

The Level of Creativity at the University of Palestine from the Employees Point of View

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Abstract: This study aims to identify the level of creativity in the University of Palestine from the point of view of the employees, as the researchers used the descriptive and analytical method, through a questionnaire distributed to a sample of employees at the University of Palestine, where the size of the study population is (234) employees, and the size of the sample (117) employees, of which (90) employees responded. The study reached a set of results, the most important of which are: A high degree of creativity from the employees' point of view, and the study confirmed that there were no differences in the level of creativity at the University of Palestine from the Employees point of view, according to demographic variables. The study presented a set of recommendations, the most important of which are: The need for universities to enhance creativity.

Keywords: Creativity, University Of Palestine, Universities, Gaza Strip, Palestine.

Introduction

University education has gained special attention, and it requires great efforts to overcome various temporal, spatial, economic and social challenges that may hinder the achievement of its goals.

University education is a great wealth that cannot be estimated at any price, as it is the main engine of development, and university education institutions have the task of providing the society's needs of development processes from specialists in various fields, in addition to being essential centers for research and development (Bakir, 2011: 1)..

The university plays a vital role in completing the cognitive, cultural and social capabilities of students, and it is a major factor in stimulating creativity and innovation, preparing youth leaders and qualifying them to lead society (Abu Khater, 2010: 56). Creativity is your path to self-realization. Creative work is one of the greatest difficulties that a person faces in his life, and there is no doubt that it is one of the greatest rewards he receives in return (Peter, 2008: 12-13).

Problem Statement

Universities are an advanced model for managing organizations through learning, creativity, adaptation to the surrounding circumstances, and mastery of using knowledge and quality of information to develop competitive and expansion strategies in a way that guarantees universities survival and continuity. For the following questions:

Q1-: What is the level of creativity at the University of Palestine?

Q2-: Are there statistically significant differences in the opinions of employees about the level of creativity at the University of Palestine according to demographic variables?

Research Objectives

1. Identifying the creativity level at the University of Palestine.
2. Measuring differences in creativity from the Employees point of view, according to demographic variables
3. Coming up with results and recommendations that contribute to enhancing creativity at the University of Palestine.

Research Importance

1. Enriching the academic arena with new studies and research participations in the field of creativity.
2. The study provides results and recommendations that benefit university employees and employees to enhance creativity at the university.

Research hypothesis

In order to provide an appropriate answer to the questions raised, the study seeks to test the validity of the following hypotheses:

H0₁: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) in the level of creativity at the University of Palestine according to demographic variables (gender, age group, academic qualification, years of service, and job title).

From the main hypothesis, a group of sub-hypotheses is divided as follows:

H0_{1.1}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) in the level of creativity at the University of Palestine according to the gender variable.

H0_{1.2}: There are statistically significant differences at the level of ($\alpha \leq 0.05$) in the level of creativity at the University of Palestine, according to the variable of the age group.

H0_{1.3}: There are statistically significant differences at the level of ($\alpha \leq 0.05$) in the level of creativity at the University of Palestine, according to the educational qualification variable.

H0_{1.4}: There are statistically significant differences at a significant level ($\alpha \leq 0.05$) in the level of creativity at the University of Palestine, according to the variable of years of service.

H0_{1.5}: There are statistically significant differences at the level of ($\alpha \leq 0.05$) in the level of creativity at the University of Palestine according to the job title variable.

Study Variables

Independent Variable: Creativity

Demographic Variable: (Gender, Age Group, Educational Qualification, Years of Service, And Job Title).

Research Limits and Scope

The scope of the study shall be as follows:

1. **The Objective Limit:** The study deals with creativity in the subject area of the University of Palestine.
2. **Human Limit:** The study was conducted on employees at the University of Palestine, who responded by filling out the questionnaire.
3. **Spatial Limit:** The study was conducted at the University of Palestine.
4. **Time Limit:** The study was conducted in the year (2020).

Research Terminology

There are many terms that were used in the study, the most important of which are:

- **Creativity:** the application of an idea developed within the organization or borrowed from outside the organization, whether it is related to the product, method, system, or other, and this idea is new for the organization when it was implemented (Derry, 2011). It is also known as a process that resembles scientific research and the process of feeling problems and gaps in information, forming ideas or hypotheses, and then testing these hypotheses and modifying them until results are reached. It was known (Al-Sorour, 2002) that creativity is the production of new, rare, different, useful, whether it be thought or action. (El-Sherbiny and Sadiq, 2002) defines it as a process that refers to a set of traits, abilities, and factors that appear in a person's highly creative behavior.

