

The Role of Strategic Leadership in Activating Time Management Strategies to Enhance Administrative Creativity Skills "Case Study: Al-Azhar University"

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Abstract: This study aimed to identify the role of strategic leadership in activating time management strategies to enhance administrative creativity skills at Al-Azhar University. The sample of the study was random stratified sample from (245) administrative employees using questionnaire as a main tool for primary data collection. Total respondent were (112) questioners. Descriptive and quantitative approach used in this study. The general results of the study showed high levels of strategic leadership at Al-Azhar University, average level of application of time management strategies and administrative creativity. This means there is acceptance approval that there is a statistically significant relationship between strategic leadership and time management strategies in Palestinian universities in Gaza Strip with a correlation level (0.724). Also, there is a statistically significant relationship between time management strategies and administrative creativity in Palestinian universities in Gaza Strip under study with a correlation level (0.848). According to static analysis, there is a statistically significant relationship between the dimensions of strategic leadership and administrative creativity in Palestinian universities in Gaza Strip under study, with a level of correlation (0.767%). This leads to high investment process for all available factors and elements in order to maximize and increase production and eliminate waste, wasted and unexploited employees' time and capabilities, which leads to achieving more effectiveness, positivity, productivity and increased organized effort. The study recommended necessity of having the elements of strategic academic leadership and activating time management strategies towards enhancing administrative creativity among workers in Palestinian universities in Gaza Strip. Also study recommended to encourage, support, and reward personal initiatives and creative ideas. Also study recommended available of wise and conscious strategic leadership to rationalize the behavior of individuals, mobilize their energies, mobilize their capabilities, coordinate their efforts, organize their affairs and direct them in the right direction towards achieving the desired goals and objectives.

Keywords: Strategic Leadership, Time Management Strategies, Creativity, University.

1. INTRODUCTION

Time is considering the most valuable item in our lives, and development of other sources is dependent on the presence and availability of time. The key to reaching success in life is to concentrate on effective time management. During the last two decades, there has been a growing recognition of the importance of time in the organizational literature.

The temporal dimension of work has become more important because of expanding global competition and increased demands for immediate availability of products and services. Garhammer (2002), has pointed at the increased pace of life shown in doing things faster (acceleration), contracting time expenditure (e.g. eat faster, sleep less), and compressing actions (making a phone call while having lunch). Other studies have examined the perception of time in organizational contexts and the experience of time pressure among employees. [1] [2]

Time management is one of the basic criteria that managers and leaders at all administrative levels must pay attention to in managing their work, through which it is possible to judge the success of employees and their abilities to complete the

work, and the importance of time management stems from the importance of time itself being one of the most valuable resources of the organization must be invested in a way that achieves goals, whether at the level of the organization as a whole or at the level of employees, and time management strategies in organizations represent a process of investment for all available factors and elements in order to maximize and increase production and eliminate waste, wasted and unexploited workers' time and capabilities, which leads to achieving more effectiveness and positivity Productivity and increasing the organized effort motivated and stimulated by efficiency, improvement, development, discrimination and creativity. The wise and conscious strategic leadership works to rationalize the behavior of individuals, mobilize their energies, mobilize their capabilities, coordinate their efforts, organize their affairs and direct them in the right direction towards achieving the desired goals and objectives.

The university's need for creativity has become a compulsory requirement if it wants continuity, survival, growth and development, since creativity is the most important area in promoting interaction in universities and achieving its goals derived from the surrounding environment.

This requires leaders who have the ability to invest time, benefit from it and not waste it, as time is one of important, unique and rare resource that must be managed effectively to achieve optimal success in accomplishing the tasks and specific goals.

In the particular case of the field of management, Peter Drucker (1967), wrote: “Everything requires time. It is the one truly universal condition. All work takes place in time and uses up time.” [3]

Unsurprisingly, time management plays an important role in numerous subdomains Time management literature reveals conflicting findings as to whether time management leads to critical and highly desirable outcomes such as enhanced well-being and improved job performance. [4]

Overall, non-experimental and experimental findings suggest that time management can improve people’s quality of life, lower stress, boost job satisfaction, and enhance other facets of well-being. [5]

Therefore, through many previous studies, researchers had found that there is weakness and lack of knowledge among many academic leaders of leadership styles that they must adopt in dealing with subordinates and how they are done by managing time to benefit from it in enhancing the administrative creativity skills of subordinates in universities.

In view of the literature review, the article raises main question of:

Q1. What is the role of strategic leadership in activating time management strategies towards enhancing administrative creativity skills among administrators at Al-Azhar University in Gaza?

