The Impact of Application of the Organizational Empowerment Strategy in Enhancing the Organizational Creativity in Jordanian Universities A Case Study of Zarqa University in Jordan

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Abstract: *The study aims to identify the impact of application the organizational empowerment strategy in enhancing the organizational creativity in Jordanian universities: A case study of Zarqa University in Jordan. To achieve this purpose has been to build a questionnaire included five dimensions for the organizational empowerment strategy, and the organizational creativity, consisted of (30) items, were then test the sincerity and reliability of the tool, was applied to the study sample of (65) teaching staff, chosen at random of the study population (260) teaching staff using a stratified random sample. The study findings a number of results, including:*

1. There exist a statistically significant relationship at the significant level (α = 0.05), between each one of the organizational empowerment dimensions and the organizational creativity in Jordanian Universities.

2. There exist a statistically significant impact at the significant level (α = 0.05), for applying the organizational empowerment strategy in enhancing the organizational creativity in Jordanian Universities.

Keywords: *Organizational Behavior, Empowerment, Creativity, Learning Organization.*

1. INTRODUCTION

There is no doubt that human resource considered an important factor and a key influence on the productivity of organizations, so you should use this resource is used effectively as the human element considered driving tool and directed to the various elements of production, so the interest in him began to different organizations.

Based on the foregoing, the studies have gone to pay attention to human resources and the need of human and intellectual capital greater emphasis given first as he considered a key factor in the accumulation of physical capital, prompting organizations to provide new methods to discover reservoirs of knowledge and information provision and promotion of employees trust their potential for through active participation in decision-making operations and taken to enhance the creativity and excellence in organizations.

In light of the foregoing, the focus will be on the concepts of organizational empowerment and organizational creativity and their role in the success of organizations and excellence. Since the empowerment of employees in the organization needs to enable structural and which required a possible leadership, and culture as possible, means of information and production technology, taking into account the interest factor, psychological, moral and legal workers by giving the value and importance of the post occupied by the workers, they can feel efficiency and independent, which have a significant impact on enhance the organizational creativity.

2. METHODOLOGY

2.1. The Study Problem

The study has found that many of managers do not recognize about the real importance of the empowerment and its impact on the organizational creativity in Jordanian universities, on the

other hand some manager's belief that the employee empowerment will reduce their authority. The employee empowerment is a term that many managers and organizations think they understand, but few actually do, and even fewer really put into practice. Therefore can formulate the study problem as follows:

a. What is the degree of applying the organizational empowerment strategy at Zarqa University from the viewpoint of the study sample?

b. What is the nature of the relationship between each one of the organizational empowerment dimensions and the organizational creativity?

c. Is there exist impact of application the organizational empowerment strategy in enhancing the organizational creativity in Jordanian universities?

2.2. The Study Importance

Gaining the importance of this study through achieve some benefits which are:

a. This study considered as enrichment of knowledge for the organizational empowerment and its impact in enhancing organizational creativity in Jordanian universities, where the study is gaining importance in dealing with the subject of being a very important is the application of the organizational empowerment strategy, which will reflect positively in enhancing organizational creativity in Jordanian universities.

b. Benefit decision makers, researchers and academics, to identify a modern management entrances represented by the (organizational empowerment), and provide mechanisms applied in order to enhance the organizational creativity in Jordanian universities.

2.3. The Study Objectives

The study aims to achieve the following:

a. To identify the concepts of organizational empowerment strategy and the organizational creativity.

b. To identify the degree of applying the organizational empowerment strategy at Zarqa University from the viewpoint of the study sample.

c. To identify the nature of the relationship between each one of the organizational empowerment dimensions and the organizational creativity in Jordanian Universities.

d. To Measure the impact of application the organizational empowerment strategy in enhancing organizational creativity in Jordanian Universities.

