



IMPACT OF APPLICATION OF THE CREATIVE BEHAVIOR STRATEGY IN IMPROVEMENT THE EFFICIENCY AND EFFECTIVENESS OF THE JORDANIAN UNIVERSITIES-A CASE STUDY OF ZARQA UNIVERSITY

Dr. Laith Abdallah Alqhiwi¹

¹Assistant Professor, Department of Business Administration, Faculty of Economics and Administrative Sciences, Zarqa University, Zarqa, Jordan.

**** This Research is funded by the Deanship of Research and Graduate Studies in Zarqa University, Jordan.**

ABSTRACT

The study aimed to identify the impact of application of the creative behavior strategy in improvement the efficiency and effectiveness of the Jordanian Universities: A case study of Zarqa University. The study population consisted of Jordanian universities, Zarqa University was chosen as a case study, and was chosen as a random sample of (75) teaching staff, were distributed a questionnaire study for them. The study found several results, highlighted by:

a. The results of the analysis showed that the evaluation of teaching staff to the application level of creative behavior strategies at Zarqa University which are (organization's objectives, incentives and rewards, scientific promotions, and job satisfaction) were the (high) degree for all strategies.

b. The results showed that there exist statistically significant impact at the significance level ($\alpha = 0.05$), for the creative behavior strategies for (organization's objectives, incentives and rewards, scientific promotions, and job satisfaction) each individually in improvement the efficiency and effectiveness of the Jordanian universities.

The study concluded that a number of the recommendations was the most important: necessity of attention Zarqa University of creative behavior strategies, specifically the two strategies (job satisfaction, and organization's objectives), since they won the last two rank in the scale priorities of the faculty members at Zarqa University.

KEYWORDS: Creative behavior strategy, Efficiency & Effectiveness, Job satisfaction, Jordanian universities, Zarqa University.

1. INTRODUCTION

Undoubtedly that the era in which we live is characterized by change and rapid development, and overcome by institutional nature, which requires that the individual be creative in order to be able to adapt with the circumstances and variables surrounding it, also it requires the institutions to be a high degree of efficiency and effectiveness is not be achieved except by creative effort, and the creativity plays a great role in individuals of any society is reason to believe that the developed countries have not reach what they are from the lead, but the result of creativity for individuals and institutions.

As there are many requirements and the dynamic needs of each organization arise as a result of the privacy of building the organization and its scope of work, and the organization need in dealing with its needs to take a set of decisions unfamiliar to be able to continue and progress, many of the internal and external problems confronting the organization needed to solutions that keep pace with new developments and faced with of the challenges which needs to administrative creativity among its employees. Creativity needs to climate characterizes the organization, where the studies in this area indicated that the creative behavior in the organizations is the result of four factors interactive with each other (individuals, leadership, collective the work, and organizational climate).

The interested sees that the main axis in the organizations to learn the creative behavior strategy in enhancing the creative output business adopts an organizational environment that provides legitimacy to the creative directions and melted down within a scientific foundations and provide a legitimacy to the directions and rooted the creativity as a goal the founders in which all employees participate, and the translation of these creative value to the practice and method of work, and the organization offers the material and moral incentives to do so.

2. METHODOLOGY

2.1. The Study Problem:-

Many of the production and service companies experiencing its inability to launch of creations and initiatives of its employees, due in our appreciation to a number of causes that hinder creativity in general, and the administrative creativity, particularly in these public institutions. Therefore, this study was came to explore this problem and give some solutions that may be useful in the processed or minimizing the effects. Based on the this study can be summarized the problem in measure the impact of applying the creative behavior strategy in improvement the efficiency and effectiveness of the

Jordanian universities. And in view of this can be expressed as a problem of the study by answering the following questions:

- a. What is the level of applying the creative behavior strategies at Zarqa University from the perspective of the faculty members?
- b. Is there exist impact for applying the creative behavior strategy in improvement the efficiency and effectiveness of the Jordanian universities?

2.2. The Study Importance:-

Occupies the subject of the creative behavior a prominent position among a lot of many studies, specifically in the field of medicine, industry and psychology, management, sociology and other fields. The importance of this study is to identify the nature of creativity and its importance for institutions, which stimulates the institutions to adopt policies that encourage the creative behavior and its development among its employees, helping to improve the efficiency and effectiveness of these institutions.

Based on the above, this study is gaining its importance through the following:

- a. This study has given the subject of creativity particular importance for being considered an essential instrument for growth and survival of contemporary organizations and their ability to adapt to the environmental conditions on one hand, and its clear impact in improvement the efficiency and effectiveness of Jordanian universities on the other.
- b. Analyzing the impact of applying the creative behavior strategy in improvement the efficiency and effectiveness of the Jordanian universities.
- c. Reaching to some conclusions and recommendations stating the decision makers at the Jordanian universities in order to accuracy when applying the creative behavior strategy, which in turn will be reflected positively on the efficiency and effectiveness at the mentioned universities?

