

# The Level of Creativity of Jawwal from Its Employees Point of View

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**Abstract:** The study aimed to identify the level of creativity of the workers in Jawwal in its different dimensions (problem solving and decision making, changeability, acceptance of risks and encouragement of creativity). The researchers used the descriptive analytical method. The study applied to Jawwal, The questionnaire was used as a tool for study, and the comprehensive inventory method was used and 75 responses were retrieved (96%). The study concluded with a number of results: Jawwal's interest in creativity, where he obtained a high approval rate according to the opinions of the company's employees. The order of the dimensions of creativity was as follows: It ranked first after "problem solving", followed by "encouraging creativity, then after accepting the risk" and finally solving "changeability." There were also no statistical differences between the sample of the study Jawwal Company (Gender, qualification, and years of service).

The researchers recommend a number of recommendations, the most important of which are: to find the appropriate organizational climate for creativity and to encourage employees to come up with new ideas, and to promote the culture of creativity among employees, through the activities of continuous improvement of the activities of the company even if there are no problems, to maximize the value of services provided to customers.

**Keywords:** Creativity, Jawwal Company, Gaza Strip, Palestine.

## 1. INTRODUCTION

Creativity is an important element that is invested by successful institutions that are keen to compete in the markets with high levels of quantity and quality in different fields. Therefore, it is important that both the individual and the institution are creative to cope with the various changes in the environment. It must expand its work and establish it as an imitation that is part of its organizational culture (Abu-Naser, 2016). Companies that have a leading edge in product technology are R & D as a key element of their strategies. The ability to innovate and develop new products and services is critical to their success. Companies that own or seek leadership in product technology the service is the goal of creativity as a competitive priority. Thus, such companies should focus seriously and exceptionally on R & D at the beginning of their activities because the important factor for their success in facing their opponents is their ability to innovate and provide new services by defining an entrance Creative processes that share and have a negative or positive impact on the management of creative processes (Brown, 2005).

The role of innovation in organizations is reflected in the awareness of employees and the creation of an environment conducive to innovation and business development. Jawwal, as a provider of mobile communication services, is in dire need of creative factors to develop and improve its services to customers.

Therefore, the study discussed and analyzed the factors of creativity through (problem solving, changeability, accept risk, and encourage creativity).

## 2. PROBLEM STATEMENT

The service sector in Palestine in general and the telecom sector and Jawwal in particular the emergence of modern management tools that aim at maximizing the value of customers by spreading the culture of preventing waste and minimizing waste and damage in the use of resources through various activities. Strong in the Palestinian society, a company that is always looking to target high quality levels. However, some customers, especially in Gaza Strip, have some observations about the services provided by Jawwal. The researchers were interested in checking and verifying the truthfulness and truthfulness of the complaints that are common to Jawwal. Some services require improvements and ambiguity in some services. Provided to customers). Therefore, the problem of the study is specifically to answer the main question:

**What is the level of creativity of Jawwal employees?**

**The following questions stem from the main question:**

**Q1:-** What is the reality of the availability of creativity in Jawwal?

**Q2:-** Are there differences between the views of the study community on the variables of the study due to the following factors: (gender, qualification, and years of service)?

## 3. RESEARCH HYPOTHESIS

**Ho 1:** The level of creativity in Jawwal is from the perspective of its employees, is high.

**Ho 2:** There were no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the views of the study community on the variables of the study due to the

following variables: (Gender, qualification, and years of service).

**This hypothesis is based on the following sub-assumptions:**

**Ho 2-1:** There were no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the views of the study community on the variables of the study due to Gender.

**Ho 2-2:** There were no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the views of the study community on the variables of the study due to scientific qualification.

**Ho 2-3:** There were no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the views of the study community on the variables of the study attributed to the years of service.

#### 4. RESEARCH OBJECTIVES

- Explain the availability of creative factors in Jawwal.
- Identification of the differences, if any, between the views of the study community on the variables of the study due to the following factors: (gender, qualification, and years of service).