2. LITERATURE REVIEW

2.1 Strategic Leadership

Leadership is the base for the prosperity of any organization. Leaders are creative, innovative, and able to face challenges and make decisions in the most difficult situations. Strategic leadership is an advanced concept of traditional leadership that takes precedence and ability to imagine and envision the future, as well as build flexibility and support others towards achieving the necessary and required strategic change. [6]

In recent decades, the topic of strategic leadership has become increasingly relevant for professionals, whether they are individuals or corporations, where strategic leadership has taken over all political, financial and economic organizations, whether at the international or local level. Companies have seen several rapid and successive changes in the last quarter of the twentieth century.

Strategic leadership is able to develop a clear and appropriate strategic vision based on strategic objectives according to an appropriate organizational culture. The goal of strategic leadership is to develop employees, which is characterized by values, ethics, innovation and flexibility. This provide continuous changing and development that leads to distinction and exclusivity at the local and global level. [7]

It is also a dynamic process that includes strategic planning, thinking and innovation with the aim of developing activities of the organization and utilizing its capabilities efficiently and effectively to achieve its goals in non-traditional ways, that depend on changing systems and procedures in line with the conditions of each organization. [8] [9]

In spite of the long history of research on leadership, social scientists, primarily organization behavior scholars, have only recently begun to single out strategic leadership as a focus of attention. In the meanwhile, the practice of strategic leadership appears to be animated by persistent myths, sometimes created by the trade press, other times by the personal experience of leaders. [10]

The concept of leadership is not a new topic of discussion. Ancient Greek philosophers such as Plato, Socrates, Aristotle, Plutarch and Caesar had discussed very much earlier about it. However, in today’s modern world, leadership concepts are still being vigorously debated by scholars, especially those who are directly connected to school leadership fraternity. Indeed, they also mutually agree that the wisdom and practices of school leadership are vital to the successful functioning of a school.

According to Norzailan et al. (2016), strategic leadership involves dealing with issues commonly addressed by top management team. Developing strategic leadership competencies is distinct from developing supervisory skills or developing leaders to lead operations while the basic skills of leading people and operations are still important, it is not sufficient for strategic leadership. [11]

Fig. (1) presents the functions of strategic leadership, the attributes of strategic leaders, organizations-level outcomes that strategic leaders influence, the theories and mechanisms that relate strategic leaders to these outcomes, and the contextual factors that moderate these relationships. [12]

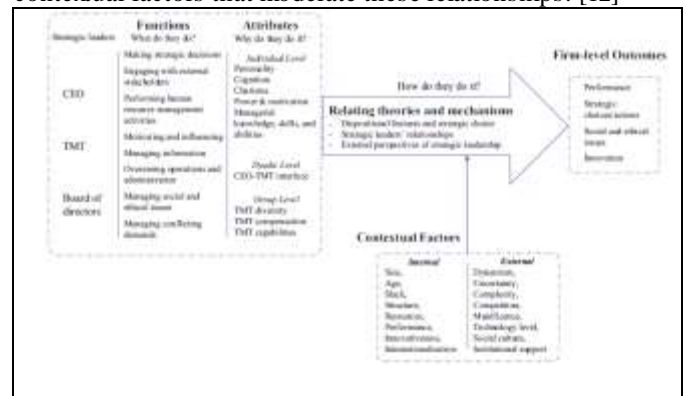


Fig.1 Strategic Leadership Framework

Source: Samimia et al. (2020), p. 2

Making strategic decisions

Via the decisions they make, strategic leaders affect organizations. In comparison to decisions taken at lower organizational levels, the decisions of the upper levels indicate large allocations of resources and responsibilities that can have enduring repercussions for organizations.

Following this premise, scholars have explored the roles of strategic leaders in making a variety of strategic decisions

with regard to innovation, acquisitions, strategic change, or diversification.

Research investigating this position concludes that the strategic decision-making process is driven by a broad range of reasons and that such decisions have significant consequences for company-level performance. [13] [14]

Several significant aspects of the role remain understudied, despite the broad body of research on the strategic decision function. For instance, researchers have given little attention to indecision (lack of decision-making) and the discarding of available choices in terms of the strategic decision-making process. Due to potential challenges or possible negative effects, strategic leaders often postpone or delegate such strategic decisions. The drivers behind such attitudes and their effect on the business remain unexplored.

Leiblein et al. (2018), recent work on the characteristics of strategic decisions highlights relevant opportunities to explore this function further. For example, available strategic alternatives are likely a result of prior commitments and decisions. [15]

Strategic decisions are decisions that are highly interdependent with other decisions contemporaneous decisions, decisions by other economic actors, and future decisions. The most strategic decisions are those most interdependent with other choices in defining the terms of the performance or value they generate.