2.3. The Study Objectives:-

Involves the main objective of the study to measure the application of the creative behavior strategies in improving the efficiency and effectiveness of the Jordanian universities, through the achievement of the following sub- objectives:

- a. To identify the concept of the creativity and the importance of applying the creativity strategies in institutions.

- b. To identify the properties of the creativity and the creative behavior for employees.
- c. Measuring the impact of applying the creative behavior strategy in improvement the efficiency and effectiveness of the Jordanian universities.
- d. Offer some recommendations and suggestions for decision-makers in Jordanian universities with a view to their adoption in order to improve the efficiency and effectiveness of academic performance in the mentioned universities.

2.4. The Hypothesized Model:-

In light of the study objectives were constructing the study model in order to measure the impact of applying the creative behavior strategy in improvement the efficiency and effectiveness of the Jordanian universities: A case study of Zarqa University. As shown in the following figure No. 1:

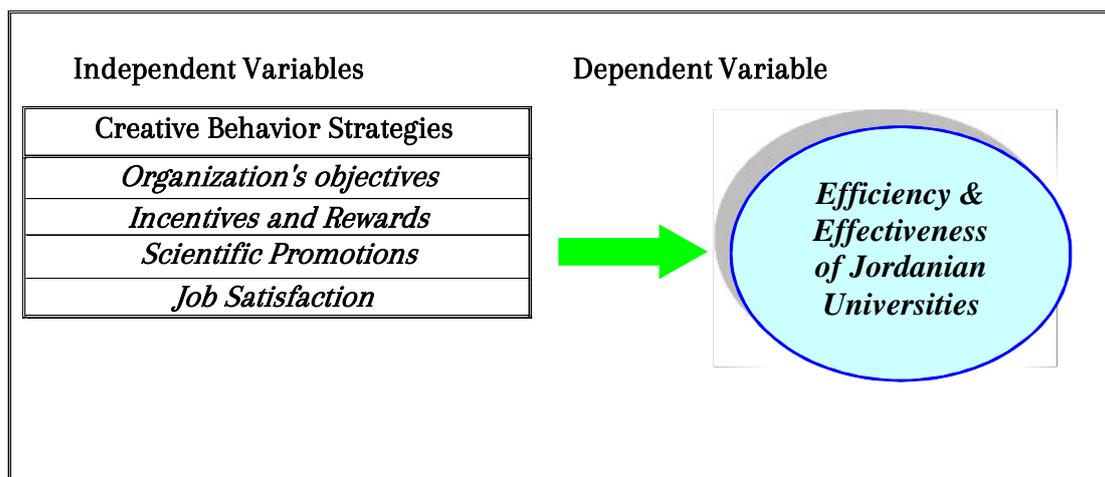


Figure 1: The Hypothesized Model

2.5. The Study Hypotheses:-

The study attempts to test the main hypothesis and sub-hypotheses as a null form (H_0), as follows:

H_0 : There is no statistically significant impact at the significant level ($\alpha = 0.05$), for applying the creative behavior strategies which are (organization's objectives, incentives and rewards, scientific promotions, and job satisfaction), in improvement the efficiency and effectiveness of the Jordanian universities.

The study hypothesis is divided to the following sub-hypotheses:

H_{01} : There is no statistically significant impact at the significant level ($\alpha = 0.05$), for the **organization's objectives** in improvement the efficiency and effectiveness of the Jordanian universities.

H_{02} : There is no statistically significant impact at the significant level ($\alpha = 0.05$), for the **incentives and rewards** in improvement the efficiency and effectiveness of the Jordanian universities

H_{03} : There is no statistically significant impact at the significant level ($\alpha = 0.05$), for the **scientific promotions** in improvement the efficiency and effectiveness of the Jordanian universities

H_{04} : There is no statistically significant impact at the significant level ($\alpha = 0.05$), for the **job satisfaction** in

improvement the efficiency and effectiveness of the Jordanian universities.

3. THEORETICAL FRAMEWORK AND PREVIOUS STUDIERS

3.1. The Theoretical Framework:-

This section includes a theoretical framework related to the creativity in terms of the concept and importance, as follows:

3.1.1. Creativity Concept:-

Diverged the views of many researchers around of the creativity concept and some of them defines the creativity as the ability to create something new and take it out into existence, while the others define that the processes and especially the psychological ones, which is by new innovation thing with a high value, while another team looks at the creativity that the creative process that lead ultimately to achievement the creative work and achieve, in the sense that the creative work caused by the capabilities and operations lead to achievement.

