



# ROLE OF THE EMPOWERMENT STRATEGY AND ITS IMPACT ON DEVELOPMENT THE ACADEMIC CREATIVITY IN JORDANIAN UNIVERSITIES



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## ABSTRACT

*The study aims to identify the role of the empowerment strategy and its impact on development the academic creativity in Jordanian universities: a case study of Zarqa University in Jordan. To achieve this objective has been to build a questionnaire included seven dimensions for the empowerment strategy, and the academic creativity, consisted of (40) items, were then test the sincerity and reliability of the tool, was applied to the study sample of (70) teaching staff, chosen at random of the study population (300) teaching staff using a stratified random sample. The study findings a number of results, including: there exist a statistically significant impact at the significant level*

**KEYWORDS:** *Empowerment strategy, academic creativity, participating in the information.*

## 1. INTRODUCTION

The entrance to the empowerment of the employees as a new skill strategy and entrance to the effective for the development and of continuous management improvement, and it's a new way to deal with the human element and his administration is to achieve excellence and success of the organization as it is the best method which is in line with the era of science and knowledge and information revolution, is based on self-censorship in cooperation with the commander of the It and assistant coach towards achieving the common objectives for all prompt Respect for the individual and deal with him as a great and sane is an important and essential source of achieving excellence.

Based on the foregoing, the studies have gone to pay attention to human resources and the need of human and intellectual capital greater emphasis given first as he

considered a key factor in the accumulation of physical capital, prompting organizations to provide new methods to discover reservoirs of knowledge and information provision and promotion of employees trust their potential for through active participation in decision-making operations and taken to enhance the creativity and excellence in organizations.

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



development the academic creativity in Jordanian universities.

## 2. METHODOLOGY

### 2.1. The Study Problem:-

There is no doubt that many of managers do not recognize about the real importance of the empowerment and its impact on development the academic creativity in Jordanian universities. Therefore can formulate the study problem by the following questions:

- a. What the role of applying the empowerment strategy in Zarqa University from the perspective of the study sample?
- b. Is there exist impact of applying the empowerment strategy on development the academic creativity in Jordanian universities?

### 2.2. The Study Importance:-

The importance of this study through achieves some benefits which are:

- a. The study considered as enrichment of knowledge for the empowerment strategy and its impact on development the academic creativity in Jordanian universities, where the study is gaining importance in dealing with the subject of being a very important is the application of the empowerment strategy, which will reflect positively in enhancing the academic creativity in Jordanian universities.
- b. Benefit decision makers, researchers and academics, to identify a modern management entrances represented by the empowerment strategy, and provide mechanisms applied in order to develop the academic creativity in Jordanian universities.

### 2.3. The Study Objectives:-

The study aims to achieve the following:

- a. To identify the concept of empowerment strategy and its role in the academic creativity.
- b. To identify the degree of applying the empowerment strategy in Zarqa University from the perspective of the study sample.
- c. To analysis the impact of applying the empowerment strategy on development the academic creativity in Jordanian universities.

### 2.4. The Study Hypothesis:-

To achieve the study objectives, it has been putting the following hypothesis as a null form ( $H_0$ ), as follows:

$H_0$ : There is no a statistically significant impact at the significant level ( $\alpha = 0.05$ ), for applying the empowerment strategy empowerment strategy on development the academic creativity in Jordanian universities.

## 3. THE THEORETICAL FRAMEWORK

### 3.1. The Empowerment Concept:-

The empowerment can be defined as a new way to change organizations towards a more competitive and more complex than ever the future. The origin of language to enable a single means possible (Empowerment) the thing which made his authority and ability (AL-Thabhwawi, 2015: 191). The empowerment means that the employees can understand their duties before explaining (Mesbahi & Abass, 2012: 321). Came the word empowerment in the dictionary (Webster) in the sense (or authorized delegate or give legal authority to someone) (Yeh-Yun, 2002: 3). The Dictionary (Oxford, 2005: 500) came the word empowerment in two forms, the first is the formal granting of power or authority to do what work, and the second means granting someone greater control over his own life or the situation that is in it. This means enabling the individual's faith doing so enhances and improves efficiency. (Taneja & et al., 2009: 18) see that empowerment is: the process by which the directors to enable or assist other individuals in the investigation of influence within the organization and that the task thrill is to share information and encourage decentralization of decision-making and the broad participation of workers and be authorized to control their operations own. As pointed out (Carter, 2009: 39) that empowerment is the following: the ability and the power that makes the individual owns options in terms of resources and departments and achievements, in terms of resources include the multiplicity of social relations that are the result of a society like that (family, market, and society) these preconditions to do strategic choices.

