

Contemporary Trends of Administrative Innovation and its Impact on Developing Employee Performance

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This study aims at shedding light on the contemporary trends of administrative creativity and its impact on the development of the performance of workers in the Iraqi private banks, where the study followed the descriptive analytical approach and the study population of those working in those banks and the sample of the study are 107 samples. The study comes with a number of conclusions, the most important of which is the strong correlation between administrative creativity on the one hand and the material and moral incentives offered to the employees on the other hand, based on the conclusions we find by the study. Recommendations were made, the most important of which is encouraging employees to generate new ideas that contribute to increasing the organisation's revenues, and achieving survival and growth by focussing on the creative aspects to achieve the best financial income and best service alike.

Key words: *Managerial Creativity, Staff Performance Development, Flexibility, Task Accomplishment.*

Introduction

Human resources are considered the main wealth of nations in modern economies due to their contribution to the achievement of the strategic goals of most countries of the world, which has drawn attention to the importance of this resource in return for the decline of natural resources and the belief in their unsustainability (Horak at.el, 2019). Human resources today are an essential part of the overall strategy of the organisation, and this has been observed in organisations that have devoted most of their attention to their human resources, which start



from the moment of searching for them in the labour market until the end of their relationship with the organisation (Bailey et al., 2018). Some specialists even go on to expand the human resources management activity even after the end of the individual's relationship with the organisation in order to rehabilitate them to take jobs in other organisations (Stewart & Brown, 2019).

Investing in the development of the human element is one of the factors of success of any organisation through an interest in creativity, which should not only provide the organisation with sophisticated tools, but also focus on the behaviour of workers (Ruona, 2016).

Dealing with the data of the 21st century requires a trend towards creative behaviour as an essential factor for development and an important tool for the growth and organisation of organisations and building their capacity to adapt to the changing environment. So, it became necessary to develop human resources to cope with the rapid developments despite the similar working environment in the same sector. But the difference and the level of creativity of individuals, the fact that the future of the nation does not depend on the preparation of workers but on the provision of a distinct type of workers, led organisations to develop a special program to develop their cadres to raise the level of their performance in order to meet the challenges and requirements of rapid change in the external environment (Daving & Nordhaug, 2010). Therefore, the changing circumstances in which our institutions live today, whether political, cultural or socio-economic have to respond to changes in a creative manner that believes in their survival and continuity effectively and ably (Al-Shayeb and Ababneh 2006) The creative work produced by skilled workers came through targetted research and analysis of the opportunities created by the environmental change of the organisation, which today is the greatest hope for solving many of the problems facing most organisations. (Hoff & Oberg, 2015).

Administrative innovation has become very important to support the strength of any organisation in distinguishing it from other organisations. The traditional management robs the capabilities of employees to creativity and thinking that is a fundamental requirement of any organisation: and this comes only if there is a suitable and sound work environment that pushes its members to highlight their creativity and employs them appropriately to reach unique and appropriate ideas and solutions (Maaytah, 2006).

This study is intended to stimulate and highlight the contemporary trends of administrative creativity and its impact according to what researchers believe in developing and improving the performance of workers in the private banks in Baghdad.

The Problem of the Study

According to the researchers' knowledge of the studies that dealt with the development of human resources, it has been noted that interest in the content of creative behaviour has become increasingly urgent and an important demand in that most organisations seek to achieve excellence in performance, including Iraqi private banks. To frame the research problem, a questionnaire was prepared that whose motive was confining the problem of research and answer the following question: "What is the impact of contemporary trends of administrative creativity on the development of the performance of workers in the private banks of Baghdad?"

Procedural Outline of the Study

The procedural plan of the study deals with the statistically significant impact of the contemporary trends of administrative creativity on the development of the performance of workers in the Iraqi private banks.

Terminology of Study

Administrative Innovation: It is the generation of new ideas out of the ordinary that emerge because of the experience and administrative knowledge of the creative workers, which result in a change in the work environment and its outputs ((Lee et al., 2019). This is now familiar both for the workers themselves and for their organisations (Dawson & Andriopoulos, 2014). Braun et al, 2016) mentions that it is a mental potential employed by the staff to provide a distinct idea or work that benefits the individual himself, the organisation and its members and customers with great benefit.