Following Steen (2017), strategic decisions are decisions that, due in large part to this interdependence, have the greatest potential to guide or shape the selection of these other interdependent decisions into patterns that are super additive to performance. Decisions become more strategic due to their interdependence with other decisions along three dimensions, as depicted in Fig. (2). [16]

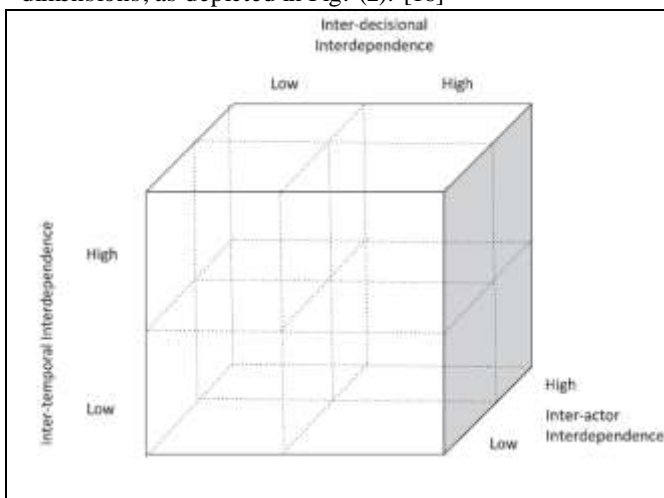


Fig.2 Characteristics of Strategic Decisions

Source: Steen, E. (2017), p. 561

First strategic decisions are interdependent with other contemporaneous decisions faced by a focal economic actor; that is, they demand that decision makers understand the fit or interdependence of one choice with other contemporaneous decisions. [17]

Second, with the decisions of other economic actors, strategic decisions are interdependent. These other actors are also actors over which the focal decision-maker, such as rivals, cooperators, and suppliers, has only indirect power and control. [18]

Third, strategic decisions are inter-temporally interdependent in that they guide future choices. This inter-temporal influence may reflect irreversible commitments, involve sunk costs, lead firms to consider benefits of committing vs. waiting, or demand path-dependent investments. [19]

Following this logic, the least strategic decisions are at best additive to performance (decisions in the lower, left, front part of Fig. (2)), while the most strategic decisions are interdependent with other decisions along the three dimensions and have the potential to be super-additive to performance along all of them.

An examination of changing patterns of strategic decisions over time might be more insightful for understanding strategic leadership, as gradual changes in an organization strategy could reflect significant efforts from leaders to change the course of an organization.

Functions of strategic leaderships

Strategic leaders are expected to fulfill specific roles and responsibilities. Moreover, executive roles may have changed in the past half century, making categorization more relevant for strategic leadership in the 21st century.

1- External stakeholders: Strategic leaders build and manage relationships outside the firm and represent the image of the firm to external parties. The external leadership function encompasses leaders' interactions with external parties that have the potential to influence the firm. These external leadership behaviors can deliver strategic advantages, such as providing access to important resources or enhancing the firm's reputation. External relationships can also help strategic leaders to navigate crises. [20] [21]

2- Operations and administration: Strategic leaders may be the organizational structure's builders, set requirements to facilitate learning processes, and put in place protocols to track other members of the organization. The capacity of these programs to influence the relationships, processes, and controls of reporting can have important consequences for strategic execution, adaptation to evolving conditions, and firm results. Activities important to this role are essential to the power of strategic leadership, as they set the organizational context and influence the implementation of initiatives. [22] [23]

3- Social and ethical functions: Research has linked strategic leadership to a number of social or ethical consequences, ranging from bribery or tax avoidance participation to corporate social responsibility. These behaviors and initiatives, in turn, have major consequences for stakeholders, firm credibility, and efficiency. Strategic leaders, especially CEOs, have significant discretion with respect to tax avoidance or resource allocation decisions for CSR. In addition, strategic leaders are typically responsible for, even though they are unaware of, major ethical controversies. [24]

4- HRM activities: Strategic leaders make decisions regarding the selection, evaluation, compensation, and development of other organization members. For example, BODs appoint, evaluate, and dismiss the CEO, which has important implications for the firm. The BOD also sets the compensation of top executives, which influences executive behavior and firm-level outcomes. Different types of compensation incentives and possible compensation disparities among executives can influence firm performance. [25]

5- Managing information: In both internal and external contexts, strategic leaders acquire, process and use the information available. Strategic leaders will control the organization's access to information as well as its integration and delivery within the company, in addition to using the information to make decisions. Information collection, processing and dissemination can shape the company in many ways and represent a daunting endeavor for strategic leaders in usually unpredictable environments who face a wide range of stimuli. [26] [27][28]