#### 5. RESEARCH IMPORTANCE

The importance of the current study stems from a number of recent topics. One of the few studies that dealt with this topic is the innovation in Jawwal. The use of modern administrative tools and creating an atmosphere conducive to creativity among employees contributes to maximizing customer value by finding creative solutions to problems. Within organizations, which helps to expand and grow, and leads to the development of society and promotion, and highlights the importance of study through:

- The importance of the study stems from the fact that it deals with a new topic, and to the knowledge of researchers it is one of the few studies that dealt with this subject.
- This study may contribute to the attention of researchers to conduct further applied studies in this important field, which constitutes an addition to administrative literature.
- The current study highlighted the cellular communications sector represented by Jawwal, which is one of the pillars of the Palestinian economy.
- The current study may contribute to the results and recommendations of enhancing and improving the services provided by the organizations, especially Jawwal to customers.

#### 6. RESEARCH LIMITS AND SCOPE

- **Human and spatial limits:** The study targeted all workers in Jawwal - North Gaza branch.
- **Time Limits:** Study and data collection were implemented during 2018.

- **Objective:** This study addressed the factors of creativity, applied to Jawwal.

#### 7. THEORETICAL FRAMEWORK

Creativity is a human behavior that is not limited to a particular group of people, whether on a career or a personal level. It is an inherent potential of all individuals to varying degrees depending on their ideas and tendencies or the factors of inheritance that have a large role in it. And innovations, this ability varies and varies from person to person depending on the individual differences between them (Abu Namous, 2016).

##### Concept of creativity:

The subject of creativity and concept was associated with the first beginnings of the existence of man on earth as man sought to achieve creation and creativity in various aspects of his life and to better living conditions, which moved him to his presence in formal and informal organizations and trying to reach them through creativity to situations and levels of optimum performance.

Al-Otaibi (2007) defines it as a mental capacity. However, alongside these capabilities, there are a number of driving factors in the individual, such as ambiguity and a number of emotional factors such as self-confidence and self-sufficiency. (Al Obeidi, 2010) see that creativity is a relative process that lies between simulation and evolution to the original stage of innovation, a process that involves looking at phenomena, things and problems with an unfamiliar new perspective and relationships in which the individual, the work, the internal organization environment and the external environment of the organization interact. Young and Chen (2010) also view creativity as the process of producing new and useful ideas.

Khalaf (2010) defines it as the process of linking ideas or things to relationships that never existed before.

**Features of Creative Personality** (Naseer and Al-Azzawi, 2011):

Creativity is a creative human behavior that lies within each individual. It is agreed in the cases of stimulating perception and arousing sensations in many ways. There are distinguished individuals who have the queen of the constant and vital presence of the subconscious mind. They can find the most appropriate solutions and the best ones from a set of options. To an issue that was agreed to be intractable.

Therefore, creativity is a latent talent in every human being like the other hidden talents. You need to stir up, refined, and exercise in a constant manner so that you can be a queen present in every new production. Therefore, some do not think that creativity is concerned with the owners of supernatural intelligence or the children of women. To the state of real creativity in various fields of individual and social life.

However, there are some individuals show their abilities and creativity through emergency situations and critical

conditions, and they have to go to themselves more and take care of their capabilities, and change the pattern of their behavior in accordance with the attributes they hold, including:

1. **Sensitivity:** It means the ability to be aware of the problems of a particular situation and to take into account all its dimensions and factors.
2. **Fluency:** The ability to produce a large stream of ideas and creative perceptions in a limited time and divide fluency into:
  - **Fluency of words:** Any speed of production of words or units of expression according to certain conditions in their construction or installation.
  - **Diffusion Flux:** Any speed of producing images with specific characteristics in meaning.
  - **Fluency of ideas:** any speed of revenue of a large number of ideas and intellectual images in one position.
  - **Transcendence of expression:** the ability to express ideas and the ease of formulation in words or images to express these ideas in a way that they are connected to others and appropriate.
3. **Flexibility:** It is the ability of the mind to adapt to changing and emerging situations, and to move from a rigid angle to the liberated angles of the confrontation process.
4. **Originality:** It means introducing innovative products that are suitable for the purpose and function for which they work. In other words, rejection of ready-made and familiar solutions, taking new behavior in line with the desired goal and launching unusual responses to unfamiliar stimuli that we can not call original response, Not directed.
5. **Insight:** It means having the insight and the ability to penetrate the traditional blocking and read the results prematurely and give the necessary alternatives to all the expected possibilities.