There are many idiomatic definitions to the concept of creativity, (Galton) has been define the creativity as: a process resulting in new work satisfies a group, accepting that it useful (Abu Tayeh, 2003), while Abu Tayeh (2003) define that: a sophisticated and new change and

define a prelude to making the process of achieving the objectives more effectively. But, Robbins & Coulter (2005) define the creativity as: the ability to gather ideas in a unique way to find an unusual correlation between them.

And looks at the creativity concept that it of flexible concepts, which accommodate frequently of interpretations and opinions, and the American Organization for Training and Development define the creativity as: the process of production the ideas or real and fictional things, and put them in new and useful ways, either Al-Mursi (2001) has been define the creativity as: the ability to provision new about what already exists.

Daft & Noe (2001) has been define the creativity as: the ability to collect or share the information in ways that develop new ideas, in other words is to develop the innovative ideas that reflect aware needs and responds to the opportunities in the organization, which considered the first step for the innovation and contributes to the success of the organization in the long term, also it improves the decision-making process by encouraging brainstorming as one of the methods used in the collection of the group's members together to develop new ideas freely and spontaneity without criticism.

3.1.2. Creativity Properties:-

The creativity takes many forms fit with the output that comes with the process of creativity which are in multiple forms, summed up the two researchers (King & Anderson) most important of the organizational creativity characteristics as follows (Al-Sakarneh, 2011) and (King & Anderson, 2002):

a. The Distinction: Bring with what is different from others of direct competitors and others where establish a market slice through a unique response to its needs by creativity.

b. Regeneration: Bring any new totally or partially versus existing situation, as a source of regeneration in order to maintain the company's market share and develop.

c. New Combination: That location as tantamount to put the well-known and old things in a new synthesis in the same field (combination of things) or transfer them to another area did not use it from before.

d. The first in the market: In this discrimination to the owner of creativity as the first in reaching the idea and the product and the market for others they copycats, and even in the case of improvement (partial creativity), the owner of improvement be the first including enter the product of amendments, and this an attribute in the creativity lead to that is, the owner of the creativity faster than its competitors in reaching and the entry to that is new.

e. Discovery of Opportunities: This represents a kind pattern of the creativity patterns that is based on a new reading of the needs and the expectations, and a new vision for the discovery of new product capabilities in the creation of effective request and to discover new market which is not yet exist, nor indications of the size and its characteristics, and that sees the creative companies to discover the opportunities what you see other competitors.

3.1.3. The Creative Behavior:-

As a result of the conditions imposed by the changes in the organization environment, such as technological changes, changes in the needs and desires of the customers creativity. Therefore, one of the most important success of the institutions is innovation and creativity. The creativity is defined as: the generation of new ways and methods to achieve the commercial business, and the creative decision carries-based solutions to this problem in a new and unique. One of the most important indicators of the creative behavior to employees as follows (Knight, 2006: 315):

- a. Cognitive flexibility.
- b. Curiosity.
- c. Learning and Knowledge.
- d. Allowing in the risks.
- e. To insist on confrontation the obstacles and challenges.

Based on the foregoing, there are some individuals show features their creative behavior during emergency positions or critical conditions, and those they have to go themselves a more and take care of their potential, and change their behavior pattern to suit with the qualities carried by them, among them the following (Al-Awaji, 2001):

a. The Sensitivity: Means the ability to awareness of the problems a certain position and take note in all its dimensions and the factors affecting them.

b. The Fluency: Means the ability to produce a large stream of the creative ideas and perceptions in a while a limited time.

c. Flexibility: It is the mind's ability to adapt to with variables and emerging positions, moving from a rigid angle to the liberated angles necessitated by the confrontation process.

d. The Originality: It means delivering innovative productions are suitable for the purpose and the function that is working up for her. Or in other words refused to the ready solutions and the familiar, take a new behavior conforms to desired objective, it is called an unfamiliar responses to unfamiliar agonists can not be called an

original response, because it is productivity shots not geared.

e. Insight: It means possessing closer look and the ability to penetrate the traditional blocking and read the results prematurely and give the necessary alternatives for all the expected probabilities.

3.2. The Previous Studies:-

- Study of Kameneva & Perelygina (2015), entitled: Study of creativity and diligence of various artistic groups of the international cultural center of the peoples' friendship university of Russia.

The study aimed to identify the creativity levels and the diligence which offered by the various of technical categories for the international cultural center of the People's Friendship in University of Russia. The opinion poll highlights on the differences in the creative skills depending on the degree of concern which the students enrolled in his squad folk dancing, singing and speech layered and the scenic. The interest in studying the relationship diligence and creativity levels in various art collections. The opinion poll was based on interview (60) students surveyed, which (20) students of them are in folk dance troupe and (20) students studying singing and (20) of the students enrolled in acting troupe. The attention is focused on the completion of some tests for each troupe: non-verbal creativity test, and a test of the verbal creativity, and the diligence test. And processing the students' answers and were summarized, and the study provided a number of conclusions and recommendations.