Flexibility: It means the ability to change creative behaviours by changing the attitude and according to the mental patterns that are not defined and can be changed according to the immediate need (Goller & Bessant, 2017). The high degree of flexibility of staff reflects the state of administrative creativity when it can be adapted to the circumstances of the organisation (Al-Sarifi, 2003).

Originality: It is the ability of the creative person to generate rare ideas that are not derivative, that is, not to repeat the ideas of others (Hon & Lui, 2016). Therefore, (Mansour, 1989) sees any ideas that have become less common and therefore increase the degree of authenticity in the creative individual who does not repeat the ideas of those around him, and does not touch on the ideas of traditional Valassala idea that is the result of imagination and reflects on the ideas and dissatisfaction with what others think (Parise et al, 2015).

Anomaly: it means the ability to break free from traditionalism and common developments, and the ability to deal with rigid systems and adapt them to the reality of work (Hakbani, 1997).

Employee Performance: The behaviour adopted by the employee in carrying out the various activities and tasks in a currency in the organisation (Menges et al, 2017), is the effort achieved through the work of the individual within the institution, or the actions issued doing the work purposefully (Abdul Hamid, 2006).

Accomplishing the Tasks: An employee has a set of behaviours through the performance of his or her duties and responsibilities that contribute to the performance of substantial operations in the organisation within a quality that is equal to or superior to the acceptable minimum (Rahman at.el, 2015). According to Abu Bakr, 2006, the accomplishment of the employees' tasks is only an awareness of the management of the organisations of the volume and quantity of work done by their employees during the working hours, divided by the number of inputs by different elements.

Accuracy of Work: the high skills provided by the individual when performing a particular work according to the agreed standards in terms of time, cost and quality in order to achieve more accurate results (Mahmoud, 2013). The accuracy of the work is related to the results achieved by the creative workers, which is related to the way in which the tasks are accomplished. They reflect the accuracy and the standard in the way the tasks are performed and the performance (Gomez-Mejia, et al, 2012).

Behaviour: It is a set of responses and reactions issued by employees during the performance of their duties (Moses, 2018), where this behaviour is related to standards and principles directly related to them, and this requires the management of organisations to understand the behavioural aspect of the performance of its workers, predict and control it, and know the relevant elements (Shen & Benson, 2016)

Previous Studies

"Reda Study (2003) titled Administrative Innovation and its Relationship to Job Performance: An Empirical Study on Security Services at King Abdulaziz International Airport in Jeddah". This study aims at identifying the level of administrative creativity of security staff at King Abdulaziz International Airport in Jeddah, and the reality of the performance of the security staff in the airport and on the reality of the performance of the employees of the security services in the airport; knowing the relationship of administrative creativity to improve the level of performance of the airport staff, and the extent to which different members of the

study view community from its various axes. The study reaches the results of the most important presence of the subordinates in determining the objectives of the administration to create a spirit of creativity for security personnel at the airport, and the study made a set of recommendations was the most important motivation to the staff at the airport towards excellence and renewal in the performance of their work.

The Wheel Study (2009) titled: Administrative Innovation and its Relationships with the Functional Management of Public Sector Managers

This study aims to know the reality of administrative creativity and its relationship with the performance of managers working in the ministries of the Gaza Strip, where the researcher adopted a stratified sample method which amounted to 305 samples. Acceptably, the results showed that managers in the ministries of the Gaza Strip possess all the distinctive capabilities of the creative personality. The study identified a set of recommendations, the most important of which is the establishment of the incubator of creativity and the activation of a reward and punishment system on the foundations and professional standards, including excellence and creativity in performance and to reward gifted creators.

