes positively to increase their capacity for leadership in achieving administrative innovation processes and achieve goals. From here the research problem identified in an attempt to determine the Efficiency of personal and administrative skills for managerial leadership on administrative creativity at Najran University.

### *1.2 Research objective*

Determine the Efficiency of personal and administrative skills for managerial leadership on administrative creativity at Najran University.

### *1.3 Research questions*

- 1- What is the level of personal and administrative skills of the administrative leadership at the University of Najran?
- 2- What is the level of administrative creativity in Najran University leadership?
- 3- Is there a correlation between personal and administrative skills and administrative innovation in Najran University managerial leadership?

### *1.4 Research terminology*

- *Personal skills*: an integrated system of characteristics of the individual and the correlation between these characteristics that help an individual to align himself with other people and the environment around it.
- *Administrative skills*: a set of skills that enable effective performance management within the Organization to suit their needs and achieve their goals and are divided into a planning and organizational skills.
- *The managerial leader*: is the person who creates and renews and running the business lines in addition to lead his team based on character and functional authority to achieve the objectives of the Foundation.
- *Administrative creativity*: process of seeking to bring about organizational characteristic whisked through the generation of a range of innovative and creative ideas and implemented by individuals and groups.

### *1.5 Review of Related Literature*

Alagalah (2014) studied the correlation between personal traits and administrative innovation for public sector leadership in the Gaza Strip in Palestine and the results showed a high-level analysis capability attributes,

accepting the risk, sensitivity to the problems, the ability to solve problems, a relation which function between these features and some elements of administrative creativity (originality, fluency, mental flexibility, maintain direction).

A study of anqari ( 2011) leadership behavior correlation management innovation of government agencies in Riyadh city for a positive correlation between degrees of freedom granted to subordinates, the ability to handle information, solve problems, and fair distribution of work among staff, resistance of inertia and administrative innovation

Assaf ( 2005) study "reality of administrative innovation" and collaboration among managers of schools in the city of Riyadh and the main results of the study were an intermediate level of administrative creativity among a sample search and was the main disadvantages mental obstacles and organizational innovation.

Azmi ( 2006) study Titled "Administrative and leadership relates to administrative innovation" an empirical study "the purpose of this study is to know the level of correlation between administrative commander attributes, and the availability of administrative innovation elements and found a correlation between properties and attributes of the administrative leader and creative elements0

Scott (1994) study Titled: "identifying creative behavior: an introduction to model individual creativity in the workplace, the aim of this study is to develop a creative individual behavior and the results of the study were the most important leadership and support creativity and formal method to solve problems are clearly linked to creative behavior.

Through many results from previous studies confirmed that administrative creativity is influenced largely by a combination of individual properties and management for manager rules to be active and effective in controlling the surrounding changes, has the ability to take timely decision, a thorough knowledge of the Foundation's objectives, the ability to deal with information and communication channels to identify problems, contributing to the personal development of subordinates, staff motivation and problem solving, avoiding conflicts that could Reduce employee motivation to accomplish goals, have the courage to take responsibility for his decisions, efficient planning and the distribution of equitable distribution of work among subordinates, uncover potential members to organize and work on their development, coordination between the different administrative units and organization, the ability to choose the best methods to achieve maximum productivity through oversight, and streamline procedures and ease.

## **2. Research Methodology**

### *2.1 Community and study sample*

Research sample consisted of all administrative departments in Najran University. Sample amounted (39) administrative manager. The intermediate age of the sample (40, 87), standard deviation (6.82) and the intermediate number of years of experience (8.32) with a standard deviation of (4.54)

### *2.2 Data Collection tools*

the researchers designed a questionnaire for measuring personal skills and leadership management finalized questionnaire consisted of (30) statements are divided into two axes, the first one aimed to measure the personal skills and number of phrases (16) statement it included three skills, mental skills and appropriated her statements from (1-7) and emotional skills and appropriated her statements (8-11) social skills and with phrases from (12-16). And the second to measure management skills and number of statements (14) is included (4) skills , skill of planning and allocated Her statements (17-20) ,organizing and with statements from (21-23) and directing which it allocated statements (24-27) have allocated controlling of ferries (28-30), and the second axe aimed to measure administrative creativity number reached her (21) it included the originality and skills with statements from (1-3), fluency and allocated the statements from (4-6), flexibility and with statements from (7-9) have allocated risk statements (10-12), the ability of analysis and with statements from (13-15), sensitivity to problems