### The Stages of Creativity:

The process of creativity goes through many stages until the idea or ideas reach full maturity, thus achieving the originality and high quality of the products and ideas. Several studies, including Oreibi and Al-Obeidi (2010), indicate that the process of creativity goes through the following stages:

#### 1. Sensation and identification of the problem:

This phase involves diagnosing and identifying the problem, collecting and analyzing the data and information needed, and creating relationships and linkages between them to help find new alternatives to solve the problem.

#### 2. Generate ideas:

This phase involves working to generate as many ideas, alternatives or solutions as possible. This is a reaction to desperate attempts to find a solution to the problem after considering all possible possibilities.

#### 3. Choice of ideas or alternatives (inspiration):

At this stage, the characteristics of self-innovation are embodied. At this stage, only innovators are involved. The process of the sudden emergence of the core idea or the model work, and the material of the idea or solution seems to have been organized and arranged without planning. In the midst of searching for them, and feel joy and victory when solving the problem that was troubling him.

#### 4. Apply selected ideas or alternatives:

At this stage, the idea or solution reached for testing and experimentation is subject to the validity, originality and suitability of the practical facts. Otherwise, the idea will remain an illusion in the head of its owner.

### Encouraging Creativity within the Organization:

The development of managerial innovation within the organization or institution must be at the levels of:

#### 1. At the individual level:

Where the management of the institution can follow many ways to develop the creative capabilities of the employees of the institution, and can be summarized as follows (Nasr, 2017):

- Focus on quantity and not quality.
- The delay in judging ideas.
- Be careful to write down all thoughts.
- Focus on the problem from an unconventional angle.
- Give up preconceived notions.
- Brain imaging of ideas.

#### 2. Community level:

It is the creativity that is achieved or reached by the group (department, department, committee ...) and based on the characteristic of synergy, the creativity of the group far exceeds the total individual creations of the members as a result of interacting among them and exchanging views and experience and helping each other (Abu Zeid, 2010).

#### 3. At the enterprise level:

There are many principles and administrative elements to be met in the creative regulatory environment, including:

- Adopting a participatory institutional system.
- Training and training for all employees according to their needs.
- Give priority to research and experimentation.
- Adopting integrated systems at work and providing objective criteria for evaluating performance.
- Use a variety of stimulation methods.
- Independence and flexibility in implementation.
- Faith of leadership through creativity, and shows through:
  - ✓ Training creative staff: providing courses to teach behaviors, intellectual orientation and creative tools. Training should include means of teamwork to facilitate team participation.

- ✓ Motivation: By supporting innovation initiatives to the continued success of processes and reward when doing creative work.
- ✓ Create an innovative initiative: By understanding the mental abilities of employees by building a good program for managing ideas and providing an environment, climate, means and platforms that help unleash creative talents among individuals, and create creative solutions to the problems of the organization.

#### **Jawwal Company:**

Since its inception, the Palestinian Cellular Telecommunications Company (Jawwal) has been a cellular company that competes with four Israeli companies in the cellular communications industry. In order to impose isolation. Hence, the Palestinian Cellular Telecommunications Company (Jawwal) was the first Palestinian cellular company to connect the parts of Palestine in light of the fragmentation of the country and the difficulty of communication between the parents. Despite the difficult political and economic circumstances, Jawwal has been able to achieve tangible success on the ground from the moment it started its services in 1999. It has proved to be the first mobile telecommunications company in Palestine to be chosen by more than 2.85 million subscribers in 2018.

#### **Jawwal's main objectives:**

- Providing the latest communications technology systems and services, information systems, data communication and added services to meet all the needs of customers in all Palestinian communities.
- Achieving profitable investment returns for shareholders and maintaining their investments and working to achieve their expectations and aspirations and ensure communication and communication with them on an ongoing basis.
- Providing the widest range of services to the largest subscriber base in all Palestinian fields.
- Contribute to the building of the Palestinian society by supporting the largest possible initiatives, social, educational, health, economic and infrastructure activities, to create a distinguished communication relationship between the companies of the group and the Palestinian society in order to contribute to the realization of the aspirations of the society and enhance its capabilities.

