Full Length Research Article

THE ADMINISTRATIVE EMPOWERMENT EFFECT ON STAFF CREATIVITY CASE STUDY OF THE SAUDI TELECOMMUNICATIONS COMPANY STC (ZAIN)

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ABSTRACT

This study aims to identify the extent of the administrative empowerment effect on staff creativity. The study sample consisted of (82) individuals from the administrative body in the Saudi Telecommunications Company (Zain).This effect has been tested by using Multiple Regression Analysis and One-Way Analysis of Variance. Results have indicated that there is a statistically significant administrative empowerment effect at the level of administrative creativity felt by employees. Results also indicated that there were no statistically significant differences in the perceptions of staff towards the concept of administrative empowerment attributed to duration of service and job title. The study has concluded many of recommendations, the most important of which are; work to spread the culture of the administrative empowerment among the staff of Saudi Telecommunications Company (Zain), review salaries and incentives, and develop promotion programs away from nepotism.

INTRODUCTION

Since about two decades, the world has been witnessing the rise of powerful forces that reshape economy and management system and require a fundamental change at organizational strategies. The most important of these forces are represented in globalization, high degree of complexity, new technology, increasing of competitive intensity, and changes in economic and political structures. These forces are reflected on the organizations in all its forms and on the need to be quick adapted, responded and need to take the lead so that it can maintain its continuity. These forces were accompanied by the emergence of many concepts that seek to develop and improve administrative performance, most prominent of which is the concept of empowerment administrative. With the leaders and managers' responsibility for the failure or success of organizations, attention to human being and managing, directing, and stimulating him exceeds any other matters related to money, technical, and organizational structures, because he has many concentrate capabilities. He is rich of attitudes, perceptions, instincts and motives that cannot be seen, and difficult to be observed and measured. So, topic of empowerment has emerged among the topics related to the human dimension as one of modern administrative concepts in the third millennium.

The concept of empowerment means giving workers powers and responsibilities, encouraging them to participate and take the initiative to adopt the appropriate decisions, giving them freedom and confidence to perform the work in their own way without direct intervention from the administration, mainly by closing relationship between the administration and staff, providing assistance that motivate them to participate in decision-making, and breaking internal administrative and organizational inflexibility between the administration and staff, which makes attention to the principle of empowerment of staff a key element to the success of organizations. Hence, this study aims to investigate the effect of empowerment on administrative creativity, as well as elucidate the importance of empowerment in to create a developmental and creative environment copes with the age requirements, and able to achieve goals and meet aspirations.

The Problem of the Study

Many Arab organizations suffer significantly from problems and drawbacks. As a result of remaining for many decades as a captive of serve centralization, hierarchy and pluralism of administrative levels, length of the official lines of communication, and the confidentiality of the information given to staff, which has become today an impediment to the developmental and reformist ambitions, and even it has become a burden that cannot longer be afforded. Empowerment has become the essence of the administrative

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creativity to any of the administrative organizations, including telecommunications sector. Administration scholars agree that contemporary organizations facing complex and changing conditions, which make its need for creativity an urgent need, as the managers who managing contemporary administrative organizations shall take notice of developing and improving capacity of workers to contribute in solving problems, participate in decision-making, generate new ideas and work with in outstanding and hard team spirit leading to creativity at work. Therefore; the study problem is limited in determining the extent of the effect of empowerment in achieving administrative creativity of staff in the Saudi Telecommunications Company (Zain), as it is expected for that effect to be weak compared to what should be, especially to what other telecom companies in Saudi Arabia have of many elements of competition. Study problem can be formulated at the following question:

What is the effect of administrative empowerment on creativity of the staff at Saudi Telecom Company (Zain)?

Several sub-questions are emerged from the main question, as follows:

- What is the level of administrative empowerment at the STC (Zain) from the point of view of the staff?
- What is the level of administrative creativity at the STC (Zain) from the point of view of the staff?
- What is the effect of administrative empowerment dimensions on creativity level among the staff at Saudi Telecommunications Company (Zain)?
- Are there significant differences of the dimensions of administrative empowerment at the Saudi Telecommunications Company (Zain) attributed to functional variables (job title, duration of service at the company)?