### *2.3 The validity tool:*

The questionnaires validity checks through (11) arbitrator experienced and competent and have been taking their directing and suggestions

### *2.4 The reliability tool:*

The reliability for the both applications was calculated (test –retest), with the internal constancy according to alpha Cronbach equation, as illustrating in Table (1)

Table (1). The internal constancy correlation alpha-Cronbach, the retest reliability and the too at all

Dimensions	Internal consistency	test-retest
Personal skills	0.81%	0.87%
Administrative skills	0.80%	0.84%
The whole scale.	0.83%	0.89%
The Administrative creativity	0.85%	0.87%

Illustrated from table (1) that the scale axes correlations are high and have a statistical significant with (0.01) the correlations values were between (.80), (.89) which indicate to the scale `s reliability.

### 3. Statistical treatment:

The researchers used (SPSS) software for conducted following statistical treatments: (Mean, Standard deviation, Skewness, Pearson Correlation).

### 4. Results and Discussion:

4.1 *The first question: What is the level of personal and administrative skills of the administrative leadership at the University of Najran?*

To answer this question is the means and standard deviations for personal and administrative skills search sample has been rated for ' responses as follows: (1- 2.33) low level, (2.34-3.67) intermediate (3.68-5) high level table (2) illustrates this.

Table (2). The mean and standard deviation of personal and administrative skills for leaders

Personal skills				
No	Mental skills	Mean	SD	The level
1	I enjoy the skill in debate and dialogue	2.7732	.706	medium
2	I have the ability to influence and persuasion	2.5641	.75376	medium
3	I'm fully conversant with regulations and laws and regulations concerning work	2.6667	.77233	medium
4	I enjoy the visibility and ability to devise things.	2.5385	.82226	medium
5	I have the ability to quickly act to make decisions in critical situations	2.8462	.74475	medium
6	I keep new ideas implementation.	2.7179	.75911	medium
7	I Give the opportunity for talented for talents	2.5385	.64262	medium
	All statements	2.6630	.38846	medium
Emotional skills				
		Mean	SD	The level
8	Trying to create the right atmosphere for workflow.	3.9231	.70280	high
9	I listen to the views and suggestions of workers even if they are contrary to my views.	4.2308	.58316	high
10	I Make important decisions and take responsibility for.	3.9231	.66430	high
11	Handle things calmly and poise I	4.2564	.67738	high
	All statements	4.3974	2.02592	high
Social skills				
		Mean	SD	The level
12	Accept constructive criticism.	4.3308	.66734	High
13	I have a wide social correlation with employees and have benefits from their opinions.	4.2309	.66734	High
14	I'm fully conversant with human relations and labor relations with employees.	4.4308	.66734	High
15	I have the ability to understand the problems.	4.3308	.66734	High
16	I Make sure the positive participation in social activities.	4.4308	.66734	High
	All statements	4.3508	.66734	High
	Personal skills	3.7637	.77902	

Administrative skills				
	Planning	Mean	SD	The level
17	I'm good at putting future plans of change and development.	2.7692	.70567	medium
18	I have the ability to plan and set goals clearly.	2.6923	1.00404	medium
19	Strive to achieve the goals set.	2.7692	.74203	medium
20	I involved Department personnel in planning and goal setting.	2.8974	.71800	medium
	All statements	2.7821	.50712	medium

organizing		Mean	SD	The level
21	Distributing tasks and duties fairly and according to the employees `s professionalism.	4.4051	.57029	high
22	Make sure the equitable distribution of power and authority over staff.	3.8231	.66430	high
23	Be sure to specify terms of reference for all employees of the Department.	4.6566	.67738	high
All statements		4.2949	.42313	high
directing		Mean	SD	The level
24	Trying to achieve coordination and cooperation among workers in management.	4.3333	.62126	high
25	Stimulate employees to work hard towards achieving the goals of the Foundation.	4.3846	.63310	high
26	Make sure to provide all information and instructions necessary to implement the tasks properly.	4.3333	.70088	high
27	Make sure to provide the right environment for business to allow workers to achieve the goals set.	4.3333	.62126	high
All statements		4.3462	.40804	high
Controlling		Mean	SD	The level
28	Be sure to follow its employees work to ensure efficient and accurate work required.	4.3077	.61361	high
29	Do a periodic meeting to assess performance and discover the reasons for underachievement.	3.8974	.85208	high
30	Always instruct and guide employees towards performance development.	4.2821	.85682	high
All statements		4.1624	.50071	high
Managerial skills		3.8964	.30591	