Literature Review

- Study of (Keshta et al., 2020) aimed to identify the strategic creativity in Islamic banks in Palestine between reality and implementation. The study adopted the descriptive analytical approach. A questionnaire was designed as a tool for the study. The study community consisted of all employees in Islamic banks from the top and middle management and the study has been applied to the Palestinian Islamic bank and the Arab Islamic Bank. The comprehensive inventory method was used, given the small size of the study sample, as questionnaires were distributed to (175) employees, and a number of (5) categories were chosen from each branch of the bank (general manager, deputy general manager, director Branch, department head, department manager). (164) questionnaires have been used Recovered with a recovery rate of (93.71%). The study showed a number of results, the most important of which is the availability of dimensions of strategic innovation at a high level in Islamic banks in Palestine with a relative weight of (82.22%). In addition, that there are no differences between the averages estimates about the reality of the study variables in Islamic banks due to (gender, age group, educational qualification, number of years of service, job title). The study also presented a set of recommendations, including that the bank should provide the environment and the appropriate climate for employees to invest their intellectual energy, urge them to strategic creativity, and deal fairly with all creative ideas regardless of their source.
- Study of (Al Shobaki et al., 2018) aimed at finding out the level of Entrepreneurial creativity among Palestinian university students through a study conducted on students from different disciplines at Al-Azhar and Al-Quds Open Universities in Palestine-Gaza Strip. The sample size was 120 students, which was divided equally between the two universities. A Entrepreneurial innovation scale of (15) paragraphs and (87.50%) was recovered. The study found that there is a good level of Entrepreneurial creativity among Palestinian university students which reached 68.51%. There were no statistically significant differences due to the university variable in the Entrepreneurial creativity and there were no statistically significant differences in the Entrepreneurial creativity among Palestinian university students due to the gender variable between males and females. The study recommended the need to implement workshops and various activities to generate new creative ideas, activate the role of universities by guiding student's entrepreneurs and contributing to the promotion of products and services of pilot projects and work to link them with large projects to ensure continuity. The study also recommended the importance of awareness of the idea of business entrepreneurship and its mission, the need to introduce some of the educational courses within the teaching plans related to entrepreneurship and creative innovation and the experiences of successful entrepreneurs. The study also recommended the importance of having courses that illustrate the relationship between entrepreneurship and entrepreneurship, which will benefit students.