Objectives of the Study

The study seeks to achieve the following objectives:

- Address theoretical concepts related to both concepts of administrative empowerment and administrative creativity.
- Understand the level of administrative empowerment at the Saudi Telecommunications Company (Zain).
- Understand the level of administrative creativity at the Saudi Telecommunications Company (Zain).
- Clarify the effect of applying administrative empowerment policy on staff creativity at Saudi Telecommunications Company (Zain).
- Submit proposals and recommendations for the Saudi Telecommunications Company (Zain) on the subject of the study.

The Importance of Study

The change that is happening in today's business world is accompanying skills changing required for tomorrow world, where creativity becomes the primary key for success, excellence and competitive advantages. Perhaps all of this needs to creative human resources, which have the ability to adapt rapid changing environmental factors. Although the researchers have confirmed that empowerment is essential for the validity and prosperity of organizations in learning and changing environment (Mavrianc, 2005), but they believe that

these concepts is still shrouded in mystery (García *et al.*, 2006). In light of the foregoing, the importance of this study appears in the attempt to link the effect of the administrative empowerment as an organizational property with administrative creativity. Thus, the present study adopts an integrated approach in examining the effect of each of power holder and enablers, rather than focusing on only one of them on the Saudi Telecommunications Company (Zain).

Hypotheses of the Study

The first hypothesis: There is no statistically significant effect at the significance level of (≤ 0.05 α) of the elements of the administrative empowerment (delegation of authority, staff training, effective communication, and staff motivation) on the level of creativity felt by staff at Saudi Telecommunications Company (Zain).

The second hypothesis: There were no significant differences at the significance level of (≤ 0.05 α) of administrative empowerment level at the Saudi Telecommunications Company (Zain) attributed to functional variables (period of service, job title).

Two sub-hypotheses are emerged from this hypothesis, as follows:

- There were no significant differences at the level of significance (≤ 0.05 α) of the level of administrative empowerment at the Saudi Telecommunications Company (Zain) attributed to the duration of service variable.
- There were no significant differences at the level of significance (≤ 0.05 α) of the level of administrative empowerment at the Saudi Telecommunications Company (Zain) attributed to functional level variable.

The Study Model

The researcher has built a model for this study in light of a review of some earlier studies such as study prepared by (Almaany, 2009) as well as the study of (Sweety, 2009), in addition to the study title that refers to the effect of administrative empowerment on staff creativity.

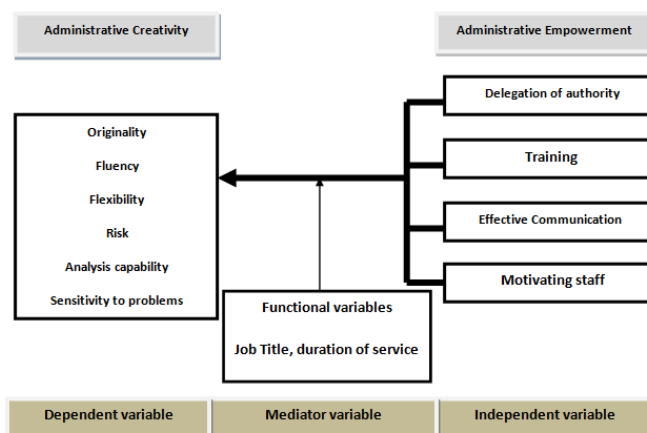**Figure 1. The study model**

Saudi Telecommunications Company STC (zain)

Mobile Saudi Telecommunication Company or the Saudi (Zain) is a Saudi Arabia joint stock company, that was registered in July 2007 record, where working activities began

in August 2008, and before that and according to the license conditions, many shares were raised for public underwriting in February of the same year. Saudi Telecommunication Company (Zain) is considered the third telecommunication company for mobile phone in Saudi Arabia aimed at operating mobile telecommunication activity and high speed internet services in the Kingdom of Saudi Arabia, with a staff of 2200 employees. The number of its users has increased during the years 2012 and 2013, and from the beginning of 2014, the Saudi Telecommunications Company (Zain) suffered many crises.