Illustrated by a table (2) to arrange personal skills study sample came following a high level emotional skills with mean (4.397) followed by a high level of social skills, the mean (4.351) followed by mental skills at intermediate level in mean (2.663)

While the order management skills follow directing and high level skill mean (4.346), followed by organizing high level mean (4.295)

Then a high-level controlling mean (4.162), Planning of the mean (2.782) indicating that the University's leadership at the level of personal skills have a high level of emotional and social skills while there was inadequate mental skill level.

The results also showed a high level of personal skills in general have a research sample with mean (3, 7637) regarding management skills demonstrated table availability organizational skills, direction and controlling high level of research sample while there was inadequate planning skills and General level of administrative skills for sample was high with a mean (3,896) Despite shortcomings in planning skills to agree in part with both studies aly & alhakem ( 2015) , Alagalah (2014), Goran & Ekvall (2014) , Assaf ( 2013).

#### 4.2 The second question: what is the level of administrative creativity in Najran University leadership?

To answer this question are the means and standard deviations and the level of administrative creativity research sample calculation was as shown in table (3)

Table (3) the means and standard deviations and the level of administrative creativity to leadership

Administrative creativity				
Serial	Originality	Mean	SD	The level
1	I try to apply new methods and techniques to solve any problem faced by employees at work.	2.4359	1.18754	intermediate
2	Doing business with new and sophisticated style.	2.5641	.68036	intermediate
3	Be sure to provide suggestions and new ideas.	2.7949	.73196	intermediate
	All statements	2.5983	.55240	intermediate
Fluency				
		Mean	SD	The level
4	I have the ability to offer more of an idea in a short period of time.	2.6359	.91176	intermediate
5	I express my ideas fluently.	2.6759	1.09532	intermediate
6	I have the ability to brainstorm and quick solutions to address business problems.	2.6051	.80064	low
	All statement	2.6390	.55348	intermediate
Flexibility				
		Mean	SD	The level
7	Give attention to the dissenting opinion of and benefiting from others.	4.2282	.97817	High
8	Trying to get any ideas and suggestions contribute to solving the problems of work.	4.3564	.54858	High
9	Be sure to take advantage of criticisms and observations.	4.5800	.72548	High
	All statements	4.3882	.49921	High
The risk				
		Mean	SD	The level
10	Suggest new methods of work performance even if there is a risk of lack of success.	2.8718	.92280	intermediate
11	Be sure to embrace new ideas even though he faced some constraints applied.	2.5128	.85446	intermediate
12	Don't hesitate to apply new methods for performing the work for fear of failure.	2.6410	.95936	intermediate
	All statements	2.6752	.51576	intermediate
Analysis capability				
		Mean	SD	The level
13	The decisions taken are in accordance with the deliberate grounding.	4.2821	.88700	High
14	I have the ability to streamline and organize my thoughts.	4.2051	.95089	High
15	Specify job details before assigning its employees.	4.4872	.85446	High
	All statements	4.3248	.46193	High
Sensitivity to problems				
		Mean	SD	The level
16	I am fun and exciting and a challenge in dealing with work problems.	3.7692	1.18013	High
17	Have accurate vision problems.	5.0769	6.59100	High
18	I predict problems before they happen.	4.6667	.66227	High
	All statements	4.5043	2.25543	High
Out of the ordinary.				
		Mean	SD	The level
19	Best to do the difficult and complex business.	2.7692	3.29642	intermediate
20	Be careful not to apply the same ideas that have already been applied when facing a problem.	2.3077	.83205	low
21	My style is similar in that I work with other managers in others.	2.4359	.82062	intermediate
	all statements	2.5043	1.24926	intermediate
	Administrative creativity	3.2991	.44896	intermediate

Illustrated by table (3) to arrange administrative creativity skills sample study came as follows sensitive to problems with a high level (4.504), followed by a high level of flexibility and mean (4.388), then the analysis capability to high level and mean (4.325), then risk level intermediate and mean (2.675), the intermediate level of fluency and mean (2.638), the intermediate level of originality and mean (2.598), out of the ordinary at intermediate level and mean (2.504) indicating in some high level skills of administrative innovation for the sample study skills like problem sensitivity, flexibility, capacity for analysis.