- Study of (Msallam et al., 2018) aimed to identify the level of creativity of the workers in Jawwal in its different dimensions (problem solving and decision making, changeability, acceptance of risks and encouragement of creativity). The researchers used the descriptive analytical method. The study applied to Jawwal, The questionnaire was used as a tool for study, and the comprehensive inventory method was used and 75 responses were retrieved (96%). The study concluded with a number of results: Jawwal's interest in creativity, where he obtained a high approval rate according to the opinions of the company's employees. The order of the dimensions of creativity was as follows: It ranked first after "problem solving", followed by "encouraging creativity, then after accepting the risk" and finally solving "changeability." There were also no statistical differences between the sample of the study Jawwal Company (Gender, qualification, and years of service).
- Study of (Abu Salim et al., 2018) aimed of the study was to identify the lean management and its impact on the achievement of creativity among the employees of Jawwal, and to indicate the availability of flexible management tools (organization of the work site, continuous improvement, standard work, multi-function workers, Six Sigma), and to determine their ability to achieve creativity in its different dimensions (problem solving and decision making, changeability, accept risk, encourage creativity). The researchers used the analytical descriptive method. The study was applied to the Jawwal Company in Gaza Governorate - the North Branch (85 employees). The questionnaire was used as a tool for study, and the comprehensive inventory method was used. (75) Questionnaires were recovered with a recovery rate of (96%). The study concluded with a number of results, the most important of which is the impact of the flexible management tools and the achievement of the elements of creativity through: (standard work, multi-function workers, and six sigma). There are also no statistical differences between the opinions of the sample of the study due to the graceful management and creativity in Jawwal Company in terms of (Gender, qualification and years of service). The researchers recommend a number of recommendations, the most important of which are: Increase interest and expansion in the use of lean management tools because they have a clear impact on the achievement of elements of creativity, focusing on tools that have the greatest impact in achieving the elements of creativity (continuous improvement, standard work, Six Sigma).
- Study of (Ahmed, 2016) aimed at identifying the role of strategic creativity capabilities in enhancing organizational intelligence in the study sample, through the dimensions of organizational intelligence (strategic vision, desire for change, common destiny, collective commitment, regularity and compatibility, knowledge development, and pressure the performance). To achieve the aim of the study, the descriptive and analytical approach was used. The questionnaire was used as a main tool for collecting data from the study sample consisting of managers in 10 private hospitals. The results of the study showed a high level agreement towards the availability of the organizational intelligence dimensions in the study sample, in addition to the existence of a positive relationship at a high level between the capabilities of strategic creativity and organizational intelligence, and the presence of a statistically significant effect of the capabilities of strategic creativity on organizational intelligence.
- Study of (Nour al-Din and Bualzlefa, 2017), which aimed to shed light on the topic of "creativity and innovation" as it constitutes an advanced field for improving skills, productive and marketing competencies in the field of project development and development. The descriptive and analytical approach was relied on, relying on data. And information related to the topic of research, and work to study and analyze it. The most important results of the study are that innovative projects are of great importance and have a role in the national economy, and that these creative and innovative activities must follow certain stages and steps to enable them to continue, survive and succeed, and that these projects must benefit from technological development and use it in production procedures. Or, in providing production services, whether using the Internet or otherwise.
- Study of (Göran Roos, 2016), which aimed to study the increasing creativity in the industrial sector; To ensure continuous productivity growth especially in high-cost operating environments; To achieve non-price competition, a case study was conducted in order to study the effect of process design management on industrial firms. The most important results of the study: The study showed that design is a link between the strength of retail and the strength of global supply chains, and it clarified the mechanisms that manufacturing companies followed as a first step for change.
- Study of (Khasawneh, 2015) aimed at identifying the forms of creative thinking, its importance, revealing creative thinking skills, in addition to identifying the main steps in the design process, reaching the completion of the creative summary and its components, the ability to analyze and apply it, and reveal the importance of creativity, which helps By solving marketing problems, and presenting a communicative aesthetic vision, the study adopted the analytical descriptive approach, which is based on analyzing types of thinking, especially creative, and provides a description of the motives for creativity, analyzes the necessary characteristics in judging creative thinking, and provides an analysis of the creative summary and its stages in the design process. The most important results of the study: Creative thinking is considered one of the most important forms of thinking and is most appropriate for the creative design process, and personal and social motives are in the list of stimuli for the creative thinking process, and the designer's sensitivity to the problem, his ability to develop solutions and the flexibility to put ideas into one of the most important characteristics of creative thinking in design, and the study considered the summary Creative as the report and the path to the creative scientific.
- Study of (Nyle'n & Holmstro: 2015), which aims to present a management model that supports companies in developing the management of digital creativity, as the study covers five aspects: user desire, value addition, development and life skills. The

study also presented a measuring tool, and a preliminary case study that contributes to understanding the process of implementing the model in companies. The management results of the model indicated that the rapid change in digital creativity came through development, in addition to the presence of several factors that contributed to influencing digital creativity, including the political situation, laws and procedures.

- Study of (Felin & R. Zenger, 2013), which aimed to deal with open and closed creativity in its various forms and phenomena, as well as dealt with the unique forms of governance with its various benefits and costs, discussing the forms of governance, whether open or closed, and identifying its various forms. From a set of the following tools:
- Different types of communication tools.
 - Different types of incentives.
 - Different types of property rights as a value for creativity, focus on creativity as a central focus in analyzing problems, and discuss the interrelationships between types of problems and forms of governance.
 - The descriptive analytical method was used, and the study tool was questionnaire. Among the most important results are providing a comparative model for managing creativity, using forms of open governance and creativity, including: (markets, partners, competition, and creative society), and comparing closed and open forms of creativity such as: (authority, hierarchy) with each other.