- Study of Judipat & Tarela (2015), entitled: Creativity and Organizational Citizenship Behavior in the Nigerian Hospitality Industry.

The study aimed to identify the relationship between the creativity opportunity and the organizational citizenship behavior in the Nigerian hospitality industry. And conducted the sectional scan with a sample size of (1450) laborer derived from a population (3768) laborer. The scales used in the framework of acceptable Cronbach's alpha values, which have been interpreted be trusted. After the completion of audit the questionnaires and adopt the good ones for the statistical analysis purposes of (1093) questionnaire, and was calculated the descriptive statistics indicators in the primary phase of the analysis, while Spearman correlation coefficient was used in the secondary phase of the analysis. The results of the study showed that the opportunity for creativity is closely linked with the altruism, conscience, civic virtue, from the courtesy and sportsmanship. The results indicate to that conditions of the organizations poised for the creativity and tend to additional enhance of the employee's behavior.

- Study of Al-Saudi (2012), entitled: The Impact of the Organizational Climate upon the Creative Behavior in Jordanian Private Universities as Perceived by Employees. The study aimed to identify the impact of the organizational climate on the creative behavior in the Jordanian private universities. For the purposes of this study, a questionnaire was developed and distributed to (841) staff, of them (612) employees, the questionnaire data were analyzed using the Statistical Package for Social Sciences (SPSS) in order to processing data related. The results indicate that the level of realize the sample towards the dimensions of the organizational climate was (medium), and the level of their perceptions about the innovative behavior was (high). In addition, the study discovered there exist a statistically significant impact for the dimensions of the organizational climate on the innovation behavior. The study recommends that the need to enhance and develop the staff and allocation of sufficient funds to support the creativity employee in Jordan.

- Study of Khawaldeh & Hunaiti (2008), entitled: Impact of using the information technology on the administrative creativity in the Jordanian public institutions.

This study aimed to identify the impact of using the information technology on the administrative creativity in the Jordanian public institutions, and to achieve the study objectives is designed questionnaire was distributed on the sample (289) employees, and it has been using the Statistical Package for Social Sciences (SPSS) to analyze the data, and used the descriptive statistical methods to know the sample perceptions about the impact of the information technology and the administrative creativity, was also used the regression analysis to test the impact of the independent variables on the dependent variable. The study found the following results:

a. The presence of a statistically significant relationship between the dimensions which are (use of information technology, nature of the software used, extent of appropriate user system, integration of information, productivity of the user information system, training, and administrative creativity).

b. There were no statistically significant relationship between the personal and functional variables and the administrative creativity except for the practical experience variable, also the results showed there was no relationship between these variables and the use of the information technology except for the sex variable.

Finally, the study concluded some recommendations, among them the following:

a. The need to adopt the appropriate policies, and preparation of the necessary programs, to provide the stimulus to the creativity and the creators.

b. Preparing the programs and training courses, and hold the workshops and the suitable seminars for various administrative levels, about effective methods for dealing with the information technology, and to provide this technology to various institutions and administrative units, and automate their business in order to increase the speed and accuracy in the completion of the tasks and duties.

- Study of Al-mshakbeh (2001) entitled: Impact of the leadership pattern on the administrative creativity for the Jordanian public shareholding industrial companies.

The study aimed to identify the impact of the leadership pattern on the administrative creativity for the Jordanian public shareholding industrial companies. The study sample consisted of (310) employs working in the administrative jobs. The study found that the managers in the Jordanian public shareholding industrial companies are aware of the role of creativity in the development and progress of their companies. Also the study results indicated that there exist statistically significant a positive relationship between the team management and the administrative creativity, and the existence of statistically significant a negative relationship with the undemanding management. The study recommended the importance of increasing the coordination between universities and companies to prepare a competent leaders known for their team pattern and able to pay the creativity in their companies. And continuity in the empirical researches about the institutional creativity and the factors affecting it in the Jordanian business sector, and founding of governmental entity cares for creativity and supports in the Jordanian institutions.

- Study Makhamreh, and Al-dahan (1998) entitled: Creativity and the creative behavior for the employees in the organization.

The study aimed to provide a conceptual framework about the creativity phenomenon in terms of concept, its importance, and various scientific directions to study it and described it as a set of data are arranged randomly. The researcher indicated to the results of some empirical studies of the creative and have focused on with regard to the organization and suggested adopt a systems approach (inputs, processes, and outputs) to manage the variables revealed by these studies and an example for those variables: motivations the creative person and features, the creative scientific environment, the same

creative output. Also the study demonstrated the role of the organization can doing in the development of creative behavior for their employees and encourage them.