6- Motivating and influencing: How followers view and impact the leadership styles exhibited by strategic leaders? Strategic leaders' actions can unify, inspire, and enable followers to embrace a strategic vision and form the culture of organizations. One significant underlying assumption in studies of this position is that, through a cascading effect, strategic leaders influence followers at lower levels of management, with whom there is little contact. Transformational leadership and its impact on results such as company efficiency, creativity, or environment are a prominent subject. [29]

Strategic leadership has an active role in developing universities to achieve their strategic goals, and giving them the ability to ensure their survival, development and growth, and to adapt to contemporary environmental events and changes, through their ability to influence and their superior flexibility in dealing with events. Universities can only develop if there are strategic leaders with a clear and accurate strategic vision that looks to the future and keeps pace with changes in the internal and external environment. [30]

According to Hitt & Duane (2002), strategic leadership represents the essence of strategic management to the extent that there is effective strategic leadership at the top of organization in particular and at all levels at large, the extent to which strategic management succeeds in achieving its goals. [31]

2.2 Time Management

The interest in time management is by no means new. The problem of how to manage time was already discussed in the 1950s and 1960s, and several authors proposed methods on how to handle time issues on the job (e.g. Drucker, 1967; Lakein, 1973; Mackenzie, 1972; McCay, 1959). They suggested simple remedies such as writing work plans down on paper (so-called "to-do lists") in order to increase job performance. At the same time, some authors (e.g. Drucker, 1967) recognized that planning tasks and activities does not

always lead to the completion of planned work, especially when time pressure is high. [32][33]

Time management is about self-management and managing the affairs of the job in a way that ensures achieving the results stated in the available time, and it is one of the mechanisms that facilitates the achievement of goals in any company or operation. One cannot manage his time, but he can learn how to use it. It can be said that time management is about self-management and managing the affairs of the job in a way that ensures obtaining the results specified in the available time.

Time management, which incorporates the terms management and time into one concept, means combining two aspects of success for any company in managing its work and achieving its desired goals, and it allows the manager the opportunity to estimate time to find solutions to issues and prepare for the future, as well as to assess change and progress in general. However, it does not offer solutions to the management concerns.

Time management is a modern strategic concept that derives from an organization's mission's overall vision. Individuals and machines are followed by the techniques and processes of this principle at each point of the administrative or efficient process. It is a holistic process that occurs through administrative and business functions, as well as organizational activities that rely on the application of high skills and personal talents. Distinctive in that it will use all options to meet the needs of the individual and community. It has the ability to rationalize and use time while still allowing for immediate and future events. [34]

There is, however, no widely established definition of time management. Some define it as a "combination of time assessment, goal setting, planning, and monitoring activities" or a "self-controlled attempt to use time in a subjectively efficient way to achieve outcomes". [35] [36]

The challenge of describing time management is intensified by the fact that various disciplines have slightly different meanings of the term. For example, in sociology, the focus may be on personal time structure, while in psychology, the focus may be on the ability to adhere to schedules and make reasonable predictions of how long a job will take.

In line with this perspective, individuals make decisions about how they allocate time. Accordingly, time management can be defined as a form of decision making used by individuals to structure, protect, and adapt their time to changing conditions. This definition is consistent with an agentic perspective of time. Indeed, calendars, schedules, holidays, semesters, clock time, and weekends are not "brute physical facts"; rather, they are social constructions subject to change and negotiation. [37]

At the individual level of analysis, people are arguably free to organize their time as they see fit by drawing on existing time models or creating their own unique time structures. In fact, sociological research suggests that even when people complain of having little control over their time, the reality is that they often do, but prefer to absolve themselves of responsibility by denying their ability to manage it. [38]

Virtually all of the studies focused on two main outcomes of time management: well-being and performance. This emphasis is not surprising because these are key outcomes for individuals and organizations and the focus of most management theories as well as the target of many interventions and practices. [39][40]

Well-being is the experience of pleasant emotions, low levels of negative moods, and high life satisfaction. Overall, nonexperimental and experimental findings suggest that time management can improve people's quality of life, lower stress, boost job satisfaction, and enhance other facets of well-being. [41]

Conclusions about the positive effects of time management on performance have not been consistent when studies relied on other types of designs and measures. Results concerning time management and performance conceptualized as results or outcomes are mixed. However, individual performance can also be conceptualized as behaviors rather than results.

The existing evidence suggests a complex relationship between time management and performance. Time management seems to have more consistent effects on performance defined as behaviors compared to performance defined as results or outcomes. [42]

2.3 Administrative Creativity

The process of administrative creativity is an urgent necessity in the organization, and as a result, the organization should look for different ways to improve administrative creativity by creating suitable conditions, enhancing and expanding work in organizations, and concentrating on human resources, which is the primary focus of the organization's work. Administrative innovation is a dynamic process that involves versatile, non-rigid thinking that contributes to growth and the ability to think creatively according to new perceptions with the goal of devising ways to improve organizational efficiency.