Commentary on Previous Studies

After reviewing the previous studies, areas of benefit from previous studies appeared, through the following:

1. She contributed to the formulation of the study problem, and to delve into the dimensions and effects of the study problem, which led to the development of the study and its construction on a solid practical basis.
2. The study methodology, the study hypotheses, its questions, and the selection of the appropriate methodology that contribute to achieving the main study objective of the study.
3. Contributed to determining the independent variables for the study.
4. In determining the general structure of the study and in forming the general framework of the study.
5. She contributed to determining the statistical methods that are appropriate for the study, and their contribution to preparing the questionnaire.
6. It was her part to understand the final dimensions and come up with recommendations for the study.
7. Researchers made use of the references and books on which previous studies relied to save time and effort.

Aspects of Agreement with Previous Studies:

1. The current study agreed with most of the previous studies in using the descriptive analytical method.
2. She agreed with the studies of (Ahmed, 2016), (Nour al-Din and Bualzlefa, 2017), (Jansson, Viklund, & Lidelöw, 2016), (Göran Roos, 2016), (Khasawneh, 2015), (Nyle'n & Holmstro: 2015), (Felin & R. Zenger, 2013) in her treatment of the independent variable of creativity.

Differences with Previous Studies:

1. I disagreed with a study (Al-Qurashi, 2015) which used the historical theoretical method.
2. The application environment for all previous studies was foreign or Arab, and there were no Palestinian studies.

What Distinguishes This Study From Previous Studies:

1. This study was conducted in the Palestinian community.
2. It was applied to a higher education institution and to the University of Palestine in particular.

Theoretical Framework

First- Creativity

Information technology is one of the most important means that helps creativity and distinction and achieve a head start over competitors in the business sector, through excellence in the use of administrative methods and modern technology, whether in retraining and motivating employees, re-engineering operations, expansion in e-commerce, or transformation of qualities The traditional to modern automatic systems or providing a communication infrastructure, or providing comprehensive and modern databases.

Competition between organizations has become based on what is available in initiative spirit and creativity and innovation capacity more than on the basis of their fixed and tangible assets, as it is known as a concept that helps translate strategy into actual action, and it starts from the organization's vision and strategies, and from defining Critical factors for success and the organization of metrics that help set an objective and measure performance in areas critical to strategies (Al-Mobaideen et al., 2016: 852). The ability of the institution to innovate, improve and educate directly affects the value of the enterprise, and through the ability of the institution to offer a new product, or provide a new service, and create value for customers, the institution can penetrate new markets and increase its revenues, and determine the infrastructure that the institution must establish to create The basis for long-term growth and contributes to setting ambitious goals that came from the other three dimensions (Abu Madi, 2015: 154).

Characteristics of Creativity: Creativity is characterized by a set of characteristics (Al-Ajez and Sheldan, 2010):

1. It requires the mental abilities to sense problems, fluency, originality, flexibility, and continue the direction towards the goal.

2. A multi-stage process that results in a new idea or action.
3. The creativity effort and what it results from is not necessarily tangible, it may be in the form of a specific product, service, idea or vision.
4. It is not an individual phenomenon, but rather it can be practiced at the individual, community and institution levels.
5. A person is born with creative capabilities within him, but during his maturity they remain latent in three things: his directives, his behavior, and the processes of his thinking.
6. It is a human behavior that is not limited to a specific group, but rather a potential energy that is characterized by all individuals with varying levels according to the genetic and objective factors of the conditions in which the individual lives and interacts with them, thus working to refine and develop his creative abilities.
7. Creativity can be managed, nurtured and developed through basic skills.

The researchers note that the most important characteristic of creativity is that it is a multiple process that results in a new idea or action, and that it is not an individual phenomenon. Rather, it is practiced by individuals, society and the organization and it is present within the person; but it remains latent if the appropriate conditions are not available for its development, and it is a humane behavior that is not limited to a specific group of people.

Stages of the Creativity Process: Since creativity is a human phenomenon that takes place according to steps and stages that can be addressed as follows (Harem, 2013):

1. **Interest Stage:** In this stage, the problem is described that represents the focus of the creative individual's interest, so he must ask many questions that he deems necessary to solve this problem, and in general, this stage is the stage of determining the dimensions of the problem and the approved plans.
2. **Preparation Stage:** It consists in collecting information on the subject of the problem. Here, creative individuals must develop various methods and specific forms of questions and surveys to collect information.
3. **The Incubation Stage:** It is a stage in which the interaction takes place between the personality of the researcher, information and the subject of the research, as well as developing solutions and their alternatives.
4. **The Emergence Stage:** In this stage, the creative individual re-arranges and coordinates his ideas, allowing him to reach the solution, and the latter suddenly flows in the form of a creative emergence.
5. **Verification Stage:** At this stage, the validity of the newly arrived idea is tested, i.e. is it worthwhile or not. Also, here the creator should think about the mechanism by which the idea can be implemented and the conditions required for its success, and who are the people assigned to implement it.