Theoretical Framework

First, Administrative Empowerment

Before discussing the definition of empowerment, we have to recognize that there are different views on the definition, but most of them agreed that empowerment focuses on giving employees power, and greater freedom, within the context of specific job performed by employee according to the job description on one hand, and on the other hand granting him freedom to participate and express his opinions on matters in the context of the job, or outside the context of the job. Empowerment for some scholars is perceived to be human liberation from restrictions, encouraging, motivating and rewarding individual for the practice of initiative and creativity (Zemeke, 1989). For others, empowerment is not to do things on the basis of rigid laws where empowerment owners see these laws as flexible means to achieve goals and objectives of the organization. But the traditional bureaucratic manager looks at these laws as a mean and objective together. So, bureaucracy do its function in reining creativity and independent thinking, but empowerment frees individual from the rigid control, strict instructions and specific policies, and gives him freedom to take responsibility for his behavior and actions, which in turn frees individual possibilities and latent talents that will inevitably remain inactive and untapped under rigid bureaucracy and despotic administrations. Neither the institution nor the individual himself can take advantage of the individual talents, abilities and capacities which leads to the neglect, loss and death of these capabilities at the end. There are those who described empowerment as a state of mind (Bowen and Lawler, 1995) to the extent that the employee who owns this state of mind, 4possesses the following characteristics that we can call characteristics of the state of mind for empowerment, which include:

- Sense of control to his work performance significantly.
- Awareness and a sense of full frame work (i.e. acts and things that take place within that particular work done by the employee).
- Accountability and responsibility for the results of the employee acts.
- Participate in shouldering responsibility with regard to the performance of the unit, or department, and even the institution he works at.

What contributes to illustrate the importance of empowerment more, is seeing that empowerment gives individual more appropriate responsibility to do what he is responsible for (i.e. giving the closest person to the problem full responsibility and freedom to act with the problem because he/ she is the closest person to problem and most exposed and influenced by his/ her problem) (Rafiq and Ahmed, 1998).

Administrative Empowerment Dimensions

As we mentioned above, researchers discuss empowerment from different trends, although these trends did not lead to sharp contradictions in determining the views, but it gives variations in philosophical visions. Perhaps these variations are the outcome of the researchers and pioneers of empowerment trends in determining the empowerment dimensions (Al-Saedy, 2006).

s.	Researcher	Year	Dimensions
1	Dowen	1992	Share information, knowledge, and power
2	Eccles	1993	Power, resources, freedom.
3	Horine	1995	Freedom, responsibility for results.
4	Brown	1996	Quality, power, resources and information.
5	Gregorey	1996	Teamwork, delegation.
6	Ivancevich	1997	Team, information share, structure.
7	Choi	1997	Freedom, responsibility.
8	Argyris	1998	Support the organization, freedom of act
9	Rubbins	1998	Organizational structure, oversight.
10	Griffin	1999	Rehabilitation of staff, oversight
11	Lioyd	1999	Work teams, the organizational structure.
12	U gboro	2000	Supporting organizations, rewards.
13	Daft	2001	Freedom, power, information share.
14	Hellrieg el *et al*	2001	Power, skills, freedom.
15	Blanchard et. al.	2001	Share information, freedom, work teams.

Second: Administrative Creativity

There were many definitions cited by the researchers to determine the meaning of creativity, and we can present the most important of which as follows:

- Jackson defined creativity that it is not an independent individually event or a concept or a new idea orthe occurrence of inventing something new, but it is an inclusive and integrated process including an associated set of systems and sub-processes within the organization. (Jackson *et al.,* 2000).
- Schumpeter defined creativity that it is the result of establishing new method or approach of production, as well as the change in all components of the product or how to design. And he has outlined five forms of creativity, namely:
  - Producing new product.
  - Integrating new method in the production or marketing.
  - Using new source of raw materials.
  - Opening and invading new market.
  - Achieving new organization for the industry. (Lachman, 1993)
- Hippel defined creativity as it is a change in the output of resources, and by the language of the economy, it is a change in value and satisfaction resulting from resources used by the consumer, (Hippel *et al*., 1988).
- Zaltmanet defined it as it is any idea, application or product of the organization that is viewed as anew by the unit or structure adopted it (Camille *et al*., 1996).
- It is also known as a successful application for visualization, discovery and invention with considering it an explained result of the change, but not a chance (Olivier *et al*., 1999).

Through the above definitions, we can consider creativity that it is the application of new ideas which lead to a marked improvement of the products, methods of production, organization and marketing within the organization by away

aimed to make a positive and successful effect on the performance and the results of the organization.