### 3.2. The Empowerment Importance:-

Ivan and Dean (2009) refer to the importance of the empowerment in the following cases (Al-Hadrawi, 2010):

- a. Exercise to change the status quo for the distribution of power in the organization: This is done recourse administration to transfer power to the bottom of the organizational hierarchy, and change the status of the distribution of power in the organization.
- b. Exercise to expand the fulfillment of the obligations of roles: Management seeks through empowerment to achieve the best response to the roles and functions across different regulatory functions circle, but that should enhance the ability of management to provide resources, tools and training necessary to support these regulatory practices.

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

### 3.3. The Empowerment Dimensions:-

The study calls for empowerment to identify the dimensions that indicate the content, and many of the studies dealt with the dimensions of empowerment, and will shed light on these dimensions through the contributions of some of the researchers who took the offer empowerment and determine the dimensions of their point of view, which formulated by five dimensions, which is stabilized by this study and in order to achieve its objectives, which are as follows (AL-Thabhwawi, 2015: 191):

- a. Participating in Information.
- b. Employees' Motivation.
- c. Freedom and Independence.
- d. Effective Communication.
- e. The Ability.
- f. The Training.
- g. The Effect

## 4. METHOD & PROCEDURES

### 4.1. The Study Approach:-

The study adopted a descriptive approach to describe the study sample responses and their estimates about the applying degree of the dimensions of the empowerment strategy in Jordanian universities. On the other hand, the study used the analytical approach to measure the impact of applying the dimensions of the empowerment strategy on development the academic creativity in Jordanian Universities.

### 4.2. The Study Population and Sample:-

The study population consists of all faculty members whom are working at Zarqa University, and numbered (300) faculty member. And the study sample consists of (75) teaching staff, selected according to stratified random sample method, by (25%) from the population. Then the researcher distributed (75) questionnaire at members of the sample, were returned (70) questionnaire, where the percentage of questionnaires returned is (93.3%). and thus the number of valid questionnaires for statistical analysis (70) questionnaire, and the percentage of valid questionnaires with respect to returned is (100%).

### 4.3. The Study Tool:-

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

- a. Low response: (1-2.33).
- b. Medium response: (2.34-3.67).
- c. High response: (3.68-5).

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

### a Tool Sincerity:-

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

### b. Tool Reliability:-

To check the questionnaire reliability, the stability coefficient was calculated for the tool (the internal consistency of the questionnaire items) using coefficient (Cronbch's Alpha) coefficient, and the reliability coefficient for the overall tool is (0.83).

## 5. RESULTS & 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, as follows:

### 5.1. The Results Related to the Study Question:-

**What the role of applying the empowerment strategy in Zarqa University from the perspective of the study sample?**

To answer the study question, it has been calculated the means and standard deviations to estimate

the teaching staff responses on each dimension of the empowerment strategy. Table (1), refers to the results of the teaching staff responses in Zarqa University, about

**Table 1. Means and Standard Deviations for the Study Variables**

No	Empowerment strategy dimensions	Mean	Std. Dev.	Rank	Applying degree
1	Participating in the information	4.28	0.54	1	High
2	Employees' Motivation	4.01	0.59	6	High
3	Freedom & Independence	4.09	0.69	3	High
4	Effective Communication	4.15	0.54	2	High
5	Ability	4.05	0.73	5	High
6	Training	4.08	0.64	4	High
7	Effect	3.99	0.75	7	High

The results in Table (1), indicates to the means of the empowerment strategy dimensions which are (Participating in the information, Employees' motivation, Freedom and independence, Effective communication, Ability, Training, and Effect) are (4.28, 4.01, 4.09, 4.15, 4.05, 4.08, 3.99) respectively, and all means greater than the test criteria (3) of (5) on (Likert Scale). These results indicate to possession of the teaching staff in Zarqa University, a clear vision about the importance of these dimensions, which indicates that the evaluation was (positive), and this means that Zarqa University applying the mentioned dimensions, with (High) degree from the perspective of the teaching staff in Zarqa University.