2.4. The Hypothesized Model

The following study model was built to explain the relationship between the organizational empowerment dimensions and the organizational creativity in Jordanian Universities, as shown in Figure (1) the following:
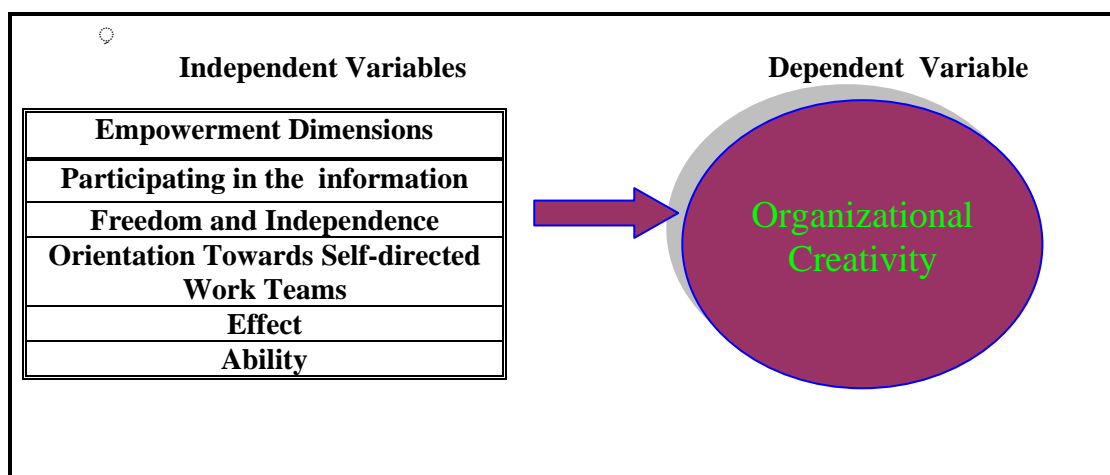

Figure1. *The Hypothesized Model*

2.5. The Study Hypotheses

To achieve the study objectives, it has been putting two hypotheses as a null form (H_0), as follows:

H_{01}: There is no a statistically significant relationship at the significant level ($\alpha \leq 0.05$), between each one of the organizational empowerment dimensions and the organizational creativity in Jordanian Universities.

H_{02}: There is no a statistically significant impact at the significant level ($\alpha \leq 0.05$), for applying the dimensions of the organizational empowerment strategy in enhancing organizational creativity in Jordanian Universities.

3. THE THEORETICAL FRAMEWORK

3.1. Concept of Empowerment

Empowerment means that employees can understand their duties before explaining (Mesbahi and Abass, 2011: 321). Empowerment is a new way to change organizations towards a more competitive and more complex than ever the future. The origin of language to enable a single means possible (Empowerment) the thing which made his authority and ability. Came the word empowerment in the dictionary (Webster) in the sense (or authorized delegate or give legal authority to someone) (Yeh-Yun Lin, 2002: 3). The Dictionary (Oxford, 500: 2005) came the word empowerment in two forms, the **first** is the formal granting of power or authority to do what work, and the **second** means granting someone greater control over his own life or the situation that is in it. This means enabling the individual's faith doing so enhances and improves efficiency. (Taneja, et al, 2009: 18) see that empowerment is: the process by which the directors to enable or assist other individuals in the investigation of influence within the organization and that the task thrill is to share information and encourage decentralization of decision-making and the broad participation of workers and be authorized to control their operations own. As pointed out (Carter, 2009: 39) that empowerment is the following: the ability and the power that makes the individual owns options in terms of resources and departments and achievements, in terms of resources include the multiplicity of social relations that are the result of a society like that (family, market, and society) these preconditions to do strategic choices.

Through the concepts contained nose and there is a kind of variation in the views of researchers around the concept of empowerment, but they did not show up to the limits of separation, but we find a lot of common characteristics, as the empowerment of workers characterized by the following characteristics:

a. The empowerment achieves more freedom for individuals and teams to perform their duties.

b. The empowerment focuses on the actual capacities of individuals in solving the labor problems.

c. Aims of the employees empowerment to exploit the efficiency with which exist within individuals fully exploited.

d. The empowerment makes the individuals less depend on management in their activities management.

e. The empowerment makes of the individuals responsible for the results of their actions and decisions.