Despite the frequent use of creativity as a fundamental factor affecting the improvement of the efficiency of organizations of various fields, there is no single knowledge of administrative creativity on which researchers can unite.

The administrative creativity includes a set of resources based on the human element and knowledge. Being ordered and organized in steps and phases of activities which are being approved to achieve creations in the form of a product or a service or a system. [43]

The renovation is considered the essence of the administrative creativity of any organization, making it an urgent need. It contributes in improving the capabilities and generation of ideas. It is coping with the modern technical developments, problem solving and participating in making the proper decisions in the proper time. [44][45]

If it is connected to the creation of a good or a service, or to the resources, processes, and activities, or to the techniques, policies, and organizational programs, creativity is intended to generate value or develop a new and useful concept. According to Bruise (2016), an organization's and its employees' ability to succeed and be creative and inventive is dependent on their ability to deal with change. [46]

determining the need for the organization's administration to establish administrative principles and methods in order to provide the conditions for human minds to continually build and evolve by creating a suitable organizational environment as well as an interactive environment that aids in the transfer of information and accumulated experiences, as well as the growth of imagination and the creation of the organization as an interactive organization.

The creative process isn't just about making products or coming up with new ideas. It goes beyond providing programs or achieving objectives to include problem solving.

Types and characteristics of administrative creativity

In 1990s, a model was developed to measure the organization's creativity levels of artistic creation and administrative creativity across the roles played by human resources. Creativity is divided into three types according to their entries: [47]

1. The entrance to the technical social systems: the creativity in it is divided into two main sections: administrative creativity and artistic creation.
2. The introduction of the characteristics of creativity: it is specific to individuals and includes: programmed creativity and un-programmed creativity.
3. The portal of creative sources: includes emergency creations, adopted creations, and imposed creations.

Al-Saidid et al. (2020), pointed out that the most important characteristics of creativity include the following: [48][49]

1. Creativity is a human phenomenon: Its existence is general in humans, but to varying degrees, not limited to those with talent or high intelligence.
2. Creativity is a complex phenomenon: It is controlled by many factors, so many theories have emerged that try to understand and interpret it.
3. Creativity is healthy: If a person realizes that he is a creator, he has increased his self-esteem, which helps him to produce and be positive.
4. Creativity is linked to the reality and characteristics of the organization: the more creations are compatible with the characteristics of the organization, the more they are encouraged, accepted and worked out, and vice versa.
5. Creativity is an individual and collective phenomenon.
6. Creativity as a function of personality is linked to the inherited factors and can be developed.

Creativity and strategic leadership

The role of creativity in leadership is vital to any organization's survival in the ever-changing business and cultural climate that exists today. The study of Mumford, Scott et al. (2002), found that a crucial variable for creativity and innovation is leadership behavior in an organization, so the dynamic interaction must be produced between leadership style and creativity for encouraging, supporting, and energizing the behaviors and perceptions of employees. Administrative creativity has always been an important part to promise the change and progress of any organization, which is the key demand of this era. [50]

The value of leaders' leadership styles and their relationship with employees' job satisfaction, effectiveness, and overall outcomes has been recorded in numerous studies. Numerous variables, however, may play a mediating role in leadership styles/outcomes. [51]

Creative leaders share a set of characteristics and behavioral patterns that enable them to lead an innovative organization. They invest efforts to examine challenges of the business environment, seek new opportunities, and improve operational efficiency.

In this competitive world, higher education institutions are facing many new challenges, such as economic transformation, globalization, and the growth of technology, which in turn have an impact on organizational goals. The nature of organizations that we have today demands effective leaders who fully understand the complexities and challenges of a rapidly changing environment. An effective leader with an appropriate style is necessary for the attainment of desired goals.

A good leader has the capabilities to communicate the mission and vision of the organization and to motivate his or her employees to do their best. Confidence and encouragement always come from the leader.

There are different leadership styles that can be useful in running an organization and can also help followers to perform well and be creative in performing their duties. It is important to select the style that not only suits the leader, but also complies with the creativity of his or her followers. [52][53]

Therefore, leaders of higher education need to be aware of and understand the fact that leadership styles and their influence on leadership outcomes and creativity are significant factors to achieve organizational goals.

Universities essentially strive for creativity and innovation through knowledge creation and transfer. As higher education institutions, they play a crucial role in society, and are considered key institutions for social and economic development especially in the knowledge economy. [54]

Academic leaders must balance the needs of a variety of stakeholders, including governments, students, accrediting agencies, administrative and academic personnel, and industry partners.