Creativity Characteristics

Most important characteristics of creativity can be determined in the following points:

- Creativity is a concrete product, process or procedure within the organization.
- Creativity should represent new thing for the community where creativity is applied (working group, organization administration as a whole), even it is not new for individuals who perform it.
- Creativity must be intended, not accidental.
- Creativity must be aimed at achieving the benefit for the organization.
- Creativity must be characterized by generality of its effects and benefits (Kotler *et al*., 2000).
- The success of creativity requires three components: (OCDE, 1960)
- Scientific and technological capabilities (scientific and technological knowledge and theories).

Economic aid that converts the scientific and technological capabilities into products and services that meet the market demand. Creative abilities are mental preparations required for persons to perform types of creative behavior, which characterize the creative person who is capable of creative thinking, and most important of which are:

Originality: is the ability to bring new, rare and useful ideas that are not associated with repeating previous ideas, it is an unusual and far-reaching production. Many researchers agree that originality is "the ability to produce authentic responses – namely, less repeated statically- within the group that the individual belongs to. So, the lower degree of prevalence of the idea, the higher originality of the idea". Originality includes three main aspects:

- Uncommon response (the ability to produce rare ideas.)
- Remote response (the ability to mention indirect and far implications)
- Skilled response (the ability to produce responses judged by skill) and this aspect is considered a new measure of authenticity. (Robbins *et al*., 1996).

Fluency: Fluency means a person's ability to produce a large amount of ideas, higher than the overall average, within a certain period of time. It is said that fluency is the bank of creative ability. (So, it is likely that the creative person is characterized by fluency in thinking, and fluency is determined in range of measured amount by the number of responses and speed of its occurrence (Moorhead and Griffin *et al*., 1995). (Terziovski and Samson, 2001) states that we can determine five types of fluency:

- **Word fluency**: person's thinking speed in giving and generating words in a specific format.
- **Association fluency**: producing the largest possible number of words with the same meaning.
- **Ideas fluency:** calling large number of ideas in a specified time.
- **Expression fluency:** quick thinking of related words that fit particular situation.

- **Shapes fluency:** providing some additions to certain shapes to create real graphics.

Flexibility: the ability to adopt different methods and think in different ways, or with a classification differs from the regular classification, consider problem from different dimensions, and it is the degree of ease with which person alters an attitude or a certain point of view, and not to be intolerant to some ideas itself, it also means to look at things from several angles (Robbins, 1996 and Kotler, 2000) has divided flexibility into two types:

Spontaneous flexibility: This includes the individual's ability to give variety of information spontaneously that does not belong to one category or origin. It also refers to the flexibility that appears with individual without necessary need required by the situation. The person gives a number of responses that do not belong to one category, but belong to a variety. This distinguishes flexibility from other types of fluency, as the flexibility factor highlights the importance of changing the direction of our thoughts, while fluency factor highlights the importance of the large number of these ideas only.

Adaptive flexibility: a person's ability to change his mental view when he is going to solve a specific problem, it also can be considered as the positive terminal of mental adaptation. Flexible person is counter to mentally rigid person in terms of mental adaptation. This kind of flexibility is called adaptive flexibility because it needs to modify the behavior to consistent with the proper solution.

Sensitivity to the problems: It means the awareness of the existence of problems, needs or weaknesses in the environment or situation, which means that some people are faster than others to notice the problem and verify its presence in the situation. There is no doubt that discovering the problem represents the first step in the process of searching for a solution, and this ability is associated with noting abnormal, irregular, or perplexing matters surrounding person or repurpose and raise questions around it. Undoubtedly, people who have increased sensitivity to recognize the shortcomings of the various situations, their chance increase to contest searching it, so their probability will increase towards creativity innovation. (Porter and Stern, 1999).

Accepting risk: individual courage in exposing himself to failure, criticism, providing guesses, working under mysterious circumstances and defends his own ideas. It also means taking the initiative in adopting new ideas, methods and searching for solutions, at the same time, the individual is capable to take risks resulting from acts he carried out, and has willingness to face responsibilities arising there from. At the administrative field, promising mangers are aware of the importance of risk element in the investment of creative energies of employees and improving the regulatory climate, aware of the workers need for support and help to overcome the hesitation of bearing the effects of risk, that force them to develop systems and rewards encourage them to accept risk and bear its consequences. (Terziovski and Samson, 2001).