4. METHOD AND PROCEDURES

4.1. The Study Approach:-

Based on the study objectives, the researcher adopted a descriptive approach to describe the study sample responses and their estimates about the study variables. Also, the study used the analytical approach to measure the impact of application of the creative behavior strategy in improvement the efficiency and effectiveness of the Jordanian Universities.

4.2. The Study Population and its Sample:-

The study population consists of all faculty members whom are working at Zarqa University of (300) faculty member. And the study sample consists of (75) faculty member, selected according to stratified random sample method, by (25%) from the population. After that the researcher distributed (75) questionnaire on the study sample, were returned (73) questionnaire, where the percentage of questionnaires returned is (97.3%), and after review and audit questionnaires returned, were excluded (2) questionnaires for not expire because of lack of the information contained in each, and thus the number of valid questionnaires for statistical analysis (71) questionnaire.

4.3. The Study Tool:-

To achieve the study objectives, the researchers prepare and develop a study tool based on the administrative literature and previous studies related to creativity and the creative behavior. It was the adoption of a scale to measure the creative behavior strategy 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 from teaching faculty members at Jordanian universities, in the terms of reference of administrative sciences, scientific research

methodology and applied statistics, and was the aim of the arbitration verify the extent of items belonging to the study variables, an appropriate degree of drafting items Linguistically, where been modification reworded drafting some of items. The questionnaire included in its final form on (30) items, (20) item for the creative behavior strategies as independent variables, while earmarked (10) items to measure the efficiency and effectiveness of the Jordanian

universities as dependent variable. The researcher used Likert scale in measuring the study sample responses.

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 (0.909), as shown in Table (1) the following:

Table 1. Results of reliability (Internal Consistency of the items)

The Variables	N	Cronbach's Alpha	Stability Ratio
Organization's objectives	5	0.826	%82.6
Incentives and Rewards	5	0.746	%74.6
Scientific Promotions	5	0.744	%74.4
Job Satisfaction	5	0.647	%64.7
Efficiency and Effectiveness of Jordanian Universities	10	0.824	%82.4
Overall Tool	30	0.909	%90.9

5. RESULTS AND DISCUSSION

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.

5.1. Results related to the study

question:-

What the application level the creative behavior strategies at Zarqa University from the perspective of faculty members?

To answer the study question, it has been calculated the means and standard deviations to estimate the faculty members responses on each strategy of the creative behavior strategies which are (organization’s objectives, incentives and rewards, scientific promotions, and job satisfaction). Table (2), refers to the results of the faculty members responses at Zarqa University, about the application level of the creative behavior strategies:

Table 2. Means and standard deviations for the creative behavior strategies of faculty members at Zarqa University

No	Creative Behavior Strategies	Mean	Std. Dev.	Rank	Application level
1	Organization's objectives	3.92	0.59	4	High
2	Incentives and Rewards	4.03	0.46	1	High
3	Scientific Promotions	4.02	0.44	2	High
4	Job Satisfaction	4.01	0.37	3	High

The results in Table (2), indicates to the means of the creative behavior strategies which are (organization’s objectives, incentives and rewards, scientific promotions, and job satisfaction), equals to (3.92, 4.03, 4.02, 4.01) respectively, and all means larger than the test criteria (3) of (5) on (Likert Scale). These results indicate to possession of the faculty members at Zarqa University, a clear vision about the importance of these strategies, which indicates that the evaluation was (positive), and this means that Zarqa University applying the mentioned strategies, with

(High) degree from the perspective of the faculty members at Zarqa University.

5.2. Results related to test the study hypothesis & its sub-hypotheses:-

H₀: There is no statistically significant impact at the significant level (α = 0.05), for applying the creative behavior strategies (organization’s objectives, incentives and rewards, scientific promotions, and job satisfaction), in improvement the efficiency and effectiveness of the Jordanian universities.



In order to test the validity of the hypothesis was used the stepwise multiple linear regression analysis. As shown in the following Table (3):

Table 3. Results of the stepwise multiple linear regression analysis to measure the impact of the application the creative behavior strategies in improvement the efficiency and effectiveness of the Jordanian universities

Creative Behavior Strategies	Coefficients (s)	Value of (t)	Sig.	Beta
Constant (β_0)	0.439	0.812	0.420	-
Incentives & Rewards	0.588	5.051	0.000	0.507
Scientific Promotions	0.306	2.473	0.016	0.248
Correlation Coefficient (R) = 0.644		Determination Coefficient (R²) = 0.414		
Value of (F) = 24.03		Sig. of (F) = 0.000		

The results in Table (3) show that:

a. Validity of multiple linear regression is proven, this is supported by the value of calculated (F) which is (24.03) and that the (Sig.) equals to (0.000) is less than the significant level ($\alpha = 0.05$).

b. The statistical significant of regression coefficients (β) for two strategies (incentives & rewards, and scientific promotions) are proven, therefore, there exist statistically significant impact at the significant level ($\alpha = 0.05$) for the above strategies in improvement the efficiency and effectiveness of the Jordanian universities. Depend upon the (Sig.) (0.000, and 0.016) respectively, and the values less than the significant level ($\alpha = 0.05$). This means that the null hypothesis (H_0) was rejected and (H_1) was accepted.

