

The Reality of Administrative Creativity and Its Relationship With Functional Competences at Al-Istiqlal University.

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Abstract

The study aimed to know the relationship of administrative creativity in developing functional competences at Al-Istiqlal University. in order to know the reality at Al-Istiqlal University and to come up with recommendations which reinforce the role of administrative creativity at the University in order to develop job competences due to their professional importance which helps in the best achievement of work.

This study was completed in the period between July 2018 and until March 2019. The population of the study consisted of the three administrative levels (the higher administration, the intermediate administration and the lower administration). The number of the population is (100) male and female directors according to the statistics of the Department of Employees' Affairs at Al-Istiqlal University. The size of the sample is (95) male and female directors the piceniece of sample reached (95%)..

In conducting this study, the descriptive and analytical methodology was used. The researcher in gathering the data and the information used the questionnaire, the interview and reviewing the previous literature. The questionnaire was distributed electronically by using the e-mail of the University web site for all of its employees. The outputs of the questionnaire were analyzed, statistically treated and presented by the (SPSS) package through which the differences can be obtained in a precise way.

The study showed the following results: the existence of a strong relation of statistical significance, between the administrative creativity and the development of F

functional competencesof the employees at Al- Istiqlal University in the three administrative levels (the higher, intermediate and lower), the results also showed that there is a strong relation of the administrative innovation role to the development of all areas of functional competences (analysis and synthesis, adaption and response, self- management and development, the ability to make decisions and work with the team, andefficiency and effectiveness of task performance and achievement of goals) among the employees of Al-Istiqlal University. There are also

indicators at Al-Istiqlal University which indicates the existence of administrative creativity in terms of, authenticity, fluency and flexibility, and sensitivity to problems, risk and challenge, and the suitability of the general environment and the general climate at the University. Moreover, the University administration is interested in the creative abilities of its workers, and it works on developing them in a way which achieves the goals and aims of the University and serves its message with the availability of some regulations and strategies which give incentives materially and financially to the workers at the University. The results also showed that the University administration enjoys to a large extent the ability to analyse and synthesis concerning the problems, and also the job texts, analysing the previous experiences, and their characterization by adaptation and response to all circumstances and modern developments. Many matters and issues are achieved in the University by work teams, in order to achieve the objectives of Al-Istiqlal University effectively and efficiently.

Concerning the most important recommendations, they were: recommendation addressed to the University's President: the need to increase the attention towards the social issues that concern the employees, by activating the social committees' role, and establishing a social/financial solidarity fund to cover for the expenses of events and emergencies. To ensure equal opportunities and fair distribution of participation of extracurricular activities and privileges, such as (conferences, workshops, local and regional training courses), to encourage the researchers at the University to devote their attention to the topic of functional competences and study this topic scientifically as an administrative subject, to keep abreast of the latest developments in this area, also for the University to conduct a study to identify the staff's needs in order to develop the employees' skills and abilities and make professional use of them. Moreover, to work on developing a material and moral incentives system which made benefit from the University's previous and current experiences in this area, for example (the system of excellence in scientific research, and the teaching and administrative work), to take interest in the indicators and criteria of the manual of the classification of Palestinian universities to enhance the University's opportunities in the competition, regionally and internationally. Develop accurate mechanisms for effective communication and constructive criticism between all administrative levels, horizontally and vertically, to work on the dissemination of standards and procedures related to promotions and incentives to all employees in order to ensure transparency and credibility in administrative work, and finally to work on integrating employees from different backgrounds, and to take interest in their functional competences in relation to their specialities whether they were civilians or military and security.

Recommendations addressed to the managers of the administrative levels: To enhance the culture and values of the dialogue and teamwork among the managers and subordinates, especially at the administrative and low levels, and to consolidate the values and skills of team work spirit through daily practice, also to make use of all the experiences through the rotation the sites, tasks and administrative assignments, and to promote a positive competition spirit between all workers legally and in terms of security by virtue of the University's nature and security and military

privacy. Recommendation addressed to the researchers: to prepare theoretical and applied researches on the subject of administrative creativity and to link it to Al-Istiqlal University's reality and problems. To contribute in determining Al-Istiqlal University needs, scientifically, academically, in terms of security and military through the preparation of scientific and field studies. And finally, to conduct studies related to the functional competences, and to link them with other variables in order to understand the ways to develop and organize them, including the legal dimension of the functional competences.