3.2. Importance of Empowerment

A large number of researchers spoke about the importance of empowerment for organizations under intense competition and increasingly complex environment is enabling a new strategy to help organizations to change the direction of the future to keep up with future developments to maintain market share and meet the requirements of customers and maintain them. This was confirmed by (Ivan and Dean, 2009: 14) in saying: I learned a realization that to satisfy customers must enter their workers first, and leads the delegation to the satisfaction of the largest levels of the work force, and the delegation is important mainly because it improves organizational

performance and is intended mandate here empowerment. (Abass, 2009: 40) refers to the importance of empowerment in the following cases:

a. Exercise to change the status quo for the distribution of power in the organization: This is done recourse administration to transfer power to the bottom of the organizational hierarchy, and change the status of the distribution of power in the organization. This raises the question: What is the fate of middle management, and are exposed to the risk of loss of strength of the organization, and whether the new rights of the person can be granted legitimacy in the exercise of power?

b. Exercise to expand the fulfillment of the obligations of roles: Management seeks through empowerment to achieve the best response to the roles and functions across different regulatory functions circle, but that should enhance the ability of management to provide resources, tools and training necessary to support these regulatory practices.

c. The scope of the exercise of power: they must be accompanied by supporting the empowerment of employees additional powers give them the right to command in the permissible limits version, one of the aspects of the challenges with which the workers.

3.3. Dimensions of Empowerment

The study calls for empowerment to identify the dimensions that indicate the content, and many of the studies dealt with the dimensions of empowerment, and will shed light on these dimensions through the contributions of some of the researchers who took the offer empowerment and determine the dimensions of their point of view, which formulated by five dimensions, which is stabilized by this study and in order to achieve its objectives, which are as follows:

a. Participating in the Information

The basis of the program is to empowering workers to participate in the information about the business, plans, goals, strategies, and it is difficult to expect that workers provide meaningful contributions to the success of the organization unless they are able to access basic information (Yuk & Becker, 2006: 215). See (Ahmed et al. 2008: 103) that the information is a key element in the empowerment strategy, especially in the lower levels of availability through the use of reports or work teams in pursuit of the organization to make workers more Here on decision-making style. And that this information must be up to the workers directly and choose the appropriate means so without resorting to the broker and real prejudice to participate in the information. Empowerment is positive, which interacts with the problems of workers and ask them to collect information to solve and the consensus of opinion around.

b. The Freedom and Independence

The discretion is the most important factor in enabling workers because they include the granting of employed persons to act in the capacity of activities for the tasks that they practice. Discretion routine may be when workers perform their duties within the range of options available or may be freedom of creative non-routine, and this depends on the person's ability to find alternative to reflect the ability to creativity and innovation, as there is freedom of negative behavior which is emerging from what imposed by organized systems of behavior marginalize the role of workers (Al-Sa'adi 67: 2006). This was confirmed by a study ((Rofeg & Ahmed, 1998: 620) that there are three types of discretion (routine, creative, and approved). The independence: they eliminate the role of supervisors in the operations lines and giving workers broad powers to take broader areas procedures such as restoring the work structure and redistribution them and determine the product flow or the development of aggregates semi-independent courses of action and referred to teams work (Wilkinson, 1998: 44). The (Janssens, 2006: 38) pointed out independence as the extent of the individual's sense that he is able to change the direction of his life, and the extent to which they are the interactions are not tied relationship with the employer. see (Karakoc & Yilma, 2009: 7) that empowerment on the part of managers to subordinates creates a shared vision that emphasizes flexibility and independence and the exchange of information and inspire the trust for the subordinate's managers.

c. The Orientation towards Self-directed Work Teams

Work teams are a group of individuals working with them in order to achieve specific and common goals (Judah, 2009: 62). The role of the team is different in the empowerment organizations than in traditional hierarchical organizations, in hierarchical organizations is a team of different functional departments to carry out a specific task or project, but in the empowerment organizations, the team becomes a Substrate of the organizational structure of the organization. so you do not end with the task or project, which is so characteristic continue as it includes the organization of all activities. and other property, which is characterized by the organizing team under the empowerment organization he manages itself, where the team members all participate in drawing and implementing plans and labor management from the beginning until the end. (Yukl & Becrer, 2006: 217) refers to train the members of the team gives them the ability to work in different jobs increase the flexibility of the team in dealing with the shortage caused by the disease staff or work rotation, and that increased knowledge will help the team members in solving problems and suggest improvements and the establishment of workers decision-making and to start the changes in order to take responsibility for their actions, and may be more rush to produce the products and provide high-quality services.