While, the strategies (organization's objectives, and job satisfaction) are not proven the significant, which means that the mentioned strategies have no impact in improvement the efficiency and effectiveness of the Jordanian universities, depend on the (Sig.) (0.486, and 0.955) respectively, which are greater than the significant level ($\alpha = 0.05$).

Table 4. Results of simple linear regression analysis to measure the impact of the organization's objectives in improvement the efficiency and effectiveness of the Jordanian universities

Independent Variable	Coefficients (s)	Value of (t)	Sig.	Beta
Constant (β_0)	2.230	5.924	0.000	-
Organization's Objectives	0.461	4.855	0.000	0.505
Correlation Coefficient (R) = 0.505		Determination Coefficient (R²) = 0.255		
Value of (F) = 23.569		Sig. of (F) = 0.000		

The results in table (4) show that:

a. Validity of simple linear regression is proven, this is asserted by the calculated value (F) (23.569), and that the significance value (0.000) is less than the significance level ($\alpha = 0.05$).

c. The value of Determination coefficient (R²) which is equal to (0.414) shows that the internal strategies in the regression model (incentives & rewards, and scientific promotions) interprets (41.4%) of variations that happen in the (efficiency and effectiveness) of the Jordanian universities.

After the completion of test the study hypothesis and was verified the existence of impact for two strategies of the creative behavior strategies (incentives and rewards, and scientific promotions), in improvement the efficiency and effectiveness of the Jordanian universities, which should test the impact of each strategy separately in improvement the efficiency and effectiveness of the Jordanian universities, as follows:

5.2.1. Test the 1st sub-hypothesis:-

H_{01} : There is no statistically significant impact at the significant level ($\alpha = 0.05$), for the **organization's objectives** in improvement the efficiency and effectiveness of the Jordanian universities.

In order to test the validity of the 1st sub-hypothesis was used the simple linear regression analysis. As shown in table (4) below:

b. The statistical significance of regression coefficient (β) for the (Organization's Objectives) is proven, therefore, there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the above strategy in improvement the

efficiency and effectiveness of the Jordanian universities. Depend on the statistical significant value (0.000), and it is less than the significance level ($\alpha = 0.05$). This means that the null hypothesis (H_{01}) was rejected and (H_{11}) was accepted.

c. The value of the (R^2) of (0.255), refers to the strategy (Organization's Objectives), interprets (25.5%) of the changes that happen in the efficiency and effectiveness of the Jordanian universities, while the remaining percentage (74.5%) is attributable to another variables

that have not been entered into the simple linear regression model.

5.2.2. Test the 2nd sub-hypothesis:-

H_{02} : There is no statistically significant impact at the significant level ($\alpha = 0.05$), for the **incentives and rewards** in improvement the efficiency and effectiveness of the Jordanian universities.

In order to test the validity of the 2nd sub-hypothesis was used the simple linear regression analysis. As shown in table (5) below:

Table 5. Results of simple linear regression analysis to measure the impact of the incentives and rewards in improvement the efficiency and effectiveness of the Jordanian universities

Independent Variable	Coefficients (s)	Value of (t)	Sig.	Beta
Constant (β_0)	1.229	2.717	0.008	-
Incentives & Rewards	0.697	6.249	0.000	0.601
Correlation Coefficient (R) = 0.601		Determination Coefficient (R²) = 0.361		
Value of (F) = 39.047		Sig. of (F) = 0.000		

The results in table (5) show that:

a. Validity of simple linear regression is proven, this is asserted by the calculated value (F) (39.047), and that the significance value (0.000) is less than the significance level ($\alpha = 0.05$).

b. The statistical significance of regression coefficient (β) for the (Incentives & Rewards) is proven, therefore, there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the above strategy in improvement the efficiency and effectiveness of the Jordanian universities. Depend on the statistical significant value (0.000), and it is less than the significance level ($\alpha = 0.05$). This means that the null hypothesis (H_{02}) was rejected and (H_{12}) was accepted.

c. The value of the (R^2) of (0.361), refers to the strategy (Incentives & Rewards), interprets (36.1%) of the changes that happen in the efficiency and effectiveness of the Jordanian universities, while the remaining percentage (63.9%) is attributable to another variables that have not been entered into the simple linear regression model.

5.2.3. Test the 3rd sub-hypothesis:-

H_{03} : There is no statistically significant impact at the significant level ($\alpha = 0.05$), for the **scientific promotions** in improvement the efficiency and effectiveness of the Jordanian universities.