**5.2. The Results Related to the Study Hypothesis:-**

**H<sub>02</sub>: There is no statistically significant impact at the significant level for applying the empowerment strategy on development the academic creativity in Jordanian universities.**

Will test the study hypothesis relate to the impact of applying the empowerment strategy on development the academic creativity, we use the multiple linear regression analysis. The following is a detailed explanation of the results of hypothesis testing. As shown in the following Tables (2) and (3):

**Table 2. Model Summary**

R	R Square	Adjusted R Square	Std. Error of Estimate	F ratio	Sig. P-value
0.853	0.778	0.718	0.356	74.009	0.000

The results in Table (2), indicates to:

**a.** Validity of multiple linear regression is proven, this is supported by the value of calculated (F) which is (74.009) and that the (P-value) equals to (0.000) is less than the significant level ( = 0.05).

**b.** The value of Determination coefficient (R<sup>2</sup>) which is equal to (0.778) shows that the internal dimensions in the regression model (Participating in the information, Employees' Motivation, Effective Communication, Ability, Training, and Effect) interprets (77.8%) of variations that happen on the (academic creativity).

**Table 3. Results of the Multiple Linear Regression Analysis**

Empowerment strategy dimensions	Coefficients ( $\beta$ )	Std. Error	Value of (t)	Sig.
Constant ( $\beta_0$ )	1.166	0.232	5.019	0.000
Participating in the information	0.158	0.071	2.225	0.041
Employees' Motivation	0.123	0.062	1.977	0.049
Freedom & Independence	0.054	0.063	0.857	0.385
Effective Communication	0.203	0.064	3.172	0.002
Ability	0.150	0.056	2.667	0.008
Training	0.179	0.075	2.392	0.025
Effect	0.593	0.064	9.316	0.000

The results in Table (3) show that the statistical significant of regression coefficients ( $\beta$ ) for six dimensions which are (Participating in the information, Employees' Motivation, Effective Communication, Ability, Training, and Effect) are proven. Therefore, there exist a statistically significant impact at the significant level ( $\alpha = 0.05$ ) for the above dimensions on development the academic creativity in Jordanian universities. Depend upon the (P-values), and all the values less than the significant level ( $\alpha = 0.05$ ). This means that the null hypothesis ( $H_0$ ) is rejected, while, the dimension (Freedom & Independence) is not proven the significant, and which means that the mentioned dimension have no impact on development the academic creativity in Jordanian universities.

## 6. CONCLUSIONS & RECOMMENDATIONS

### 6.1. CONCLUSIONS

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

**a.** The results indicate to evaluate of the teaching staff in Zarqa University, a clear vision about the importance of the empowerment strategy dimensions (Participating in the information, Employees' motivation, Freedom and independence, Effective communication, Ability, Training, and Effect), was (positive), and this means that Zarqa University applying the mentioned dimensions, with (High) degree from the perspective of the teaching staff in Zarqa University.

**b.** The results of Multiple Linear Regression Analysis, refers to that the impact of the empowerment strategy dimensions (Participating in the information, Employees' motivation, Freedom and independence, Effective communication, Ability, Training, and Effect) was a statistically significant at the significant level ( $\alpha = 0.05$ ), on development the academic creativity in Jordanian universities.

**c.** The results indicate to the dimension (Freedom & Independence) is not proven the significant, which means

that the mentioned dimension have no impact on development the academic creativity in Jordanian universities

### 6.2. RECOMMENDATIONS

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

**a.** Necessity attention of the Jordanian universities, including specifically the Zarqa University of the dimension (Freedom & Independence), because of its importance on development the academic creativity.

**b.** Attention by the dimensions (Employees' Motivation, and the effect), due to their importance to raise the efficiency of the teaching staff and empowerment them to perform their duties effectively.

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