The sequence of these steps and stages does not represent a model that must be followed, as the creative phenomenon is intertwined and intertwined most of the time, and this does not deny that the creative work is carried out according to organized steps, especially at the level of collective creativity, in addition to that it is not always a process that can be controlled and directed according to what serves Objectives of the organization. In most cases, new ideas emerge before they are needed.

Second- University Of Palestine

The University of Palestine is an academic institution of the Palestinian higher education institutions established in order to serve the children of the Palestinian people at home and abroad in particular, and Arab and foreign students in general. It also provides support and assistance to students to ensure a high level of creativity and distinction, and is interested in scientific and cognitive research and communicating with world civilizations and sciences, to consolidate the values of good citizenship, cooperation and respect for others in a way that achieves the well-being and happiness of humanity (up.edu.ps) / en).

Methodology and Procedures:

First - Methodology of the Study: The study used the descriptive and analytical approach that relies on description, analysis and comparison with the aim of describing what is an object, and its interpretation by shedding light on the problem of the study to be examined and understanding its conditions, and collecting information that increases clarification of the circumstances surrounding the problem.

The Researchers Used Two Primary Sources Of Information:

1. **Secondary Sources:** Where the researchers turned in addressing the theoretical framework of the study to secondary data sources, which are related Arab and foreign books and references, periodicals, articles and reports, and previous research and studies that dealt with the subject of the study, and research and reading in various sites on the Internet.
2. **Primary Sources:** To address the analytical aspects of the subject of the study, researchers resorted to collecting primary data through a questionnaire as a main tool for the study, designed specifically for this purpose.

Second - The Study Population: the study community is defined as all the vocabulary of the phenomenon that the researcher studies, and based on the study problem and its objectives, the study population is represented by the employees of the University of Palestine in Gaza Strip, whose number is (234) employees (Personnel Affairs, University of Palestine).

Third- The Study Sample: The simple random sampling method was used to collect data by distributing the questionnaire to (50%) of the employees, i.e. (117) employees, of whom (90) employees responded, or (77%). The following table shows the distribution of respondents according to the study variables:

Table 1: Distribution of respondents according to personal and organizational data

Gender	Male		Female		Total
	71		19		
Age Group	Less than 30 years old	30 - less than 40 years old	40- Less than 50 years old	50 years or more	90
	26	22	32	10	
Qualification	PhD	M.A.	Bachelor's degree or less		90
	38	25	7527		
Years Of Service	Less than 5 years	5- Less than 10 years old	10 - less than 15 years old	15 years and over	90
	40	21	20	9	
Job Title	Academic		Administrative		90
	62		28		

Study Tool: A questionnaire was prepared on "the level of creativity at the University of Palestine". It consists of two main parts:

The First Section: which is the personal data of the respondents (gender, age group, academic qualification, years of service, job title).

Section Two: Creativity Scale

The scale consists of (7) items that measure creativity

Correction of The Scale: Each paragraph is answered according to a five-point scale consisting of alternatives: strongly agree, agree, neutral, disagree, strongly disagree, and this scale has been given the following grades respectively (5, 4, 3, 2, 1).

The Second Stage: The Legalization Stage: It included a validity and consistency account for the test.

- The Validity of The Arbitrators:** The scale was presented in its current form to a number of specialized referees, including business administration professors, in order to identify the suitability of the questionnaire phrases and their representation of the aspects included in them, and the scale was modified based on the observations provided.
- The Validity Of The Construct, Using The Internal Consistency Method:** the scale was applied to a survey sample of (32) members of the original community for the study, and the correlation coefficients for each paragraph were calculated in the domain to which they belong, as well as the correlation coefficients between the domains with each other, and all the paragraphs obtained a significant level 0.05 This indicates that the scale has a high degree of validity for internal consistency.