In order to test the validity of the 3rd sub-hypothesis was used the simple linear regression analysis. As shown in table (6) below:

Table 6. Results of simple linear regression analysis to measure the impact of the scientific promotions in improvement the efficiency and effectiveness of the Jordanian universities

Independent Variable	Coefficients (s)	Value of (t)	Sig.	Beta
Constant (β_0)	1.852	3.437	0.001	-
Scientific Promotions	0.543	4.079	0.000	0.441
Correlation Coefficient (R) = 0.441		Determination Coefficient (R²) = 0.194		
Value of (F) = 16.638		Sig. of (F) = 0.000		

The results in table (6) show that:

a. Validity of simple linear regression is proven, this is asserted by the calculated value (F) (16.638), and that the significance value (0.000) is less than the significance level ($\alpha = 0.05$).

b. The statistical significance of regression coefficient (β) for the (Scientific Promotions) is proven, therefore,

there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the above strategy in improvement the efficiency and effectiveness of the Jordanian universities. Depend on the statistical significant value (0.000), and it is less than the significance level ($\alpha = 0.05$). This means that the null hypothesis (H_{03}) was rejected and (H_{13}) was accepted.



c. The value of the (R^2) of (0.194), refers to the strategy (Scientific Promotions), interprets (19.4%) of the changes that happen in the efficiency and effectiveness of the Jordanian universities, while the remaining percentage (80.6%) is attributable to another variables that have not been entered into the simple linear regression model.

5.2.4. Test the 4th sub-hypothesis:-

H_{04} : There is no statistically significant impact at the significant level ($\alpha = 0.05$), for the **job satisfaction** in improvement the efficiency and effectiveness of the Jordanian universities.

In order to test the validity of the 4th sub-hypothesis was used the simple linear regression analysis. As shown in table (7) below:

Table 7. Results of simple linear regression analysis to measure the impact of the job satisfaction in improvement the efficiency and effectiveness of the Jordanian universities

Independent Variable	Coefficients (S)	Value of (t)	Sig.	Beta
Constant (β_0)	1.911	2.908	0.005	-
Job Satisfaction	0.529	3.251	0.002	0.364
Correlation Coefficient (R) = 0.364		Determination Coefficient (R²) = 0.133		
Value of (F) = 10.568		Sig. of (F) = 0.002		

The results in table (7) show that:

a. Validity of simple linear regression is proven, this is asserted by the calculated value (F) (10.568), and that the significance value (0.000) is less than the significance level ($\alpha = 0.05$).

b. The statistical significance of regression coefficient (β) for the (Job Satisfaction) is proven, therefore, there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the above strategy in improvement the efficiency and effectiveness of the Jordanian universities. Depend on the statistical significant value (0.002), and it is less than the significance level ($\alpha = 0.05$). This means that the null hypothesis (H_{04}) was rejected and (H_{14}) was accepted.

c. The value of the (R^2) of (0.133), refers to the strategy (Job Satisfaction), interprets (13.3%) of the changes that happen in the efficiency and effectiveness of the Jordanian universities, while the remaining percentage (86.7%) is attributable to another variables that have not been entered into the simple linear regression model.

6. CONCLUSIONS AND RECOMMENDATIONS

This section deals with the most important conclusions of the study, also included on the most important recommendations 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 descriptive analysis that the evaluation level of faculty members at the application of the creative behavior strategies at Zarqa University which are (organization's objectives, incentives and rewards, scientific promotions, and job satisfaction) was (positive),

for each strategy. This means that the evaluation degree of the creative behavior strategies was (High) from the perspective of faculty members at the mentioned university.

b. The results of the descriptive analysis explained that the strategies (job satisfaction and organizational objectives) get on the third and fourth rank respectively, from the perspective of faculty members of Zarqa University.

c. There exist a statistically significant impact at the significance level ($\alpha = 0.05$), for the **organization's objectives** in improvement the efficiency and effectiveness of the Jordanian universities.

d. There exist a statistically significant impact at the significance level ($\alpha = 0.05$), for the **incentives and rewards** in improvement the efficiency and effectiveness of the Jordanian universities.

e. There exist a statistically significant impact at the significance level ($\alpha = 0.05$), for the **scientific promotions** in improvement the efficiency and effectiveness of the Jordanian universities.

f. There exist a statistically significant impact at the significance level ($\alpha = 0.05$), for the **job satisfaction** in improvement the efficiency and effectiveness of the Jordanian universities.

