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Extent of Applying Creativity Elements Among Public University Libraries' Directors from Administrators' Perspective at these Libraries

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Abstract

This research comes to identify the extent of applying administrative creativity in state universities libraries from their directors. The research shows to which extent administrative creativity elements (authenticity . flexibility, risk-taking, ability to analyze, sensitivity to problems) are applied among Jordanian state universities libraries' directors . The research showed that Jordanian state universities libraries' need for creativity is a necessity due to the competitive environment they work within , and to achieve this, administrative units should be established to be concerned with administrative creativity and develop it following the humanistic administration approach in a manner of encouraging administrative creativity.

Keywords: state universities , administrative, creativity, flexibility

1. Introduction

This current era is characterized by a technical race and accelerated development due to knowledge explosion and the revolution of communication and openness on the world so developing countries seek to keep pace with this international scientific advancement which requires them a renewed view of business in an extraordinary way that includes accuracy and creativity to be able to excel and compete with those in the first lines. This need called for a response from the administrations of institutions all over the world to change and develop them selves to be effective and successful in achieving their goals with high efficiency and capacity. Administrative theories have emerged to elevate administrative performance and then to develop human resource within an institution, and creativity is the best solution for institutions' success and a factor in their ability to face challenges.

Creativity is one of the most important topics in administration-related literature which characterizes administrators from others in developing their human resources. Administration scientists agreed upon the importance of creativity in problems' solution and decision making processes and these concerns are represented by notions that became later theories of creativity among which March and Simon's theory (1958) which indicated that creativity came to treat institutional problems , and Wilson's Theory (1966) which explained the creativity process' three stages that include introducing changes within the organization , realizing these changes and suggesting change and applying it. In addition, Harvey and Mill's theory (1970) has explained creativity through the situation and solutions' system which indicates the types of problems and their creative solutions. The theory of Hang and Aiken (1970) included the creativity process and factors influence it and viewed it as a change that occurs within the institution to add new services (Alsarairh, 2003, 10-12).

Creative are the foundations of the institution and its hope for progress and success , so creativity is the effective administrative requirement for achieving the so-called administrative creativity within all institutions. As universities libraries are an important part of the community and contribute in elevating both educational and research processes which in turn supply other institutions, they have the responsibility of constructing generations based on scientific and renewed bases that can adjust with this era's outcomes. Universities libraries rely on human resources and in particular on a distinguished kind of administrators and directors who are able to direct and modify the creative employees' behaviors. This research comes to identify the extent of applying administrative creativity in state universities libraries from their directors.

2. Statement of the Problem :

Libraries face a great challenge as they are service institutions that depend on human resource in their success and in particular on directors in developing the abilities of libraries' employees. To face these challenges, it is necessary to follow modern and innovative ways and methods that require creativity to be developed toward the better as needs and aspirations that follow traditional methods are ineffective to achieve excellence and innovation.

Creative administration is a feature of modern institutions' features, therefore there are many fields and dimensions for modern creative administration to response for the internal and external environments' needs including both goods and services , and there are various fields that can be utilized to be great creative opportunities.

Looking to the elements of creative process, the main element of which is the director who enhances library

toward creativity as there are directors who are characterized by creative ideas and solutions for modern problems. In contrast, there are those who are familiar with daily routines in administrative work without any renewal. State universities libraries are main pillars for improving and developing universities teaching outcomes so they need for administrative creativity and from this point comes the problem of this research in attempting to answer the following research question :

* To which extent administrative creativity elements (authenticity . flexibility, risk-taking, ability to analyze, sensitivity to problems) are applied among Jordanian state universities libraries' directors ?.

3. Research Goals:

The research seeks to achieve the following goals :

- 1- To identify the reality of applying administrative creativity elements (authenticity . flexibility, risk-taking, ability to analyze, sensitivity to problems) among Jordanian state universities libraries' directors.
- 2- To identify scientific facts and visions among libraries' directors to encourage them for creativity and making available climate that enables them to exhibit their creative abilities and to exploit them properly.