Results of the Internal Consistency of the Scale

Table 2: The correlation coefficient between each paragraph and the total score of the scale

Paragraph	R	Sig.	Paragraph	R	Sig.	Paragraph	R	Sig.	Paragraph	R	Sig.
1	0.758	0.000	3	0.795	0.000	5	0.863	0.000	7	0.881	0.000
2	0.785	0.000	4	0.816	0.000	6	0.841	0.000			

Stability of The Scale: The researchers checked the stability of the scale on a pilot sample of 32 individuals. The reliability of the scale was calculated using the two half-segmentation methods and Cronbach's Alpha.

The correlation coefficient was calculated between the total of the even and the total of the individual statements for the test and its ranges, and by using the Spearman Brown equation, the overall reliability coefficient was (0.913), and the reliability coefficients were all high, which indicates that the scale has a high degree of stability. The reliability coefficient of the Cronbach alpha was also calculated, and the overall scale stability coefficient was (0.919), which is a significant and high reliability coefficient, and the reliability was calculated by the Cronbach alpha method for all areas of the scale and the following table illustrates this:

Table 3: the scale stability coefficient with the Alpha-Carnbach split method

Dimensions	Number Of Paragraphs	Correlation Coefficient Before Adjustment	Correlation Coefficient After Adjustment	Coefficients Of Alpha Cronbach	Significance Level
Creativity	7	0.839	0.913	0.919	0.01

It is evident from the previous table that the reliability coefficients are all statistically significant, confirming the validity of the scale for application. Thus, the researchers have made sure of the validity and reliability of the study tool, which makes them fully confident of the validity of the questionnaire and its validity to analyze the results, answer the study questions and test its hypotheses.

Analyzing Data, Testing And Discussing Hypotheses of the Study

The statistical description of the study sample according to personal and organizational data

Table 4: Distribution of the study sample according to personal and organizational data

Personal And Organizational Data		The Number	Percentage%
Gender	Male	71	78.9
	Female	19	21.1
Total		90	100.0

Age Group	Less than 30 years old	26	28.9
	30 - less than 40 years old	22	24.4
	40- Less than 50 years old	31	35.6
	50 years or more	10	11.1
Total		90	100.0
Qualification	PhD	38	42.2
	M.A.	25	27.8
	Bachelor's degree or less	27	30.0
Total		90	100.0
Years Of Service	Less than 5 years	40	44.4
	5- Less than 10 years old	21	23.3
	10 - less than 15 years old	20	22.3
	15 years and over	9	10.0
Total		90	100.0
Job Title	Academic	62	68.9
	Administrative	28	31.1
Total		90	100.0

It is evident from the previous table that 78.1% of the study sample is male, while 21.1% are females, and this is proportional to the percentage of males employed at the University of Palestine in particular and Palestinian universities in general. And 28.9% of the study sample is under the age of 30 years, while we find that 24.4% of those under the age of 40 years, and this reflects the fact that the university is relatively young and recently established, and the rest of the percentage is from the older age groups. And 42.2% of the study sample are doctoral degree holders, while 27.8% of master's holders and 30.0% of bachelor's degree holders or less, and this is consistent with the nature of work of academic institutions and their need for holders of higher qualifications. And 67.7% of the study sample is of those with service less than 10 years. This is consistent with the university being a young and developing university, while 17.9% of the new competencies, and the remaining percentage are those with greater years of service. It is also clear from the previous table that 68.9% of the study sample were from the academic staff, while 31.1% were from the administrative staff, and this reflects the nature of the cadre distribution at the university.

The Criterion Adopted In the Study (Ozen et al., 2012):

Table 5: clarifies the criterion adopted in the study

SMA	Relative Weight	Degree Of Approval
From 1.79 – 1	From 35.9% -20%	Strongly Disagree
From 2.59 - 1.80	From 51.99% -36%	Disagree
From 3.39 - 2.60	From 67.99% -52%	Medium (Neutral)
From 4.19 - 3.40	From 83.99% -68%	Agree
From 4.20 – 5	From 100% - 84%	Strongly Agree

To interpret the results of the study and judge the level of response, the researchers relied on arranging the arithmetic averages at the level of the fields of the questionnaire and the level of the paragraphs in each field. The researchers determined the degree of approval according to the criterion adopted for the study.

The Answer to the Study's Questions:

Q1-: What is the level of creativity at the University of Palestine?