d. The Effect

According to the cognitive empowerment model given by (Thomas & Velthouse, 1990), that the empowerment increase and stimulate internal tasks that include the general conditions of the individual, which leads directly to the task carried out by and in turn produces satisfaction and motivation and pointed out that empowerment should start from the self and the system beliefs, including beliefs, how we look to the outside world and self concept which encourages behaviors aimed and linking them with the objectives and methodologies of empowerment that apply in the organization system. and psychological dimensions of empowerment is the sensory impact, which means the degree to which perceived behavior in that it can operate a difference with respect to the completion of goal or task, which in turn talked intended to influence the individual's environment. (Njie, et al, 2008: 13) refers to the effect is the extent to which he has seen the difference that the conduct occurs in the completion of the purpose of the task.

e. The Ability

The concept of the empowerment from psychologically centered about the motivation in humans towards efficiency and professionalism, that motivation among workers aim to achieve high levels of efficiency and competence (Melhem, 2006: 30). (Sydanmaanlakka, 2003: 107) explained that the ability include (knowledge, skills, attitudes, experiences, and contacts) that the employee can perform well in some cases. (Yukl, 2006) sees that the motivation entrance to empowerment as employees empowerment to be responsible for strengthening the Ability for self-members which in turn enables leaders and motivates employees to implement burden of the responsibilities (Anderson & Sandmann, 2009: 2).

3.4. The Relationship between Empowerment and Creativity

Undoubtedly, the social exchange theory states that when takes care of the staff organization, the employees feel obligated to repay the organization when they receive the social, emotional and economic resources of the organization. Similarly, when employees are empowered, and devote the physical, emotional and cognitive resources for them to do their functions well (Muhammad, et al, 2014: 593-601). Many studies provide a positive relationship between employee empowerment and their creativity. Moreover, employees empowerment the use of personal judgment and creative more effectively and provide a fair and speedy services to customers. Due to this rule of reciprocity, organizations and improve performance through human resource management efficiently and effectively (Yukl & Becrer, 2006: 216).

4. THE METHOD AND PROCEDURES

4.1. The Study Approach

In light of the nature of the study problem and its objectives, the researcher adopted a descriptive approach to describe the study sample responses and their estimates about the applying degree of the dimensions of the organizational empowerment strategy in Jordanian universities. On the

other hand, the study used the analytical approach to measure the impact of applying the dimensions of the organizational empowerment strategy in enhancing organizational creativity in Jordanian Universities.

4.2. The Study Population and its Sample

The study population consists of all faculty members whom are working at Zarqa University, and numbered (260) faculty member. And the study sample consists of (78) faculty member, selected according to stratified random sample method, by (30%) from the population. Then the researcher distributed (78) questionnaire at members of the sample, were returned (69) questionnaire, where the percentage of questionnaires returned is (88.5%), and after review and audit questionnaires returned, were excluded (4) questionnaires for not expire because of lack of the information contained in each, and thus the number of valid questionnaires for statistical analysis (65) questionnaire, and the percentage of the number of valid questionnaires with respect to returned is (94.2%).

4.3. The Study Tool

To achieve the objectives of the study, and after returning to the administrative literature in organizational behavior and knowledge management, the tool is designed to describe the role relationship between the organizational empowerment strategy and the organizational creativity in Jordanian Universities. The tool consisted of three parts, the first part of which dealt with the demographic information, while the second part dealt with the organizational empowerment strategy dimensions, while third part included the (organizational creativity). It was the adoption of a scale to measure the organizational empowerment strategy, and organizational creativity is divided into three levels, where the calculated cut-off grade by dividing the difference between the highest value of the likert scale (5) and the lowest value in it (1) at three levels, namely that the cut-off grade is {(1-5 / 3) = 1.33}. And thus the three levels as follows:

a. Low applying: (1-2.33).