Analysis and linking: Analysis: is the ability to break up compounds to its initial elements, and isolate these elements from each other. We can explain it as any subject cannot be called a problem unless it is complex, consisting of some mysterious parts that confuse with some others. The first thing

to do is analyzing combined material, and then the problem will be dissolved into a range of issues that help to realize this complex element. But linking is: the ability to configure the elements of experience, forming it into a new build or coherence, or it is the ability to perceive and interpret relationships between cause and effect, and then conclude or synthesize new relationships (Kotler, 2000).

The Study Methodology

Study Sample

The study sample is represented in the Saudi Telecommunications Company (Zain), it was selected for being the most appropriate and closest to achieve the goal and the main hypotheses of the study.

Study Approach

The researcher used the descriptive and analytical approach, as the logical analysis represented theoretical side of the study, while analysis and statistical inference were the base of practical side of the study.

Data and information collection method

Researcher has adopted a comprehensive field survey method to collect data from the study sample. Through distributing questionnaires to managers, heads of departments, and heads of divisions at main departments and directorates affiliated to a group of communications distributed at the public administration building in Riyadh, who estimated (147 employees). Number of distributed questionnaires was (96), where (82) valid questionnaires were retrieved for analysis, and the rate of retrieve was (85.4%).

Statistical processing methods

To answer the questions of the study and analyze data, the following statistical methods were used:

- Frequencies and percentages to describe the study sample and determine their responses.
- Cronbach's alpha coefficient to determine the reliability coefficient of study tool.
- Arithmetical means and standard deviations to determine the relative importance of the study sample responses towards the axes and the dimensions of the study tool.
- Multiple regression analysis to test the effect of independent variables on the dependent variable.
- One-way analysis of variance (ANOVA) and (Fa) test of the difference between more than two means, by using the statistical programs package for Social Sciences (SPSS).

The study sample characteristics

Table 1 indicates that most of the respondents were male, whose numbers reached 60 individuals, by a rate of (73.2%), this indicates that most of the individuals who occupy administrative levels are male. It was also observed from this table that most of the respondents were among the two categories of 30 years and above, where number of

respondents within these two categories reached (73) individuals, by a rate of (89%). We can conclude from that percentage that the company focuses on youth with experience. It was also observed from this table that most of the respondents were among initial university degree holders, whose percentage reached 65%, this indicates that the company is interested to appoint individuals hold initial university degree and more. But the duration of service was indicating that most of the respondents were within the medium category (10 years and older), whose percentage reached (79.2%). This percentage refers that company focus on highly experienced. Most of the respondents were among head of division category, whose percentage reached (35.9%).

Validity and reliability of the study tool

It was ascertained of validity of the tool and credibility, validity of the amended paragraphs, as it has been viewed to a number of academics professionals, and arbitrator's consensus was adopted to ensure the validity of the tool. It was ascertained also from the internal consistency of the scale by (Cronbach's alpha) test, the degree of internal consistency was (72.8%), and it is a good percentage for the purposes of this study.

Table 1. The study sample characteristics according to demographic and functional variables

Percentage	Number	Variable
Gender		
Male	60	73.2%
Female	22	26.8%
Age		
From 22 years to 25 years	2	2.5%
From 26 to 30 years	7	8.5%
From 31 to 40 years	39	47.5%
From 40 years and over	34	41.5%
Duration of service		
Less than 5 years	7	8.5%
From 6 years to 10 years	10	11.6%
From 10 years and over	65	79.2%
Academic Qualification		
Diploma	20	23.7%
Bachelor	54	65%
Master	6	7.1%
Doctorate	2	2.2%
Job title		
Manager	26	30.8%
Head of department	27	31.3%
Head of division	29	35.9%

Display and analysis results of the study:
First: answering the questions of the study:

The first question: What is the level of administrative empowerment at the Saudi Telecommunications Company (Zain) from the viewpoint of the respondents?

To answer this question, the researcher has calculated arithmetic means and standard deviations of the study community member's responses on the phrases express administrative empowerment, and in accordance with its constituent dimensions.