Academic leaders are kept to high expectations when it comes to excellence in science, education, and public service. Moreover, leadership in academia spans across multiple levels, including individuals, teams, and the entire organization. These and other factors have led to the conclusion that "leadership in the corporate arena, however complex that might be, is substantially less complex than leading in academia. [55][56]

Smothers et al. (2011), analyzed expectations of the leadership abilities and traits of "ideal" administrative leaders (e.g., deans, department heads) in business schools of private and public universities in the United States. Expectations were context-specific, varying substantially across private and public universities. [57]

Conceptualizations of ideal leadership in private universities included managerial acumen, representing stakeholder needs to faculty, facilitating external reputation and faculty research productivity, as well as leading by example. The picture of ideal leaders in public universities included balanced focus of teaching, research, and service, being an enthusiastic administrator, facilitating faculty research and productivity, being equitable, an effective administrator, and strategic motivator.

From previous literature review, the following hypotheses in this research can be written as the following:

H1: *There is no statistically significant relation between strategic leadership and time management strategies.*

And from main hypothesis we have four sub-hypotheses:

H1-1: *There is no statistically significant relation between strategic orientation and time management strategies.*

H1-2: *There is no statistically significant relation between intellectual capital development and time management strategies.*

H1-3: *There is no statistically significant relation between organizational cultural ethics and time management strategies.*

H2: *There is no statistically significant relation between time management strategies and administrative creativity.*

H3: *There is no statistically significant relation between strategic leadership and administrative creativity.*

3. RESEARCH DESIGN

3.1 Research population and mythology

This study conducted at Al-Azhar University in Gaza, Palestine on administration staff with total population (245) employees. The research sample were (170) employees and structured sample used. The number of valid questioners was (112).ⁱ

Since the nature of hypothesis and the variables involved are the ones that control the selection of the appropriate tool, accordingly, the researchers have prepared a measure for that study commensurate with its objectives and requirements, the elements of strategic leadership, time management and administrative creativity.

The process of designing and preparing the study scale has gone through several stages. Review the literature of strategic leadership, time management, administrative creativity and previous studies on the subject of the current study. After that collecting and define scale paragraph and formulation of the standard expressions according to the study sample. Then setting and modify the meter instructions and correct it. Also authors conduct the stability and honesty of the scale.

The first dimension referring to strategic leadership prepared by the authors from (16) with three sub-fields (strategic orientation, intellectual capital development, organizational cultural ethics). The second dimension of the instrument which measure time management was developed depending on literature review and consist from (12) paragraphs. The third dimension measures administrative creativity and consist of (9) paragraphs.

Also Trustees validity has been conducted by a group of expert in strategic leadership, time management and administrative creativity. Those statements were further revised and modified by the experts in a subsequent stage before drafting the final version of the questionnaire.

A five-point Likert scale of agreement was used for measurement, running from “Strongly Agree” to “Strongly Disagree”, with a Neutral category for scale midpoint.

Several statistical tools were used for data analysis and hypothesis testing, including reliability Correlation using Cronbach’s alpha, split-half, T test, step-wise regression and Pearson Correlation.

3.2 Validity and reliability assessment

The study adopted Cronbach’s α and split-half to measure the internal consistence reliability of the questionnaire. The results showed that Cronbach’s α value and for all dimensions were $> (0.5)$. It indicated that the design of the questionnaire had a high internal consistency as shown in table (1).

Table 1: Coefficients of Alpha Cronbach

Field	No. of paragraphs	Alpha-Cronbach stability	Sig.
Strategic leadership	16	0.901	0.001
Time management	12	0.824	0.001
administrative creativity	9	0.837	0.001
All fields			

3.3 Data analysis and discussion of results

Descriptive analysis for independent variable (strategic leadership) to determine weighted average and rank for paragraphs are shown in table (2).

Table 2: Descriptive Analysis for Strategic Leadership

NO.	Sub-Field	Mean	Dev.	Weight	Rank
1	Strategic orientation	3.8	75.9	0.773	3
2	Intellectual capital development	3.7	74.2	0.85	2
3	Organizational cultural ethics	3.71	74.00	0.939	1
Total Results		3.81	74.7	0.866	

According to previous table (2), the relevant importance can be shown as following:

1- Academic leaderships in universities have the ability to stimulate intellectually by encouraging workers to innovate and innovate in ideas, enhance the awareness of workers to understand problems, provide a degree of risk to implement ideas and encourage employees to be creative. This result shown as sub-field organizational cultural ethics rank (1).

2- Academic leaders work on motivation by rewarding outstanding performance, appreciate the high achievement of subordinates, and have the ability to deal with ambiguous

and complex situations. They encourage employees to achieve higher results than they expect and strive to solve problems in an innovative way.