While the results showed lower risk skills, fluency, originality and out of ordinary which was reflected

at the level of administrative creativity among a sample research; findings showed an intermediate level where administrative creativity Najran University administrative leaders with mean (3,299) reflecting the need for attention to upgrading those creative abilities have sample searching of important administrative innovation as a competitive dimension

The researchers believe that the decreasing in the creativity level with the administrative leaders is attributed to the mental abilities level decreasing and their planning skills, the results of this study agrees partly with the studies of Scott (2015) , Mokhamra & Eldahan ( 2015) , Elagalah (2014) , Alodwany (2013) , Alkolaibi (2012) , Robben (2010), Jezycki,Andrew ( 2005) and what mentioned by Alzohairy (2002) that The successful leaders must possess a number of creative abilities that enable them to build a clear vision, challenges and strategies, achieving the strategic goals of the Organization and stimulation and support of the work environment

*4.3 The third question: Is there a correlation between personal and administrative skills and administrative innovation in Najran University managerial leadership?*

To answer this question the correlation coefficients were calculated between the components of personal skills and managerial and administrative innovation research and sample level between total personal skills and managerial and administrative innovation and the results were as follows, which explains her table (4)

Table (4) correlations between personal and managerial skills and leadership management innovation

Personal and administrative skills of administrative creativity		Originality	fluently	flexibility	Risk	Analysis ability	Problems sensitivity	Out of ordinary	Personal skills	Administrative skills	Administrative innovation
Mental skills	Pearson Correlation	.742**	.473**	.242	.496**	.095	.093	.105	.312	.105	.294
	Sig. (2-tailed)	.000	.002	.138	.001	.564	.572	.523	.053	.523	.070
	N	39	39	39	39	39	39	39	39	39	39
Emotional skills	Pearson Correlation	.069	.192	.684**	.299	.238	.040	.059	.284	.059	.025
	Sig. (2-tailed)	.676	.241	.000	.064	.145	.809	.721	.080	.721	.882
	N	39	39	39	39	39	39	39	39	39	39
Social skills	Pearson Correlation	.027	.292	.482**	.082	.120	.004	.172	.242	.172	.127
	Sig. (2-tailed)	.868	.071	.002	.618	.465	.983	.294	.138	.294	.440
	N	39	39	39	39	39	39	39	39	39	39
planning	Pearson Correlation	.462**	.470**	.121	.441**	.223	.030	.092	.080	.092	.048
	Sig. (2-tailed)	.003	.002	.465	.005	.171	.858	.578	.627	.578	.774
	N	39	39	39	39	39	39	39	39	39	39
Organization	Pearson Correlation	.074	.027	.211	.169	.432**	.021	.037	.150	.037	.118
	Sig. (2-tailed)	.654	.871	.198	.304	.006	.900	.823	.361	.823	.473
	N	39	39	39	39	39	39	39	39	39	39
Directing	Pearson Correlation	.173	.076	.432**	.038	.441**	.035	.066	.052	.066	.043
	Sig. (2-tailed)	.288	.645	.006	.820	.005	.832	.690	.751	.690	.794
	N	39	39	39	39	39	39	39	39	39	39
controlling	Pearson Correlation	-.075-	.174	.441**	.028	.208	.024	.251	.265	.251	.040
	Sig. (2-tailed)	.650	.288	.005	.863	.203	.885	.123	.103	.123	.808
	N	39	39	39	39	39	39	39	39	39	39
Personal skills	Pearson Correlation	.056	.254	.019	.200	.156	.049	.083	1	.361*	.432**
	Sig. (2-tailed)	.737	.119	.907	.221	.344	.767	.616		.024	.006
	N	39	39	39	39	39	39	39	39	39	39
Administrative skills	Pearson Correlation	.054	.012	1	.143	.156	.224	.067	.361*	1	.467**
	Sig. (2-tailed)	.745	.941		.384	.344	.170	.685	.024		.003
	N	39	39	39	39	39	39	39	39	39	39
Administrative creativity	Pearson Correlation	.062	.260	.067	.143	.139	.041	.009	.432**	.467**	1
	Sig. (2-tailed)	.709	.110	.685	.385	.397	.803	.957	.006	.003	
	N	39	39	39	39	39	39	39	39	39	39