#### **8. LITERATURE REVIEW**

- Study of (El Talla et al., 2018) aimed to identify the creative environment and its relation to the graceful management of the technical colleges operating in Gaza Strip. The analytical descriptive method was used through a questionnaire which was randomly distributed to 289 employees of the technical colleges in Gaza Strip with a total number of (1168) employees and a response

rate equal to (79.2%) of the sample study. The results showed a high degree of approval for the dimensions of the creative environment with a relative weight of (75.19%). It also showed a high level of creative environment where the ranking and relative weight was as follows: Fluency (76.86%), Sensation of problems (74.89%), Flexibility (74.59%) and originality (74.41%). The results showed that the technical colleges achieved a high level of lean management with a relative weight of 76.69% and a high level of lean management. (79.56%), responding to customer requirements (79.14%), reducing costs (75.68%), maximizing competitiveness and profitability (74.59%), Improve service (74.52%), and the results showed a statistically significant difference relationship between the dimensions of the creative environment and management in lean technical colleges in Gaza Strip. The researchers suggested a number of recommendations, the most important of which is the need to enhance the dimensions of the creative environment by working to improve the abilities of the faculties in fluency, flexibility, originality, sensitivity to problems and the importance of increasing attention to the dimensions of achieving the graceful management because of their role in the development of technical education departments and sustainability. Develop lean management mechanisms and applications in terms of reducing waste, reducing costs, improving service, responding to customer requirements, and maximizing competitiveness and profitability, commensurate with the capabilities of these colleges.

- Study of (Al Shobaki et al., 2018) aimed at identifying the extent of the technical colleges' commitment to the application of the lean management. The analytical descriptive method was used through a questionnaire randomly distributed to 289 of 1168 employees of the technical colleges in the Gaza Strip with return ratio of (79.2%) out of the sample study. The results of the study showed that the technical colleges achieved a high level of lean management with a relative weight of 76.69%. The results of the study showed that there is a high level of lean management (loss reduction, cost reduction, service improvement, customer satisfaction, maximization of competitiveness and profitability) in technical colleges in Gaza Strip. The field of waste reduction came first and with a relative weight of 79.56% In the second place came the field (responding to customer requirements) and a relative weight (79.14%), in the third place came the field (cost reduction) and a relative weight (75.68%), in the fourth place came the field (maximizing competitiveness and profitability) and relative weight (74.59%), in the fifth and final place came the field of (service improvement) and relative weight (74.52%). The results confirmed the existence of statistically significant differences in the application of the lean management dimensions between



technical colleges. The results showed that there were no differences in the application of the lean management according to the levels of experience except after the reduction of costs, where there were differences from the point of view of those with low experience. The researchers suggested a number of recommendations, the most important of which is the need to increase the attention to the dimensions of achieving the lean management because of their role in the development and sustainability of technical education departments by enhancing and improving the operations in the technical colleges, especially in the difficult conditions experienced by Gaza Strip and the scarcity of resources. And the importance of urging decision makers in technical colleges to develop efficient management mechanisms and applications in terms of reducing waste, reducing costs, improving service, responding to customer requirements, and maximizing competitiveness and profitability, commensurate with the capabilities of these colleges

- The study of (Jacob, 2016) aimed to measure the impact of organizational justice on the development of institutional innovation and to detect the moral differences between the opinions of workers in ready-made garment projects regarding the degree of availability of organizational justice and the development of institutional innovation. The most important findings of the study were: a statistically significant effect of the dimensions of organizational justice on the development of institutional innovation. After procedural justice, there has been a greater impact on the development of institutional innovation, while after equitable place there has been less impact on the development of institutional innovation. There were differences between employees' levels of awareness of the development of institutional creativity (age, educational level), while no differences were attributed (gender, functional experience, income level, social status).
- Study of (Al-Ayoubi and Al-Haila, 2015) aimed to identify the role of creativity and innovation in enhancing the competitiveness of the staff of Bank of Palestine Limited, and to detect the differences in the responses of the sample members according to the variable (qualification, years of service and gender). The researchers used the descriptive analytical method. The study tool was a questionnaire applied to A simple random sample of (60) single, the study reached the results of the most important: The level of achievement of competitive advantage (quality, excellence, and response speed) in the Bank of Palestine was high, and the existence of a positive relationship of statistical significance between creativity and innovation and achieve competitive advantage.
- Study of (Mohammed and Chenter, 2015) was designed to test the relationship between the quality of work life

and organizational creativity in the Ministry of Planning. The data were collected from a sample of (100) directors representing the decision centers in the Ministry of Planning. The study was based on several tools: questionnaire, interviews and official reports. Research shows the existence of relationships and the impact of search variables.