4. Research Significance:

- 1- The significance of the research comes from the importance of the topic it addresses which is concerned about creativity among Jordanian state universities libraries' directors as this topic has a great importance in supporting the national outcomes and driving them forward through the excellent administrative creativity that assist in successfully overcoming obstacles.
- 2- Significance of the research also lies in the importance of investigating the role of universities libraries in developing the educational process that in turn works on society development.
- 3- This research offers libraries administrations field findings and suggested recommendations that serve as foundations for creativity and contribute in making correct decisions to inter the world of future.

5. Hypothesis:

H1: There is a statistical positive relationship between universities libraries directors' views toward the elements of administrative creativity and applying these elements within libraries.

6. Limitations of the Research:

The research is limited to a sample of directors in Jordanian state universities libraries during the academic year 2017\2018 and to identifying the extent of applying administrative creativity elements (authenticity . flexibility, risk-taking, ability to analyze, sensitivity to problems) among Jordanian state universities libraries' directors.

7. Literature review and Related work

Creativity is one integrative unit of self and subjective factors that lead to achieving new authentic product with a value at both an individual and a group levels and contributes in creating new solutions and ideas for problems within the available resources and abilities (Al-Swidan and Al-A'dlouni , 2004 : 4).

Creativity is defined as a mixture of personal capabilities, preparations and characteristics which can-within an appropriate environment – elevate mental processes to produce authentic and beneficial outcomes whether for an individual or an institution experiences or at the society or the world levels when outcomes are creative and regarding one of human life fields (Jarwan, 2002: 22) .

The administrative creativity concept is one of the general concepts of creativity as administrative creativity is related to new ideas in the field of administration and to products' development and it depends on several stages that begin with identifying weaknesses then looking for solutions that in turn reveal new idea or work within various factors that include capabilities and preparations for facing situations with various methods by others and they are individual ones and can be developed based on the individuals and groups' abilities within an institution.

Based on the above mentioned, administrative creativity can be defined as : the ability for generating innovative ideas and excluding traditional ones for problems' solving where enthusiasm is the motive to continuo efforts and experience allows formulation of new ideas in order to distinguish libraries from other departments. Many specialists indicated that the elements of administrative creativity are as follows:

1- Authenticity : is equivalent for creativity and it indicates the production of new ideas that were not existed before and these ideas have to be valuable at the organization's level. Authenticity represents the highest degree of creativity (Almuhtadi,2001) and is an unfamiliar and long-term product (Alsrouf, 2002:119).

2- Flexibility : the degree of easiness by which an individual changes an attitude and it is also indicates the non-intolerance for ideas and thoughts, in addition it is viewing things from different angles such as connecting nonattached ideas to be in one similar and new pattern (Hlwani, 1990:63) and (Alfa'uri, 2005:32).

3- Risk-Taking : it means the readiness to hold risks resulted from individuals actions when adopting new ideas

and methods and offering potential creative solutions and activating them in addition to risk-taking to support them (Alnimr, 1994: 94).

4- The Ability to Analyze: means the ability to divide problems and breaking them down into simple units to deal with them easily (Alqairouti, 2000:35).

5- Sensitivity to Problems (Feeling the Problem) : the ability to understand problems in the various situations and familiarity with the whole elements, dimensions and factors that affect these problems (Nosair and Alghzzawi, 2011 :4).

Sternberg (2002: 35) creative administrators have characteristics that are exhibited in their behaviors such as : they don't like routine , don't afraid of failure, positive, optimistic , exhibit the ability to deal with flexibility and change requirements , the ability to adopt alternative solutions and have clear goals (Alsilmi, 2020:54).

The importance and the need for administrative creativity lay in the results achieved by creative people in the various fields and aspects as all what is surrounding libraries of inventions and innovations in the whole goods and services' fields resulted from creative performances. Progress and excellence within libraries do not come from ordinary thinking , but they come from distinguished and creative minds which calls the administration to adopt new methods for the creativity process that begin with the stage of ideas' generation then assuming solutions and then change this into creative action and this is based on the median or environment within which the individual work and on the available methods and techniques , from this point, the notion of creativity development is sparked by the successful administration.