Illustrated by a table (4) with respect to personal skills components there is a statistically significant at (01.), mental skills and some elements of administrative creativity (originality, fluency, risk)where the

coefficient correlations was (\*\*.496, \*\*.473, \*\*.742) which confirm what above mentioned that there was a correlation frequently between the two variables, meaning that there is reduction in the elements of (originality, fluently, risk) with them, which agree with both of Gomaa & Nouri (2011), Aly & Alhakem (2015), that the decreasing in the mental abilities with the administrative leaders has reflected on the administrative creativity levels with them

The table illustrated that there is a significant statistical correlation between the emotional skills and flexibility element where the correlation coefficient value was (\*\*.482), and between the social skills & flexibility where the correlation coefficient value was (\*\*.684) in spite of the increasing in the administrative skills with the sample under discussion, the tables (4) results illustrated that there was a positive significant statistical correlation with a significant level (.01) between planning skill and some creativity elements which was calculated frequently (risk, fluently, originality) where the (r) values were (\*\*.441, \*\*.470, \*\*.462,) which confirm a decrease in planning skill level with the sample under discussion led to reduction in those elements level, which agree with (Alnemr, 2005) and the study results of (Aly & Alhakem, 2015) that the reduction in the administrative skills level lead to the administrative creativity level reduction, the table illustrated a positive statistical significant correlation with (0,01) between the organizing skill, and analysis ability element where calculated (r) (\*\*.432) and between directing skill and the flexibility element and the analysis ability element, where (r) value calculated frequently was (\*\*.432, \*\*.441), between the control skill and flexibility element, where (r) calculated value was (\*\*.441)

Illustrated from the table that there is a positive relation between personal, administrative, administrative creativity skills, with (0.01), where calculated (r) was frequently (\*\*.432), (\*\*.467), which agree with both of Alsherbeiny (2015) and studies results of Elagalal (2014), Alodaily (2003), Alaazmy & Bezaig (2016), Ekvall (2005) and partly with Alasaaf (2005)

## 5. Conclusion

- The administrative leaders in Najran University has realized a high level in the personal skills except for mental skills with an intermediate level.
- Arranging personal skills to research sample as follows emotional skills followed by social skills at a high level and mental skills the intermediate level.
- The research sample distinguished with a high level in the administrative level except for planning skill has an intermediate level.
- Arranging administrative skills came as follows directing followed by the organizing, and controlling at a high level, and then planning skills with the intermediate level.
- The research sample has realized an intermediate of administrative creativity.
- Arranging administrative creativity skills to research sample as follows sensitivity to the problems, followed by flexibility, and the ability to analyze problems at a high level, then the risk, fluency, originality, out of the ordinary intermediate level
- There is a significant statistical correlation with (.01) between personal skills and administrative creativity
- There is a significant statistical correlation with (.01) between administrative skills and administrative creativity.
- There is a significant statistical correlation with (.01) between mental skills & planning skill and some administrative creativity (originality, fluently, risk) which indicate to a relation between the reduction of mental skills level and planning skill, between originality, fluently, risk elements reduction level, with the sample under discussion.

## 6. Recommendations

- Attract talent people to work in the different administrations in the university to raise the administrative creativity level
- Develop and promote the administrative creativity elements with the administrative leaders in the university specially the originality, fluently, risk and out of ordinary
- Increase the interest of develop and promote mental skills level with the administrative leaders in Najran university, specially the affecting, persuading, debating, discussion, speed behavior ability skills and making decision in the crucial situations because of its effect in the administrative creativity level.
- Give attention to training the administrative leaders in Najran university for strategic planning because of its related to administrative creativity elements development.
- Encouraging the administrative leaders to adopt and apply the creative ideas specially in facing work problems

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