- Study of (Glouley, 2013) aimed to identify the attitudes of the workers at Biskra University toward the level of their organizational culture and to know the effect of the organizational culture on its various dimensions in the managerial creativity of the employees. The study society consisted of 808 working and working workers of the University of Biskra, (160) questionnaire were valid for statistical analysis. The study concluded that the level of organizational culture prevailing at Biskra University was high, and the level of administrative creativity Among the workers was high, in addition to the above, the study showed that there were statistically significant differences in the attitudes of the respondents about the level of the organizational culture prevailing at Biskra University according to sex, as well as the existence of statistically significant differences in the respondents' attitudes about the level of managerial creativity among the employees due to the variables (Gender, age, academic qualification, years of service).

#### **Comment on previous studies:**

The previous studies dealt with innovation and applied to various sectors: pharmaceutical institutions, banks, universities and telecommunications companies. These sectors are mostly providing services to customers, and they agree with the current research that the application to Jawwal provides services in the telecommunications sector.

All the previous studies have used descriptive analytical methods, and different in the method used, some used the method of comprehensive survey, the other used the sample method, and others used the method of case study on some companies, and the current study agrees with the methodology used descriptive analytical approach as agreed in the tool, In terms of the sector to which it was applied, the dimensions studied in the study, and the period of time.

#### **9. METHODOLOGY OF THE STUDY:**

**Study Methodology:** Based on the nature of the study and in order to achieve the objectives of the study, the researchers used the descriptive analytical method.

#### **Researchers used two main sources of information:**

1. **Secondary Sources:** The researchers aimed at addressing the theoretical framework of the study to secondary data sources, which are related Arabic and foreign books and references, periodicals, articles and reports, and previous researches and studies that dealt with the subject of the study.
2. **Preliminary Sources:** To address the analytical aspects of the study subject, the required data were obtained through the Questionnaire prepared for this purpose. The

data were analyzed and the results were analyzed using the Statistical Package for Social Science (SPSS).

**Study Society:**

The survey population consisted of all employees of Jawwal in the Gaza Strip - North Branch (85). The researchers distributed the questionnaires to all members of the study community. The total number of questionnaires was (75), which is (96%) valid for analysis, and the following tables show the characteristics and characteristics of the study sample as follows:

**Part One: Personal Information:**

**Table 1:** Distribution of the society of the study

		Repetition	Percentage
Gender	Male	57	%76.00
	Female	18	%18.00
<b>Total</b>		75	100.0
Qualification	BA	58	%77.3
	M.A.	17	%22.70
<b>Total</b>		75	100.0
Years of Experience	1 to 5 years	33	%44.00
	From 6 to less than 10 years	31	%41.30
	More than 10 years	11	%14.70
<b>Total</b>		75	100.0

Table 1 shows that 76.00% of the study population is male and 18.00% of the study population is female. This indicates that the employees in Jawwal are mostly male and few females, and this is because male employees have ability to bear the burden of working pressure and field work more than females. And that 77.30% of the society of the study qualifies them as "bachelor", and 22.70% of the society of the study qualifies for them "Master", and this shows that most of the employees of the bachelor degree compared with employees of the graduate campaign, and this is because Jawwal need Is more technical than the need for higher qualification holders. However, the company's policy supports the continuous development of its employees. This is evident in the tendency of many of its employees to complete their higher studies and obtain higher qualifications than the bachelor's degree. And 44.00% of the study population ranged from 1 to less than 5 years. 41.30% of the study population ranged from 6 to less than 10 years. 14.70% of the study population had years of experience they have "10 years and more", it is clear that Jawwal has many experiences. It is noticeable that the lowest percentage of those with long experience and the highest percentage of the least experienced, because Jawwal is in a stage of development and growth and that the number of its employees is constantly increasing.

**Study Tool:**

A questionnaire was prepared on the "Enhancing managerial innovation factors for Jawwal employees"

**1. The questionnaire was divided into two parts:**

- **Part 1:** It consists of the personal data of the study community and consists of 3 paragraphs
- **The second part deals** with the creative factors of Jawwal's employees. It consists of four fields, namely: problem solving, changeability, risk tolerance, and creativity. Each field consists of 5 paragraphs.