3- In general view, Academic leaders in universities possess a leadership personality by having leadership skills that enhance confidence between them and their subordinates and have a clear vision for their career future, and they feel proud of the level of performance of his subordinates..

Table3: Descriptive Analysis for Time Management

No.	Field	Mean	Weight	Dev.	Rank
1	There is a pre-planning of actions and tasks before they are executed.	3.7	73.8	0.696	8
2	Time is adequately allocated to all activities and daily tasks	3.6	71.6	0.868	11
3	Some time is devoted to planning and thinking about the daily work.	3.7	74.0	0.598	7
4	The goals are clearly defined for everyone in the university.	3.76	75.6	1.047	3
5	Goals set have a degree of flexibility that is changed by changing the surrounding environment.	3.8	76.5	0.824	1
6	Coordinate the efforts of employees in order to achieve the set goals.	3.89	75.4	1.262	5
7	Subordinates are delegated to the repetitive tasks and tasks each who has applied his competence.	3.79	75.8	0.836	2
8	Some of the subordinates are delegated to the work of others when there is a lack of practical experience	3.71	74.2	1.139	6
9	Delegates to the subordinates in	3.71	74.2	0.817	5

No.	Field	Mean	Weight	Dev.	Rank
	the information that requires a lot of time in preparing it.				
10	Information technology used contributes to saving time in the decision-making process.	3.61	72.7	0.977	10
11	Information technology contributes to rationalizing the costs of the university decision-making process	3.64	72.8	1.13	9
12	Information technology contributes to improving communication for decision-making between all administrative levels.	3.7	74.0	0.637	7
Total Results		3.78	75.6	1.006	

According to previous table (3), the relevant importance can be shown as following:

- 1- The respondents agreed on that goals have a degree of flexibility that is changed by changing the surrounding environment. This is due to the fact that many rapid changes occurs daily in knowledge economic era.
2. Phrase (7) "The subordinates are delegated to the repetitive tasks and tasks each who has applied his competence." ranked (2). Delegation is one of empowerment activities in strategic leadership. The fact that organizations facing changeable new crisis Covid-19 pandemic in 2019 till now, delegation is an essential subject for leaders. [58]
3. Information technology contributes to rationalizing the costs of the university decision-making process and communications.
4. In general view, time is adequately allocated to all activities and daily tasks, and used in a way that is appropriate for the tasks.

Table4: Descriptive Analysis for Administrative Creativity

No.	Field	Mean	Weight	Dev.	Rank
1	Leadership has the ability to constantly think	3.56	71.2	1.214	4

No.	Field	Mean	Weight	Dev.	Rank
	about everything that is new.				
2	Administration is working on collecting and sharing information to develop ideas in introducing new services.	3.43	68.6	0.733	8
3	Administration is working on renewing and developing methods of contacting its customers to provide them with information about the advantages it offers.	3.7	73.0	1.17	3
4	Administration has the ability to continuously develop student services	3.51	70.2	1.125	5
5	University administration offers many renewable benefits to the surrounding community in proportion to its needs	3.19	63.8	0.953	9
6	University administration is keen to make a change in working methods from time to time	3.5	70.2	1.156	6
7	Planning to address business problems should they arise	3.72	74.4	1.063	2
8	University administration is keen to know the shortcomings and weaknesses in the performance of employees	3.48	69.6	0.865	7

No.	Field	Mean	Weight	Dev.	Rank
9	University administration have sufficient skills in debate and dialogue and the ability to persuade	4.0	79.2	0.999	1
Total Results		3.565	71.1	1.008	

According to previous table (4), the relevant importance can be shown as following:

1. University administration have sufficient skills in debate and dialogue and the ability to persuade. Respondent agree with (79.2%). Negotiation skills are one of most important strategic leaders characters.
2. Renewing plans and offers taking medium respond. As environment keep changing, more competitors in market, plans are more flexible. The top management needs to give always new plans and benefits to stakeholders. To ensure stability in the competitive market, renewal is vital.
3. Sharing community and stakeholders, asking for outsourcing ideas and new programs, listen to others and integrity and transparency need to be in high levels of participating.

Pearson correlation coefficient used to test first hypothesis **H1** and sub-hypotheses as shown in next table number (5).