b. Medium applying: (2.34-3.67)**.**

c. High applying: (3.68-5)**.**

After that was measured the tool sincerity and its reliability, as follows:

a. Tool Sincerity

Has been verified the Face Validity of the questionnaire, and through the presentation to a group of arbitrators with expertise and knowledge of literature organizational behavior and knowledge management at Zarqa University, and was the aim of the arbitration verify the extent of items belonging to the study variables, an appropriate degree of drafting items Linguistically, Has been taking into account the comments of the arbitrators, where been modification reworded drafting some of items, so that the questionnaire is built in its final form.

b. Tool Reliability

To check the questionnaire reliability, the stability coefficient was calculated for the tool (the internal consistency of the questionnaire items) using coefficient (Cronbch's Alpha) coefficient, and the reliability coefficient for the overall tool is (0.95), as shown in Table (1) the following:

Table1. *Results of Reliability (Internal Consistency of the Questionnaire items)*

The Variables	N	Cronbach's Alpha	Stability Ratio
Participating in the information	5	0.90	90%
Freedom and Independence	5	0.68	68%
Orientation Towards Self-directed Work Teams	5	0.89	89%
Effect	5	0.76	76%
Ability	5	0.85	85%
Organizational Creativity	5	0.73	73%
Overall Tool	**30**	**0.95**	**95%**

5. THE STATISTICAL ANALYSIS OF DATA

This section devoted to present the results of statistical analysis of the data subjects' responses of the study sample, which was reached through the use of Statistical Package for Social Sciences (SPSS), in order to answer the study question and test the hypotheses, so the statistical methods that were used are (Means and Standard Deviations, Correlation Coefficient (Spearman), and Stepwise Multiple Linear Regression).

5.1. The Results Related to the Study Question

What is the degree of applying the organizational empowerment strategy at Zarqa University from the viewpoint of the study sample?

To answer the study question, it has been calculated the means and standard deviations to estimate the faculty members responses on each dimension of the organizational empowerment strategy. Table (2), refers to the results of the faculty members responses at Zarqa University, about the applying degree of the organizational empowerment strategy dimensions:

Table2. *Means and Standard Deviations for the Study Variables*

No	Empowerment Dimensions	Mean	Std. Deviation	Rank	Applying Degree
1	Participating in the information	3.83	0.87	5	High
2	Freedom and Independence	4.08	0.59	2	High
3	Orientation Towards Self-directed Work Teams	3.98	0.85	4	High
4	Effect	4.07	0.68	3	High
6	Ability	4.29	0.59	1	High

The results in Table (2), indicates to the means of the organizational empowerment strategy dimensions which are (Participating in the information, Freedom and Independence, Orientation towards Self-directed Work Teams, Effect, and Ability), (3.83, 4.08, 3.98, 4.07, and 4.29) respectively, and all means larger than the test criteria (3) of (5) on (Likert Scale). These results indicate to possession of the faculty members in Zarqa University, a clear vision about the importance of these dimensions, which indicates that the evaluation was (positive), and this means that Zarqa University applying the mentioned dimensions, with (High) degree from the viewpoint of the faculty members at Zarqa University.

5.2. The Results Related to Test the Study Hypotheses

Will test the hypotheses of the study related to the correlations and the impact, by using the correlation coefficient (Spearman), and the stepwise multiple linear regression analysis, respectively. The following is a detailed explanation of the results of hypotheses testing, as follows:

5.2.1. Test the 1st Hypothesis

H$_{01}$: There is no statistically significant relationship at the significant level ($\alpha \leq 0.05$), between each one of the organizational empowerment dimensions and the organizational creativity in Jordanian Universities.

To test the previous hypothesis, was used the correlation coefficient (Spearman), as shown in Table (3) the following:

Table3. *Correlation coefficients (Spearman) between each one of the organizational empowerment dimensions and the organizational creativity*

Variables	Participating in the information	Freedom and Independence	Orientation towards Self-directed Work Teams	Effect	Ability
Organizational Creativity	0.879 **	0.782 **	0.874 **	0.688**	0.768 **
P-value	0.000	0.000	0.000	0.000	0.000

The results in Table (3), illustrated that there exist a statistically significant relationship (positive correlation) at the significant level ($\alpha = 0.05$), between each one of the organizational empowerment dimensions and the organizational creativity in Jordanian Universities. Which is

supported by the calculated (P-values) for correlation coefficients, and all the values are less than the significant level ($\alpha = 0.05$). This means that will be **rejected** the null hypothesis (H_{01}).