To answer the question, the mean, standard deviation, relative weight, and order were used to find the degree of agreement. The results are shown in the following table:

Table 6: the arithmetic mean, standard deviation, relative weight, and arrangement for each of the "creativity" paragraphs

#	Item	The Arithmetic Average	Standard Deviation	Relative Weight	Rank	Degree of Approval
1.	The University of Palestine has a clear strategic vision and mission.	3.5506	0.89203	71.01%	1	Agree
2.	Within the University of Palestine, there are opportunities for employees to unleash creativity.	3.4778	0.85101	69.56%	3	Agree
3.	The employees of the University of Palestine are aware of the opportunities and have the ability to face the challenges facing their work.	3.4205	0.88046	68.41%	6	Agree

4.	The University of Palestine has a team whose primary responsibility is to generate and formulate new ideas and to pursue them.	3.4889	0.90249	69.78%	2	Agree
5.	The University of Palestine enables its employees to carry out their tasks and achieve its goals.	3.4222	0.94783	68.44%	5	Agree
6.	The University of Palestine collaborates with stakeholders to develop plans.	3.3889	0.96796	67.78%	7	Agree
7.	Employees use their experience and skills to adapt to rapid changes.	3.4773	0.99397	69.55%	4	Agree
Total Marks		3.4590	0.77248	69.18%		Agree

From the previous table, the following can be drawn:

- The arithmetic mean of the first paragraph, "The University of Palestine has a clear strategic vision and mission" is equal to 3.55 (overall score out of 5), meaning that the relative weight is 71.01%, and this means that there is a large degree of agreement by the sample members for this paragraph.
- The arithmetic mean of the sixth paragraph, "The University of Palestine cooperates with stakeholders in order to develop plans" equals 3.89, meaning that the relative weight is 67.78%, and this means that there is an average approval by the respondents of this paragraph.
- In general, it can be said that the arithmetic mean of creativity "equals 3.46, meaning that the relative weight is 69.18%, and this means that there is high approval by the sample members for the items of the creativity scale.

The researchers attribute this to the existence of a clear strategic vision and mission at the University of Palestine, and the university's main responsibility team works to generate and formulate new ideas and follow them up, and inside the university there are several opportunities for employees to unleash creativity, as employees use their expertise and skills to adapt to rapid changes, and the university enables its employees to Carry out their tasks and achieve its goals, and that the university's employees are aware of the opportunities and have the ability to face the challenges facing their work, as the university cooperates with stakeholders to develop plans. This result is in agreement with some studies such as the study (Ahmed, 2016), whose results showed that there is a positive relationship at a high level between the capabilities of strategic creativity and organizational intelligence, and the presence of a statistically significant effect of the capabilities of strategic creativity on organizational intelligence. And the study (Nour al-Din and Bualzlefa, 2017), which confirmed that these creative and innovative activities must follow certain stages and steps to enable them to continue, survive and succeed, and that these projects must benefit from technological development and use it in production procedures, or in Providing production services, whether using the Internet or otherwise. And the study (Khasawneh, 2015), whose most important results were that creative thinking is considered one of the most important forms of thinking and is most appropriate to the creative design process, and personal and social motives come in the list of stimuli for the creative thinking process, and the designer's sensitivity to the problem and his ability to develop solutions and the flexibility to put ideas into one of the most important characteristics of thinking Creative design by design, and the study considered the creative abstract as a report and a path for creative scientific. And the study (Nyle'n & Holmstro'm, 2015) and its most important results were that the rapid change in digital creativity came through development. This result differed with a study (Ahsan, 2017), which confirmed that creativity policies at digital levels were below the desired level.

The researchers believe that the level of creativity needs to be promoted, since it approaches the middle class, and the university should provide all necessary means to encourage employees to be creative by providing a suitable environment and rewarding creative employees and adopting their creative ideas.

Test The Study Hypotheses:

H₀₁: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) in the level of creativity at the University of Palestine according to demographic variables (gender, age group, academic qualification, years of service, and job title).

From the main hypothesis, a group of sub-hypotheses is divided as follows:

H_{01.1}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) in the level of creativity at the University of Palestine according to the gender variable.