The importance of administrative creativity in universities libraries is characterized by the role of these libraries themselves as they can construct individuals' knowledge following the required quality and are able to achieve developments and changes within the various institution of this individual. This won't be achieved unless administrations develop to meet creative individuals' needs and encourage them and develop their abilities which will enhance the creative product that inevitably leads in turn to outcomes that distinguish libraries from other departments. Hence, it can be said that administrative creativity is a requirement for administration performance in universities libraries and this won't be achieved unless the administrative is creative itself and from here comes the importance of administrative creativity in universities libraries.

Many studies have emphasized the important role for the reality of administrative creativity within society institutions in general and universities libraries in particular. The followings are some studies that addressed this topic:

Alnahi's study (2013) aimed to highlight the reality of administrative creativity in the central library of Al-Basra universities and to identify obstacles against creative work there. The study indicated the importance of creativity in the development of work and elevating the level of performance and library services offered in addition to modern ideas for employees to encourage them to generate new ideas and to increase performance . It was revealed that the factor of library administration resistance for change and innovation of new ideas for work which relates to the administration's conviction of the necessity for change has a main role in hindering creative work in the library . The study recommended with supporting workers and employees in the library to suggest new ideas in work which leads to elevating the creative process within the library.

Ronald (2012) investigated the creative aspirations of six academic libraries among six librarians from six educational institutions. They indicated that they were committed to creativity in addition to some remarkable unconventional creativity that are interested in how to encourage the risk-taking behavior in addition to having creative view regarding interpreting interviews data within a larger theoretical context. Although leadership and administration feed creativity in library, the researcher indicated that there were other factors that can affect the creative ability which include : organizational frames, size level, complexity and environmental factors. Furthermore, this is exceeded by the business rules and individuality which requires establishing a work frame within some limits.

Kelo's study (2009) aimed to identify the extent of automated systems' effect on creative administration in libraries and information centers , in particular within the frame of testing policy and library groups' constructions , it also aimed to identify the characteristics of a group of automated systems used in the field of bibliometric studies and the Journal Citation of Report system (JCR) and the SCOPUS system in addition to calculating the impact factor , immediacy, cited half-life and self citation. Results indicated a great importance for achieving the process of groups' construction and selection in libraries and information centers and that the automated systems that can be used in the field of bibliometric studies are variant with various characteristics.

8. Methodology and Procedures

In light of the research's goals, the survey descriptive approach was followed to understand the topic of administrative creativity and the related facts and interpreting them to obtain conclusions that can assist in identifying administrative creativity factors among libraries' directors (librarians) in Jordanian state universities.

Population of the Research:

The population of the research was administrators and directors at the whole higher, middle and lower administration levels in their positions for the academic year 2017\2018 whom accounted for (321) distributed on (10) state universities libraries.

The sample was consisted of (214) directors from state universities libraries whom were randomly selected to represent (67%) of the population and this is an appropriate percentage for the purposes of this research..

Questionnaire was used for data collection after being subscribed to a jury of expert specialists to modify what they see need for modification and to check that each item assesses what it supposed to assess . The final version of the tool was consisted of 20 items and responses were based on Likert five scale as follows : 5= very high , 4= high , 3= medium , 2= low and 1= very low.

For validity, the tool was subscribed to a jury of expert and specialized arbitrators to conduct the necessary modifications based on their suggestions. In addition, items' internal consistency was calculated by applying the tool on a pilot sample of (20) participants outside the original sample and correlations of the questionnaire's dimensions were calculated as follows :

Table (1): Correlations of the Tool Dimensions

Dimension	Authenticity	Flexibility	Risk-Taking	Ability to Analyze	Sensitivity to Problems
Correlation	0.542	0.489	0.420	0.608	0.611

*r scheduled value at the level ($\alpha=0.05$) with DF of 32 that equals 0.343 .

Table (1) above indicates that all correlations for the questionnaire's items were statistically significant at ($\alpha=0.05$) therefore the whole dimensions were appropriate for what they were developed to assess.