5.2.2. Test the 2nd Hypothesis

H_{02}: There is no statistically significant impact at the significant level ($\alpha \leq 0.05$), for applying the dimensions of the organizational empowerment strategy in enhancing the organizational creativity in Jordanian Universities.

In order to test the validity of the 2nd hypothesis was used the stepwise multiple linear regression analysis. As shown in the following Table (4):

Table4. *Results of the Stepwise Multiple Linear Regression Analysis*

Empowerment Dimensions	Coefficients (β)	Value of (t)	Sig.	Beta
Constant (β_0)	1.161	6.981	0.000	-
Participating in the information	0.167	3.343	0.001	0.282
Orientation Towards Self-directed Work Teams	0.259	5.833	0.000	0.424
Freedom and Independence	0.308	5.633	0.000	0.350
Correlation Coefficient (R)	0.939	Determination Coefficient (R^2)		0.882
Value of (F)	151.273	Sig. of (F)		0.000

The results in Table (4) show that:

a. Validity of multiple linear regression is proven, this is supported by the value of calculated (F) which is (151.273) and that the (P-value) equals to (0.000) is less than the significant level ($\alpha = 0.05$).

b. The statistical significant of regression coefficients (β) for three dimensions (Participating in the information, Orientation towards Self-directed Work Teams, and Freedom and Independence) are proven, therefore, there exist a statistically significant impact at the significant level ($\alpha = 0.05$) for the above dimensions in enhancing the (organizational creativity) in Jordanian Universities. Depend upon the (P-values)(0.001, 0.000, and 0.000) respectively, and all the values less than the significant level ($\alpha = 0.05$). This means that will be rejected the null hypothesis (H02). While, the dimensions (Effect and Ability) are not proven the significant, which means that the mentioned dimensions have no impact in enhancing the (organizational creativity) in Jordanian Universities.

c. The value of Determination coefficient (R2) which is equal to (0.882) shows that the internal dimensions in the regression model (Participating in the information, Orientation Towards Self-directed Work Teams, and Freedom and Independence) interprets (88.2%) of variations that happen in the (organizational creativity).

d. The values of the standardized coefficients (Beta) for the dimensions (Participating in the information, Orientation towards Self-directed Work Teams, and Freedom and Independence) which are (0.282, 0.424, and 0.350) respectively, show that increase of the mentioned dimensions by a unity standard deviation will lead to advancement of the (organizational creativity) in Jordanian Universities by (28.2%, 42.4%, and 35%) respectively.

6. CONCLUSIONS AND RECOMMENDATIONS

This section deals with the most important conclusions, also included on the most important recommendations of the study in light of the results, which are as follows:

6.1. Conclusions

The study reached to a number of conclusions, among them the following:

a. The results of the correlation analysis, indicates to that there exist a statistically significant relationship (positive correlation) at the significant level ($\alpha = 0.05$), between each one of the organizational empowerment dimensions and the organizational creativity in Jordanian Universities.

b. The results of stepwise multiple linear regression analysis, refers to that the impact is a statistically significant at the significant level ($\alpha = 0.05$), for three dimensions of the

organizational empowerment strategy (Participating in the information, Orientation towards Self-directed Work Teams, and Freedom and Independence), in enhancing the (Organizational Creativity) in Jordanian Universities.

6.2. Recommendations

In light of the previous results, the study recommended the following:

a. Necessity attention of the Jordanian universities, including specifically the Zarqa University of the dimension (Participating in the information), because of its importance in enhancing (Organizational Creativity), Due to getting the fifth and last rank on the ladder priorities of the faculty members.

b. Attention to the training of the faculty members in Jordanian universities and hold relevant to the study courses, due to their importance to raise the efficiency of the faculty members and empowerment them to perform their duties effectively.

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