Based on what is stated in the table, the administrative empowerment dimensions are prevailed at the Saudi Telecommunications Company (Zain) in accordance with the following order:

- Power delegation dimension by an arithmetical mean of (3.50).
- Training dimension by an arithmetical mean of (3.16).
- Effective communication dimension by an arithmetical mean of (3.15).
- Staff motivation dimension by an arithmetical mean of (2.80).

Second question: What is the level of administrative creativity at the Saudi Telecommunications Company (Zain) from the viewpoint of the respondents?

To answer this question, the researcher has calculated arithmetic means, and standard deviations of the study community members' responses on the phrases express

Table 2. Arithmetic means and standard deviations of the dimensions of the administrative empowerment

Item	Phrases	Arithmetic mean	standard deviation	Level of response
1	Administration grants me sufficient powers to accomplish my job tasks.	3.61	1.05	High
2	Administration is confident in my ability to perform the tasks entrusted to me.	4.02	0.90	High
3	My superiors exercise delegated powers only during the period of the mandate.	3.28	0.99	Medium
4	Administration gives me proper flexibility to perform my tasks	3.45	1.00	High
5	My job provide the opportunity to make decisions independently	3.18	1.07	Medium
	Overall average of power delegation dimension	3.50		High
6	The organization adopt a clear plan for training	3.03	1.06	Medium
7	The organization provides training courses to develop my skills.	3.09	1.09	Medium
8	The organization encourages staff to exchange experiences with each other.	3.29	1.02	Medium
9	Many opportunities or learning and acquiring new skills in the workplace are available to employees.	3.24	0.99	Medium
10	Organization seeks to develop its staff.	3.15	1.03	Medium
	Overall average of training dimension	3.16		Medium
11	Instructions and procedures in the organization are characterized by clarity.	3.15	1.13	Medium
12	Employees can access to decision-makers and explain their attitudes without difficulty.	3.21	0.95	Medium
13	Administration care about finding ways of effective and developed communication means.	3.23	0.88	Medium
14	There is an information system provides information quickly to decision-makers.	3.03	1.12	Medium
	Overall average of effective communication dimension	3.15		Medium
15	Organization appreciates my efforts at work.	3.27	0.97	Medium
16	Organization system allows me to participate in decision-making.	2.93	1.01	Medium
17	The salary fits my efforts at work.	2.63	1.09	Medium
18	I feel that promotion system at the organization is fair and objective.	2.58	1.39	Low
19	Staff efficient is considered an important criterion in the promotion system.	2.60	1.33	Low
	Overall average of staff motivation dimension	2.80		Medium
	Overall average of administrative empowermentdimensions	3.15		Medium

Table 3. Arithmetic means and standard deviations of the dimensions of the administrative creativity

Item	Phrases	Arithmetic mean	standard deviation	Level of response
1	We are trying to apply new methods at the organization by resolving any problem we face	3.61	0.82	High
2	Accomplish the assigned tasks to us in sophisticated method	3.42	0.91	High
3	We are keen to provide new ideas for the work at the Organization	3.41	0.96	High
	Overall average ofauthenticity dimension	3.48		High
4	We have sufficient skills by which we convince our clients	3.72	0.86	High
5	Organization administrators make discussion related to work	3.79	0.77	High
6	We keen to express our opinions even it violates my superiors at work.	3.74	0.74	High
	Overall average of fluency dimension	3.75		High
7	We care about opinions that violate our opinions to take advantage of othersopinions	3.59	0.82	High
8	We are seeking to get ideas that contribute to solvework problems	3.77	0.74	High
9	We keen to take advantage of others criticism	3.75	0.82	High
	Overall average of flexibility dimension	3.70		High
10	We keen to suggest new ways to perform work although we know the consequence risks.	3.46	0.96	High
11	We care about providing innovative ideas at work even it won'tbe applied	3.56	0.89	High
12	We hesitate to apply new methods for performing our work as we fear of failure	2.95	1.25	Medium
	Overall average of risk dimension	3.33		Medium
13	No decisions are made randomly, but according to an extensive study	3.71	0.76	High
14	Simplifying our thoughts when facing problems at work	3.57	0.80	High
15	Getting detailed information before starting new work	3.72	0.76	High
	Overall average of analysis capability dimension	3.66		High
16	Feeling aroused when dealing with clients problems	3.70	0.76	High
17	We have an accurate view of work problems	3.66	0.80	High
18	We have the capacity to anticipate work problems before it occurs	3.58	0.94	High
	Overall average of sensitivity to problems dimension	3.64		High
	Overall average of administrative creativitydimensions	3.60		High