6.2. Recommendations:-

In light of the findings of the current study, the researcher recommended the following:

a. Necessity attention of Zarqa University of the creative behavior strategies, specifically the two strategies (job satisfaction, and organizational objectives), since they obtained the last two ranked in the hierarchy of priorities of the faculty members Zarqa University.

b. Should be attention the Jordanian universities in faculty members in general and Zarqa University in particular as to enhance the job satisfaction and thus will reflect positively on their loyalty to the University.

c. Necessity interact the Jordanian universities in general and Zarqa University in particular with the surrounding environment for the purpose of enhancing the capacities of universities and maximizing the creative potentials and the founding of base for polarizing available expertise and potentials in the community to take advantage of them.

d. Necessity to put scientific standards for the performance evaluation based on the confirmation of the workers' trust in the university and encourages them to the innovation as to enhance the improvement of the efficiency and effectiveness of the Jordanian universities.

e. The study suggests conducting similar future studies aim at analyzing the impact of other factors on improving the efficiency and effectiveness of the Jordanian universities, with the recommendation by using advanced statistical methods.

REFERENCES

1. Abdelgadir N. and Abdelhafiz Elbadri, (2010). *Training Practices of Poland Banks: An Appraisal and Agenda for Improvement*, *Journal of European Industrial Training*, Vol. 25, Issue 2, pp.69-79.
2. Al-Saudi, Mousa A., (2012), *The Impact of Organizational Climate upon the Innovative Behavior at Jordanian Private Universities as Perceived by Employees: A Field Study*, *International Business and Management*, 5(2): 14-27.
3. Abu Tayeh, Sultan Nayef, (2003), *The relationship between leadership style and the creative behavior of the individual*, *Studies, University of Jordan*, Vol. 30, Issue 2.
4. Al- Khawaldeh, Riyad Abdullah and Al- Hunaiti, Mohammad Faleh, (2008), *Impact of using the information technology on the management creativity in the Jordanian public institutions*, *Studies, Management Science*, Vol. 35, Issue 2.
5. Al-Surore, Nadia, (2002), *Introduction to creativity*, *Dar Wael for printing and publishing*, Amman, Jordan.
6. Al-Sakarnah, Bilal Khalaf, (2011), *Managing Creativity*, *Dar Al-Masira for publishing, distribution and printing*, Amman, Jordan.
7. Al-Titi, Mohammed, (2007), *Developing the capacity of the creative thinking*, *Dar Al-Masira for publishing, distribution and printing*, Amman, Jordan.
8. Al-Hiti, Khalid Abdul Rahim (2002), *Human resource management: strategic entrance*, *Dar Al-Hamed and a library for publishing and distribution*, Amman, Jordan.
9. Al-Awaji, Ibrahim Mohammed, (2001), *Creativity in the field of Arabian local administration: concepts and application*, *public administration and administrative reform in the Arab homeland*, 1st Edition, *The Arab Organization for Administrative Sciences*, Amman, Jordan.
10. Al-Mursi, Jamal and Idriss Thabit, (2001), *The organizational behavior: Theories, models and the application of the management work*, *ÖÖAl-dar University for publishing and distribution*, Amman, Jordan.
11. Daft, R.L., & Noe, Raymond, (2001), *Organizational Behavior*, *Bandon OR: Southwestern Publishing*.
12. Daft, Richard L., (2001), *Organization Theory and Design*, 7th Edition, *South Westorn College*, U.S.A.
13. Hariem, Hussain (2004), *The organizational behavior: individuals behavior and groups in business organizations*, *Dar Al-Hamed for publishing and distribution*, Amman, Jordan.
14. Hammoud, Khudair Kazim and Al-Kharsha, Yassin Kaseb, (2009), *Human resource management*, *Dar Al-Masira for publishing, distribution and printing*, Amman, Jordan.
15. Judipat N.O., & Tarela O., (2015), *International Journal of Managerial Studies and Research (IJMSR)*, 3(3): 9-20.
16. Kamenewa G.N., & PereLygina A.V., (2015), *Study of Creativity and Diligence of Various Artistic Groups of the International Cultural Center of the Peoples' Friendship University of Russia*, *International Journal of Managerial Studies and Research (IJMSR)*, 3(3): 21-22.
17. King, N. & Anderson, (2002), *The Chang Master*, *New York, Simon and Schuster*.
18. Knight T.N., (2006), *Influencing Employee Innovation Through Structural Empowerment Initiatives: The Need to Feel Empowered*, *Entrepreneurship Theory and Practice*, 313-324.
19. Makhameh, Mohsen and Al-Dahan, Omaima, (1998), *The factors affecting on the creativity among the employees in the Jordanian public shareholding companies*, *Studies, University of Jordan*, Vol. 15, Issue 2.
20. Quince, Thelma and Whittaker, Hugh, (2003), *"Entrepreneurial Orientation and Entrepreneurs Intentions and Objectives"*, *ESRC Centre for Business Research, University of Cambridge, Working Paper*, No. 271: 1-25.
21. Robbins and Coulter, (2005), *Management*, 8th Edition, *Prentice- Hall*.