Table 5: Pearson Correlation Coefficient between Strategic Leadership and Time Management

NO.	Hypothesis	Pearson correlation coefficient	Sig.
1	H1-1: <i>There is no statistically significant relation between strategic orientation and time management strategies.</i>	0.634*	0.000
2	H1-2: <i>There is no statistically significant relation between intellectual capital development and time management strategies.</i>	0.641*	0.000
3	H1-3: <i>There is no statistically significant relation between organizational cultural ethics and time management</i>	0.624*	0.000

NO.	Hypothesis	Pearson correlation coefficient	Sig.
	<i>strategies.</i>		
	H1: <i>There is no statistically significant relation between strategic leadership and time management strategies.</i>		0.642

Table (5) reveals that the findings of significance level for all hypotheses are less than (0.05), which means that we can rely on the previous model and circulating the sample results on research community.

The main hypothesis result showed that Pearson correlation is (0.642) and Sig. \leq (0.000). This indicates a statistically significant relationship between strategic leadership and time management.

Therefore, the results of the analysis proved the existence of a relationship between the independent variable (strategic leadership) and the dependent variable (time management). According to that, we refuse hypothesis H1 and accept H0.

H0: *There is a statistically significant relation between strategic leadership and time management strategies.*

Pearson correlation coefficient used to test second hypothesis **H2** in next table number (6).

Table 6: Pearson Correlation Coefficient between Time Management and Administrative Creativity

NO.	Hypothesis	Pearson correlation coefficient	Sig.
1	H2: <i>There is no statistically significant relation between time management strategies and administrative creativity.</i>	0.810*	0.000

Table (6) reveals that the findings of significance level for all hypotheses are less than (0.05), which means that we can rely on the previous model and circulating the sample results on research community.

The main hypothesis result showed that Pearson correlation is (0.810) and Sig. \leq (0.000). This indicates a statistically significant relationship between time management and administrative creativity.

Therefore, the results of the analysis proved the existence of a relationship between the independent variable (time management) and the dependent variable (administrative

creativity). According to that, we refuse hypothesis H2 and accept H0.

H0: H2: *There is a statistically significant relation between time management strategies and administrative creativity.*

Pearson correlation coefficient used to test second hypothesis **H3** in next table number (7).

Table 7: Pearson Correlation Coefficient between Strategic Leadership and Administrative Creativity

NO.	Hypothesis	Pearson correlation coefficient	Sig.
1	H3: <i>There is no statistically significant relation between strategic leadership and administrative creativity.</i>	0.767*	0.000

Table (6) reveals that the findings of significance level for all hypotheses are less than (0.05), which means that we can rely on the previous model and circulating the sample results on research community.

The main hypothesis result showed that Pearson correlation is (0.767) and Sig. ≤ (0.000). This indicates a statistically significant relationship between strategic leadership and administrative creativity.

Therefore, the results of the analysis proved the existence of a relationship between the independent variable (strategic leadership) and the dependent variable (administrative creativity). According to that, we refuse hypothesis H3 and accept H0.

H0: *There is a statistically significant relation between strategic leadership and administrative creativity.*

4. CONCLUSION

The results showed a correlation between the dimensions of strategic leadership between time management strategies of administrative staff in Palestinian universities in the Gaza Strip under study. Also there was a correlation between time management strategies and administrative creativity among employees. Adding to that there was a correlation between dimensions of strategic leadership and between administrative creativity.

Strategic leadership practicing from administrative employees, but still issues like delegation, empowerment, sharing employees and information technology infrastructure need to be enhanced.

Findings of this article explore the importance of strategic leadership and empowerment of employees to reach high levels of administrative creativity.

Variables that must be focused more in the future are concentrating on elements of strategic academic leadership and activating time management strategies towards enhancing administrative creativity among employees in Palestinian universities in the Gaza Strip.

Furthermore, Working to encourage, support, and reward personal initiatives and creative ideas.

Also study recommended available of wise and conscious strategic leadership to rationalize the behavior of individuals, mobilize their energies, mobilize their capabilities, coordinate their efforts, organize their affairs and direct them in the right direction towards achieving the desired goals and objectives.

Furthermore, the role of creativity in leadership is vital to any organization’s survival in the ever-changing business and cultural climate that exists today. Administrative creativity has always been an important part to promise the change and progress of any organization, which is the key demand of this era.

Further studies needed to decide what kind of leadership style is appropriate for universities. As recent studies classified leadership to transformational, transactional and passive - avoidant leadership in levels of developing creativity.

Others differentiate between two forms of leadership in academia: administrative leadership (i.e., leadership of universities by presidents/principals, vice president/pro-rectors, deans and heads of departments or institutes) and research leadership (i.e., leadership in universities by professors, research group leaders, and other academic staff leading research projects).

In this article we study strategic leadership without confederation of the leadership type. Authors encourages more research in this topic to clarify which leadership style is the best for administrative creativity.

Using time management strategies as intermediate variable in this article, doesn’t minimize the role of leadership in creating creativity atmosphere in the organization.

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