But the arithmetic mean of the study sample responses on all dimensions and phrases of administrative empowerment in general was (3.15). This means that the study sample believe that the level of administrative empowerment in the Saudi Telecommunications Company (Zain) is average but verifies depending on its constituent dimensions and according to each of these dimensions.

administrative creativity, and in accordance with its constituent dimensions. Based on what is stated in the table, the administrative creativity dimensions are prevailed at the Saudi Telecommunications Company (Zain) in accordance with the following order:

- Fluency dimension by an arithmetic mean of (3.75).
- Flexibility dimension by an arithmetic mean of (3.70).
- Analysis capability dimension by an arithmetic mean of (3.66).
- Sensitivity to problems dimension by an arithmetic mean of (3.64).
- Authenticity dimension by an arithmetic mean of (3.48).
- Risk dimension by an arithmetic mean of (3.33).

But the arithmetic mean of the study sample responses on all dimensions and phrases of administrative creativity in general was (3.60). This suggests that the level of administrative creativity among respondents at the Saudi Telecommunications Company (Zain) is relatively high, but verifies depending on its constituent dimensions and according to each of these dimensions.

Second: testing study hypotheses

The first hypothesis

There is no statistically significant effect at the significance level of (≤ 0.05 α) of the administrative empowerment elements (Delegation of power, staff training, effective communication, and staff motivation) on the level of creativity felt by staff at Saudi Telecommunications Company (Zain). Multiple regression analysis test has been used to test this hypothesis. Table (4) also indicated, that the value of calculated (f) was (5.66), and it was larger than its Tabulated value amounting (2.49) at freedom degrees (4.77) and the level of significance of (0.05).

This requires rejection of the nihilism hypothesis and acceptance of the alternative hypothesis which states that there is an effect of the administrative empowerment dimensions on the level of staff creativity. This result confirms the level of significance of (f) that amounted (0.001), as it is less than adopted significance level of 0.05.The explanatory power of the model has reached (0.22 = R2), a medium explanatory power, which means that the independent variable dimensions (administrative empowerment) explain 22% of the dependent variable (the administrative creativity). Table (5) shows the effect of applying each dimension of administrative empowerment on the level of staff creativity at Saudi Telecom Company (Zain). Through the results of power coefficient of administrative empowerment dimensions on the level of staff creativity at Saudi Telecom Company (Zain), there is a statistically significant effect at the level of significance (≤ 0.05 α) of (power delegation, staff training, effective communication) variables. While there is no statistically significant effect of staff motivation variable.

The second hypothesis

There were no significant differences at the significance level of (≤ 0.05 α) of the level of administrative empowerment at the Saudi Telecommunications Company (Zain) attributed to functional variables (duration of service, job title). Statistical data at table (6) indicates that the test of The analysis of variance ANOVA results has showed no statistically significant differences at the level of significance (≤ 0.05 α),as the value of calculated (f) reached (2.66)and the statistical significance (0.07), which means that there is no effect of duration of service variable on administrative empowerment level at the Saudi telecommunications company (Zain) from

Table 4. Results of multiple regression analysis test of the effect of applying knowledge management processes on achieving competitive advantage

Source	Sum of squares	Degrees of freedom	Average of squares	calculated (f) value	Tabulated (f) value	Significance level (f)	Coefficient of determination (R2)	Correlation coefficient (R)
Regression	7.39	4	1.87	5.66	2.49	0.001	0.22	0.32
Error	240.62	77	0.32					
Total	248.01	81						

refers to level (0.05)

Table 5. The results of power coefficient of administrative empowerment dimensions on the level of staff creativity at Saudi Telecom Company (Zain)

Variable	B	Beta	(T) Value	level of significance
Power delegation	0.19	0.28	4.58	0.035*
Staff training	0.16	0.27	3.82	0.001*
Effective communication	0.15	0.22	4.43	0.041*
Staff motivation	0.14	0.21	4.39	0.231
Administrative empowerment in general	0.22		4.51	0.001*

* refers to level (0.05)

Table 6. The results of the analysis of variance (ANOVA) to test differences of administrative empowerment level by functional variables (duration of service, job title)