Table (2): Correlations for the questionnaire's items among the rates of the research dimensions

Authenticity		Flexibility		Risk-Taking		Ability to Analyze		Sensitivity to Problems	
Item No	Correlation	Item No	Correlation	Item No	Correlation	Item No	Correlation	Item No	Correlation
1	0.600	1	0.600	1	0.592	1	0.600	1	0.611
2	0.532	2	0.507	2	0.420	2	0.537	2	0.707
3	0.300	3	0.389	3	0.489	3	0.668	3	0.531
4	0.407					4	0.681	4	0.632
						5	0.689	5	0.643

*r scheduled value at the level ($\alpha=0.05$) with DF of 32 that equals 0.343 .

Table (2) indicates that all correlations for items on each dimension were statistically significant at ($\alpha=0.05$) therefore they were appropriate for what they were developed to assess

The alpha CRONBACH was used to identify the reliability indexes for the tool items as shown in table (3) which indicates high reliability coefficients.

Table (3): Reliability coefficients using CRONBACH alpha

Dimension	Content	Item No	CRONBACH alpha
1 st	Authenticity	4	0.891
2 nd	Flexibility	3	0.892
3 rd	Risk-Taking	3	0.879
4 th	Ability to Analyze	5	0.860
5 th	Sensitivity to Problems	5	0.881
Total Items		20	0.881

9. Results and Discussion:

Results regarding the research question : To which extent administrative creativity elements (authenticity . flexibility, risk-taking, ability to analyze, sensitivity to problems) are applied among Jordanian state universities libraries' directors ?

To answer this question, means and standard deviations of participants' responses were calculated , and to determine the level of each item , responses were classified into five levels : mean of (1-1.8) indicates a very low level of agreement , mean of (1.81 – 2.6) indicates low level, mean of (2.61-3.40) indicates medium level, mean of (3.41-4.20) indicates high level while mean of (4.21-5) indicates a very high level of agreement as shown in tables (4, 5, 6 , 7 and 8) below.

Table (4): Participants' application for Authenticity

No	Item	Mean	StD	Relative weigh	Rank
1	The director is keen to generate unique ideas through various methods to distinguish the library from others.	3.66	1.24	73.74	4
2	The director works on developing work procedures continuously away from routine.	4.52	0.70	90.31	1
3	The director views situations from different angles than others.	4.01	0.89	80.27	3
4	The director subjectively defends his/her creative ideas.	4.27	0.80	85.35	2
Total		4.11	0.90	82.41	

Table (4) indicates that regarding the extent of applying the authenticity element, the participants' responses came at high level of agreement at all items and that the mean for the items was convergent and this is a positive indicator that emphasize that directors are keen to develop work procedures and making available the opportunity for creative thinking.

Table (5): Participants' application for Flexibility

No	Item	Mean	StD	Relative weigh	Rank
1	The director is interested in opposite views to benefit from them.	3.58	1.03	73.13	3
2	The director changes his/her attitude when is justified that it is mistake.	4.38	0.76	87.58	1
3	The director is keen to benefit from others' critics.	4.11	0.79	82.27	2
Total		4.023	0.86	80.99	

For the element of flexibility, table (5) indicates that directors application for it came at high level where their responses came high at the item of being interested in others' opposite views which contributes in developing the work and excludes errors' replication and being away from routine.

Table (6) : Participants' application for Risk-Taking

No	Item	Mean	StD	Relative weigh	Rank
1	The director keen to achievement based on calculated risk-taking.	4.10	0.91	80.11	2
2	The director allows the appropriate time to employees for implementing and following up the high risk ideas.	4.38	0.76	87.58	1
3	The director attempts new work methods despite the associated risks.	3.55	1.23	73.98	3
Total		4.01	0.966	80.56	

For risk-taking application, table (6) indicates that responses came at high level regarding allowing the appropriate time to employees for implementing and following up the high risk ideas and being keen to achievement based on calculated risk-taking while for being away from new work because of fear of failure responses were at medium level.