The answers to each paragraph were 5 answers, where the score "5" was completely agreeable and the score "1" was not fully agreeable as shown in Table (2).

**Table 2:** Answers Scale

Category	Absolutely Agree	Agree	To Some Extent	Not Agree	Not Quite OK
<b>Class</b>	5	4	3	2	1

**Reliability and consistency of resolution:**

**The first method: The judges believe:**

The questionnaire was presented to a group of arbitrators consisting of (5) members of the faculty, specialists in management, economics, accounting, statistics, and technical education in universities and colleges.

**2. Validate the internal consistency of the resolution paragraphs**

The internal consistency of the questionnaire paragraphs was calculated by calculating the correlation coefficients between each paragraph and the total score of its axis as follows:

**Internal honesty of the paragraphs of creativity**

The validity of the internal consistency was determined by calculating the Pearson correlation coefficient between each of its paragraphs with the dimension to which it belongs and with the total score, in order to identify the strength of the resulting correlation coefficient.

**Table 3:** The correlation coefficients of paragraphs in their fields as a whole

The Field	Field Correlation Coefficient As A Whole	
	The Value Of R	Level Of Significance
Problem Solving	**0.842	0.000
Changeability	**0.883	0.000
Accept risk (risk taking)	**0.743	0.000
Encourage creativity	**0.903	0.000

The r value of the table is at a significance level of 0.05 and the freedom level of "21" is 0.415

It is clear from the previous table that all correlation coefficients are statistically significant. The probability value of each paragraph is less than 0.05 and the calculated r value is greater than the r division of 0.415.

**Reliability of questionnaire paragraphs:**

**1. Split-Half Coefficient:**

Pearson correlation coefficient was found between the rate of individual questions of rank and the rate of marital questions for each dimension. Correlation coefficients were corrected using the Spearman-Brown Coefficient correlation coefficient according to the following equation:

**Table 4:** Stability Factor (Half-Split Method)

Axis Content	Number Of Paragraphs	Midterm Retail	Correlation Lab	Cronbach's Coefficient Alpha
Problem Solving	5	0.932	0.965	0.877
Changeability	5	0.927	0.962	0.881
Accept risk (risk taking)	5	0.621	0.766	0.706
Encourage creativity	5	0.872	0.932	0.798

**Analysis of the paragraphs and hypotheses of the study.**

A single sample T test was used to analyze the questionnaire sections and the following tables contain the percentage of each paragraph as well as the arithmetic mean, the relative weight, the t value and the significance level of each paragraph. The paragraph is positive, meaning that the members of the community agree with their content if the calculated t is greater than the value of tabular t, which is equal to 1.995 at the level of freedom of 74 and the level of significance of 0.05 (or the moral level is less than 0.05 and the relative weight is greater than 60%). The paragraph is negative in the sense that the members of society do not agree with their content Smaller than the tabular t value

**2. Cronbach's coefficient alpha**

The researcher used Cronbach's coefficient alpha to measure resolution stability as a second method.

Table (4) shows that there is a relatively high coefficient of consistency of the questionnaire paragraphs, which reassures the researcher to use the questionnaire.

which is -1,995 at a free degree (0.05), the moral level is less than 0.05 and the relative weight is less than 60%. The opinions of the sample in the paragraph are neutral if the moral level is greater than 0.05.

**Question 1: What Is The Level Of Creativity In Jawwal?**

For the answer, the researchers calculated the level of application of the factors of creativity in Jawwal by calculating the arithmetic average, standard deviation and relative weight. The t-test of the sample was used for each of the paragraphs of the creative axis and the total response of the axes. Table (5) Dimensions of creative factors