Source		Sum of squares	Degrees of freedom	Averages ofsquares	Calculated (f) value	Level of significance
Duration of Service	Between groups	1.30	2	0.65	2.66	0.07
	Among groups	229	79	0.24		
	Total					
Job Title	Between groups	1.33	2	0.66	2.53	0.06
	Among groups	341	79	0.26		
	Total					

* refers to level (0.05)

staff perspective, so we can accept this null hypothesis. The data at Table (6) indicates that the test of The analysis of variance ANOVA results has also showed no statistically significant differences at the significance level of (≤ 0.05 α), as the value of calculated (f) reached (2.53) and the statistical significance (0.06), which means that there is no effect of job title variable on administrative empowerment level at the Saudi telecommunications company (Zain) from staff perspective, so we can accept this null hypothesis.

DISCUSSING THE STUDY FINDINGS

Through statistical analysis of the data, the study has found a set of results that could be clarified as follows:

First: Findings of the views and responses of the study sample towards applying of administrative empowerment at the Saudi Telecom Company (Zain)

- It was noticed that applying level of administrative empowerment at the Saudi telecommunications company (Zain) was medium, according to the responses of the governing body at the company, which may be due to some factors affecting the company's employees, such as: lack of fairness and objectivity of promotion system, lack of participation in decision-making, and low salaries unlike STC, for example.
- Findings have showed that the constituent dimensions of administrative empowerment prevailing at the company are according to its arithmetical means respectively: power delegation dimension, training dimension, effective communication dimension, and staff motivating dimension.

Second: Findings of the views and responses of the study sample towards applying of administrative empowerment at the Saudi Telecom Company (Zain)

- The study has showed that the administrative creativity elements that have been studied are relatively high, so it can be arranged according to its relative importance as follows: fluency dimension, flexibility dimension, analysis capability dimension, sensitivity to problems dimension, and risk dimension.

Third: Findings of testing study hypotheses

The first major hypothesis

The study has showed a statistically significant effect at the level of significance (≤ 0.05 α) for the under study fields of administrative empowerment on the level of administrative creativity among the staff at the Saudi Telecommunications Company (Zain). When examining effect of each field separately, the study has showed a statistically significant effect at a level (≤ 0.05 α) of the following elements of the administrative empowerment:

Power Delegation: This variable has interpreted (28%) of the variation of administrative creativity level. The study believes that this may be due to power delegation at the Saudi Telecom Company (Zain) and its confidence in the ability of employees to perform the assigned tasks, and giving them freedom to perform their tasks. This helps staff to create and innovate new methods in performance and problem solving, thus, increasing the administrative creativity.

Staff Training: This variable has interpreted (27%) of the variation of administrative creativity level. The study believes that this may be due to the fact that training grants staff the knowledge and skills helping them in developing their capabilities, enabling them to innovate new methods and ways, thus, leading to administrative creativity.

Communication: Its explanatory strength is relatively weak (22%), even itis statistically significant, while staff motivating dimension is not statistically significant, and the study suggests that this may be due to the fact that the physical motivation level is low compared to Saudi Telecom Company STC. Thus, it frustrated them somewhat.

The second hypothesis: There were no statistically significant differences in the level of administrative empowerment at STC differences (Zain) among respondents attributed to the duration of service, job title variable.

Recommendations

After reviewing the most important findings of this study, we recommend:

- Applying modern management concepts within the Saudi Telecommunications Company (Zain) Department, such as activating participation principle, forming work teams, teamwork, and administrative decision making to encourage creativity.
- Preparing work environment at Saudi Telecommunications Company (Zain) to support empowerment, through adopting cooperation and coordination between departments, divisions, groups and individuals, information exchanging and improving communication to avoid conflicts and individual competitions.
- Following decentralization, delegation of power and subordinates' participation in decision-making.
- Group departments attention to staff training to accommodate modern technology and developed communication technologies through the staff joining into specialized training courses to increase creativity.
- Developing an effective system for material and moral incentives for employees. Given incentives should match the effort, it should also match performance and creativity rates at work and be provided in due time.
- Do not hesitate to apply new methods and take the risk at work at avoid failures, because it has great importance on creativity, and do not be afraid to apply methods that include risks.
- Establishing a management for creativity or what is called (Ideas Bank), to be responsible for supporting and encouraging creators and talented.

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