To verify the validity of the hypothesis, the differences between the averages of the sample members according to the gender variable were calculated using the (T) test, and the following table explains that:

Table 7: means, standard deviations, and the value of "t" due to the gender variable

Domains	Gender	The Number	The Average	Standard Deviation	T Value	Significance Level	Indication
Total Degree Of Creativity	Male	71	3.4789	.66238	0.470	0.640	Not Sig.
	Female	19	3.3847	1.11214			

The previous table indicates that there are no statistically significant differences in the scale dimensions attributable to the gender variable in the total degree of creativity.

The researchers attribute this to the existence of equality of opportunities between male and female. They can also contribute to creative ideas regardless of gender and without the need for specific capabilities, as the respondents possess an awareness of the importance of creativity.

H0_{1,2}: There are statistically significant differences at the level of ($\alpha \leq 0.05$) in the level of creativity at the University of Palestine, according to the variable of the age group.

To test this hypothesis, the "one-way contrast" test was used, and the following table illustrates that.

Table 8: Results of the "single-factor variance" test for the variable of the age group

Domains	Source	Sum of Squares	Degrees Of Freedom	Average of Squares	F Value	Significance Level
Total Degree of Creativity	Between Groups	1.569	3	.523	.873	.458
	Within Groups	51.539	86	.599		
	Total	53.109	89			

From the results shown in the previous table, the following can be concluded:

It was found that the probability value (Sig.) Corresponding to the "one-way variance" test is higher than the significance level of 0.05 in the total creativity score. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates attributable to the age group variable.

H0_{1,3}: There are statistically significant differences at the level of ($\alpha \leq 0.05$) in the level of creativity at the University of Palestine, according to the educational qualification variable.

To test this hypothesis, the "one-way contrast" test was used, and the following table illustrates that.

Table 9: Results of the "one-size-fits-all" test for the level of academic qualification variable

Domains	Source	Sum Of Squares	Degrees Of Freedom	Average Of Squares	F Value	Significance Level
Total Degree of Creativity	Between Groups	1.959	2	.979	1.666	.195
	Within Groups	51.150	87	.588		
	Total	53.109	89			

It was found that the probability value (Sig.) Corresponding to the "one-way variance" test is higher than the significance level 0.05 in the total creativity score. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates due to the scientific qualification variable.

H0_{1,4}: There are statistically significant differences at a significant level ($\alpha \leq 0.05$) in the level of creativity at the University of Palestine, according to the variable of years of service.

To test this hypothesis, the "one-way contrast" test was used, and the following table illustrates that.

Table 10: Results of the "single variance" test - years of service variable

Domains	Source	Sum Of Squares	Degrees Of Freedom	Average Of Squares	F Value	Significance Level
Total Degree of Creativity	Between Groups	1.913	3	.638	1.071	.366
	Within Groups	51.196	86	.595		
	Total	53.109	89			

It was found that the probability value (Sig.) Corresponding to the "one-way variance" test is higher than the significance level of 0.05 in the total creativity score. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates attributable to the years of service variable.

H0_{1,5}: There are statistically significant differences at the level of ($\alpha \leq 0.05$) in the level of creativity at the University of Palestine according to the job title variable.

To verify the validity of the hypothesis, the differences between the averages of the sample members according to the job title variable were calculated using the (T) test. The following table explains that:

Table 11: means, standard deviations, and "t" value attributed to the job title variable

Domains	Job Title	The Number	Average	Standard Deviation	T Value	Significance Level	Indication
Total Degree of Creativity	Academic	62	3.5273	.62309	1.252	0.214	Not Sig.
	Administrative	28	3.3078	1.02736			

The previous table indicates that there are no statistically significant differences in the scale dimensions due to the job title variable in the total degree of creativity. These results are in agreement with some studies such as (Nour al-Din and Bualzlefa, 2017), (Jansson, Viklund, & Lidelöw, 2016), (Göran Roos, 2016), and (Nyle'n & Holmstro'm, 2015). And Khasawneh (2015) in dealing with the dimension of creativity.

Conclusions

Through the statistical analysis of the questions and hypotheses of the study, the study reached the following results:

- There is a high level of creativity at the University of Palestine, where the total score for electronic content is (69.18%). .
- There are no statistically significant differences in the level of creativity according to demographic variables.

Recommendations

In light of the findings of the results, the study came up with a set of recommendations, as follows:

- Urging the lecturers to work on enhancing creativity at the university.
- Encouraging university employees to present new ideas, creativity and innovation in their work.

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