**Table 5:** shows the respondents' response to the innovation factor axis

No.	Item	SMA	Standard Deviation	Relative Weight	"T" Value	Probability Value
<b>First Field: Problem Solving</b>						
1.	I plan to face the business problems that can happen.	4.173	0.644	83.46	15.76	0.000
2.	I'm experimenting with new ideas and ways to solve problems.	3.960	0.624	79.20	13.30	0.000
3.	I take positions on these problems, separately for the purpose of solving them.	3.960	0.743	79.20	11.18	0.000
4.	I can make important decisions in rare cases.	3.986	0.830	97.72	10.29	0.000
5.	I want to work with teams to solve complex problems.	4.173	0.704	83.46	14.42	0.000
<b>All Paragraphs</b>		4.050	0.583	81.00	15.59	0.000
<b>The Second Field: Changeability</b>						
1.	I have a willingness to adjust my positions when I disagree with the direct president.	4.013	0.951	80.26	9.22	0.000
2.	I find new ways to use existing equipment or to do the work.	4.000	0.805	80.00	10.75	0.000
3.	I am at the forefront of trying to experiment with a new idea or method.	3.893	0.727	77.86	10.64	0.000
4.	I am looking for a non-specialized job.	3.813	0.865	76.26	8.14	0.000
5.	We take care to take advantage of the opinions and criticism of others.	3.920	0.850	78.40	9.37	0.000
<b>All Paragraphs</b>		3.928	0.694	78.56	11.58	0.000

No.	Item	SMA	Standard Deviation	Relative Weight	"T" Value	Probability Value
<b>The Third Field: Accepting Risks (Risk-Taking)</b>						
1.	I tend to do high risk work.	3.760	0.956	75.20	6.88	0.000
2.	I hesitate to apply new methods of doing work out of fear of failure.	3.760	0.970	75.20	6.78	0.000
3.	I accept failure as the experience that precedes success.	3.906	0.808	78.12	9.71	0.000
4.	Introduce new ideas and techniques and seek solutions to problems.	4.186	0.816	83.72	12.58	0.000
5.	I take responsibility for my work and I am ready to face the results.	4.133	0.810	82.66	12.10	0.000
<b>All Paragraphs</b>		3.949	0.593	78.88	13.85	0.000
<b>The Fourth Field: Encourage Creativity</b>						
1.	I implement new ideas.	4.000	0.716	80.00	12.09	0.000
2.	Management encourages proposals from others.	3.920	0.587	78.40	13.57	0.000
3.	The administration provides facilities to attract creative individuals and ensure that they continue to work.	4.093	0.774	81.86	12.23	.0000
4.	Management has the ability to supervise creators.	3.893	0.745	77.86	10.38	0.000
5.	The Department is keen to encourage individuals who think beyond their competence.	3.920	0.587	78.40	13.57	0.000
<b>All Paragraphs</b>		3.965	0.510	79.30	16.37	0.000
<b>Total Degree Of Axis</b>		<b>3.973</b>	<b>0.501</b>	<b>79.46</b>	<b>16.80</b>	<b>0.000</b>

The tabular value at the significance level of 0.05 and the freedom level of "74" is 1.995

**It is clear from the previous table:**

**1. First domain analysis (problem solving):**

The results showed that the mean of all the problems (problem solving) was 4.05 and the relative weight was 81.00%, which is greater than the neutral relative weight of 60%. The researchers attributed this to the fact that employees at Jawwal can make important decisions in cases of scarcity of information available, and the desire of employees to work in teams charged with solving complex problems.

**2. Second Field Analysis (Changeability):**

The results showed that the mean of all the variables (changeable) was 3.93, and the relative weight was 78.56%, which is greater than the neutral relative weight of 60%. The researchers attribute this to employees' ability to adjust their positions when they disagree with the direct boss, as well as to find new ways to use existing equipment or perform work.

**3. Third Field Analysis (Risk Acceptance):**

The results showed that the mean of all risk-related clauses was 3.95, and the relative weight was 78.88%, which is greater than the neutral relative weight of 60%. The researchers attributed this to the fact that Jawwal employees can take the initiative to adopt new ideas and methods, find solutions to problems, and hold employees accountable for their work and prepare for the results.

**4. Fourth Field Analysis (Encouraging Creativity):**

The results show that the arithmetic mean of all paragraphs related to creativity is 3.96, and the relative weight is 79.30%, which is greater than the neutral relative weight of 60%. The researchers attributed this to the fact that the management of Jawwal provides facilities to attract creative people and ensure their continued work, as well as the implementation of new ideas.

Overall the results show that the mean of the total degree of the axis (creative factors) is 3.97 and the relative weight is 79.46%, which is greater than the neutral relative weight of 60%.

The researchers conclude that Jawwal achieved creative factors through problem solving, changeability, risk tolerance, and creativity promotion. This result is consistent with both Al-Ayoubi and Al-Haila (2015) and Glouley (2013) (Mohammed and Chener, 2015)

In light of the above, we conclude that the level of creativity in Jawwal was high and thus prove the validity of the first hypothesis.