Table (7): Participants' application for the Ability to Analyze

No	Item	Mean	StD	Relative weigh	Rank
1	Decisions aren't randomly made, but based on comprehensive studies.	3.80	0.757	76.00	3
2	Ideas are simplified when facing problems at work.	4.53	0.67	90.65	1
3	The director collects detailed information before initiating new action.	3.50	1.23	71.20	5
4	The directors encourages others to offer new suggestions and methods for work.	3.68	1.19	73.59	4
5	The director divides tasks and distributes them on specialized individuals.	4.39	0.72	87.79	2
Total		3.98	0.913	80.56	

The application of the ability to analyze came high on some items and medium at some others as shown in table (7). They came at high level on simplifying ideas when facing problems and medium on encouraging others to offer good suggestions.

Table (8)
Participants' application for Sensitivity to problems

No	Item	Mean	StD	Relative weigh	Rank
1	Director feels excitement when dealing with work problems.	3.80	0.757	76.00	4
2	Director has a precise vision toward problems before they occur.	4.32	0.78	86.32	1
3	Director exhibit abilities to anticipate problems before they occur.	4.01	0.89	80.27	3
4	Director breaks problems down to generate objective solutions.	3.60	1.11	73.80	5
5	Director is keen to identify weaknesses and strengths regarding what he/she perform of work.	4.22	0.76	84.47	2
Total		3.99	0.86	80.17	

Table (8) indicates that the element of sensitivity to problems came at high level on all items.

These results where administrative creativity came at very high , high and medium levels in general are attributed to that universities libraries' directors realize the importance of investing employees' creative skills and that they are interested in the library's production that leads to qualifying the youth to be able to the scientific creative thinking that in turn leads to freedom and creativity. From these high level results, it is clear that the participants understand and view administrative creativity as the only weapon for survival in light of the great competition and the rapid change.

For the low levels indicated by the results above, they are attributed to the low moral and financial incentives within the system of state universities libraries administrations compared to other universities libraries in addition to the existence of the routine feature in the work system in these libraries and employees used to and still think away from innovation and creativity.

10. Conclusion

The researcher concluded with the followings :

- 1- The Jordanian state universities libraries' need for creativity is a necessity due to the competitive environment they work within , and to achieve this, administrative units should be established to be concerned with administrative creativity and develop it following the humanistic administration approach in a manner of encouraging administrative creativity.
- 2- Administrative creativity elements in universities libraries are highly limited to : Authenticity , Flexibility, Risk-Taking. Ability to Analyze and Sensitivity to Problems.
- 3- Directors of universities libraries should develop new ideas depending on the existed ones through techniques that assist in generating creative ideas such as brainstorming sessions.
- 4- The researcher included that to love work contributes in increasing and developing creative thinking.

11. Recommendations

In light of the revealed result in this research, the researcher suggested the following recommendations :

- 1- Introducing new administrative methods and take risk in work as these are very critical for creativity in addition to not being afraid of applying methods with great deal of risk.
- 2- Concerning about the appropriate material and moral incentives and motivations for creative individuals in universities libraries.
- 3- The necessity for the administration to be interested in training directors and employees and develop them for the positive effects of this on increasing their creativity.
- 4- Concerning about viewing the problems of the library as solutions, for example the issue of the lack for information system is resolved by the system of cooperation among libraries.
- 5- Attracting creative people from both employees in the library or in other departments to the administrative levels.
- 6- The necessity of responsibilities delegation in situations that serve creativity.

Jarwan, Fathi (2002) Creativity. Amman, Dar Alfikr for Stateation.

A functional structure made up of holons is called holarchy. The holons, in coordination with the local environment, function as autonomous wholes in supra-ordination to their parts, while as dependent parts in subordination to their higher level controllers. When setting up the WOZIP, holonic attributes such as autonomy and cooperation must have been integrated into its relevant components. The computational scheme for WOZIP

is novel as it makes use of several manufacturing parameters: utilisation, disturbance, and idleness. These variables were at first separately forecasted by means of exponential smoothing, and then conjointly formulated with two constant parameters, namely the number of machines and their maximum utilisation. As validated through mock-up data analysis, the practicability of WOZIP is encouraging and promising.

Suggested future works include developing a software package to facilitate the WOZIP data input and conversion processes, exploring the use of WOZIP in the other forms of labour-intensive manufacturing (e.g. flow-line production and work-cell assembly), and attaching a costing framework to determine the specific cost of each resource or to help minimise the aggregate cost of production.

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