The second question: Are there differences between the views of the study society on the variables of the study due to the following variables: (Gender, qualification, years of service)?

To answer this question, the researchers answered the following hypothesis:

The second hypothesis: There are no significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the views of the study community on the variables of the study attributed



to the following variables: (Gender, qualification, years of service).

**This hypothesis is based on the following sub-assumptions:**

**Ho 2-1:** There were no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the views of the study community on the variables of the study due to Gender.

**Table 6:** shows the results of t-test on the factors of creativity in Jawwal

The Hub	Gender	The Number	SMA	Standard Deviation	"T" Value	Level Of Significance
Creative factors in Jawwal	Male	57	3.521	0.311	-0.821	0.254
	Female	18	4.341	0.273		

The tabular t value at the degree of freedom of "74" and the significance level of 0.05 is 1.995

It is clear from the previous table that the calculated t value of all axes is -0.821, which is less than the tabular t value of 1.995, and the value of the significance level is 0.254 which is greater than 0.05 indicating that there are no differences in the average responses of the study community for the Gender variable.

**Ho 2-2:** There were no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the views of the study

**Table 7:** shows the results of t-test on the factors of creativity in Jawwal

The Hub	Qualification	The Number	SMA	Standard Deviation	"T" Value	Level Of Significance
Creative factors in Jawwal	M.A.	17	3.187	0.321	-0.732	0.346
	BA	58	4.546	0.334		

The tabular t value at the degree of freedom of "74" and the significance level of 0.05 is 1.995

It is clear from the previous table that the calculated t value of all axes is equal to -0.732, which is less than the tabular t value of 1.995, and the value of the significance level is 0.346 which is greater than 0.05 indicating that there are no differences in the average responses of the study community For the qualification variable.

To answer this hypothesis, the t-test was used for two independent samples to test the differences in the average response of the sample of the study on the factors of creativity in Jawwal due to the gender variable. Table (6) shows the axis analysis.

community on the variables of the study due to scientific qualification.

To answer this hypothesis, the t-test was used for two independent samples to test the differences in the average response of the study community on the factors of creativity in Jawwal due to the variable of scientific qualification.

**Ho 2-3:** There were no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the views of the study community on the variables of the study attributed to the years of service.

In order to answer this hypothesis, the One Way ANOVA test was used to test the differences in the average response of the study sample on the factors of creativity in Jawwal due to the change in the years of service.

**Table 8:** shows the results of the analysis of the mono-variance on the factors of creativity in Jawwal

The Hub	Source Of Contrast	Total Squares	Degree Of Freedom	Average Squares	"F" Values	Probability Value
Creative factors in Jawwal	Between groups	0.259	2	0.168	1.734	0.255
	Within groups	8.687	72	0.174		
	<b>Total</b>	8.946	74			

The value of the tabular F at the degree of freedom of "2, 72" and the level of significance 0.05 is 3.12

The table shows that the calculated value of the axes is equal to 1.734, which is less than the value of Table 3.12 and the probability value is 0.255 greater than 0.05, which indicates that there are no differences in the average responses of the study community about the factors of creativity in Jawwal due to variable years of service.

The researchers conclude that there are no statistical differences between the opinion of the sample of the study due to the factors of creativity in Jawwal in terms of (type, qualification and years of service). This result is due to the interest of the company and its adoption by both sexes and granting them privileges and provide a work environment compatible with both sexes regardless of the qualification or years of service. The environment provided by Jawwal is a

very good environment for all. This result is different with Glouley (2013).

## 10. RESULTS

- Jawwal is interested in creativity, where it obtained a high approval rate according to the opinions of the company's employees.
- The order of creative dimensions was as follows: first came after "problem solving", followed by "encouraging creativity, then after" accepting risk, "and finally resolved after" changeability".
- There are no statistical differences between the sample of the study due to the factors of creativity in Jawwal in terms of (Gender, qualification, and years of service).

## 11. RECOMMENDATIONS

- Create the appropriate organizational climate for creativity and encourage employees to come up with innovative new ideas.
- The culture of innovation among employees should be disseminated through ongoing improvement activities of the company even if there are no problems, to maximize the value of services provided to customers.
- To support and adopt creative ideas and encourage them by creating a list to motivate creative individuals and encourage others to innovate.

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