Naseer and Al-Azzawi (2011): The Effect of Administrative Innovation on Improving the Performance of Human Resources Management in Jordanian Commercial Banks

The study aims at identifying the extent of the impact of administrative innovation on the improvement and development of human resources management performance. The study used a descriptive method of analysis. The most important findings are for the banks in question to honour the creative employees periodically and continuously. This is evidence of the interest of banks to motivate creative employees to work – the results showed that the experience of workers in banks, especially the experience of bank managers, have a great impact on creativity and creators, and the study made a set of recommendations was the most important enhancement of the role of a culture of discrimination, innovation and creativity to reflect on the performance of bank employees. Give rewards of all kinds to its creative and distinguished employees in order to encourage them to generate new ideas and continue creativity and development.

Al-Ammouri Study (2014): The Effect of Implementing Human Resources Management Functions on the Performance of Employees in the Jordanian Social Security Corporation

This study aims at showing the impact of the application of human resources management activities on the performance of employees in the Jordanian Social Security Corporation, and the study population consisted of all employees of the Social Security Corporation, while the sampling unit consisted of 400 employees of the upper and middle administrations of the

Social Security Corporation. The study used a descriptive analytical approach. The study reached a number of results, the most important of which are: the impact of the application of human resources management activities on the performance of employees, and recommended the need to take human resources management to the role it deserves in order to enhance its effective role in improving the performance of workers. The need to pay attention to human resources is one of the most important assets and capital of the organisation. This study is used to measure the following dependent variable (quantity of work accomplished, knowledge of job requirements, quality of work).

Study Population and Sampling Unit

The study population consisted of workers in banks and private banks located in the capital Baghdad. The sample was taken in a simple random sample. As for the sampling unit, 176 samples were selected. 176 questionnaires were distributed to the sampling unit. 145 questionnaires were retrieved, of which 107 were valid for statistical analysis, or 60.8% of the total questionnaires retrieved. Thus, the study sample became (107) sample.

Study Tool

For the purpose of obtaining data and information in the implementation of the purposes of the study, the questionnaire adopted a cognitive measurement tool in the development of the views of a group of writers, researchers and relevant previous studies to obtain the primary and secondary data necessary to complete the application side of the study.

Stability of the Study Tool: To calculate the stability of the study tool, the Cronbach Alpha test was applied for each variable of all dimensions of the study variables. The results of the test where the values of Cronbach alpha for all variables of the study and for the questionnaire in general is higher than (60%), which is acceptable in research and studies related to administration and humanities. In this study the questionnaire obtained consistency coefficients ranging between (66% -85%) as shown in Table (1):

Table 1: Stability coefficient for study variables (Kronbach Alpha scale)

Kronbach Alpha	Variables
Independent Variable: Administrative Innovation	
0.88	Flexibility
0.66	Originality
0.85	Anomaly
Dependent variable: employee performance	
0.89	Completion of tasks dimension
0.85	Accuracy of work dimension
0.93	Behaviour dimension

Hypothesis Test Results

To ensure that the study data are relevant to the hypotheses, the researchers conducted a Variance Inflation Factor-VIF and Tolerance to verify that there is no high correlation between independent variables.

Table 2: Variable inflation coefficient (VIF), allowable contrast and torsion coefficient

(Skewness)	Tolerance	VIF	Dimensions
-0.672	0.788	1.401	Flexibility
-0.636	0.764	1.309	originality
-0.659	0.631	1.519	Anomaly

As in Table (2), which contains the independent variables as well as the variance inflation coefficient (VIF) and allowable variation (Tolerance) and each variable, where it is noted that the value (VIF) for all variables was less than (5) and the value of the dimensions of the independent variable (1.409) The Tolerance value of all variables was greater than (0.05) and reached (0.727). Accordingly, there is no real problem related to the high correlation between the dimensions of the independent variables.

Test hypothesis H0 which states that there is no statistically significant effect at ($\alpha = 0.05$) of the contemporary trends of administrative creativity dimensions (flexibility, originality, out of the ordinary) on the development of the performance of workers in its dimensions (completion of tasks, work accuracy, behaviours) in the private banks of Baghdad.

To determine the probability of positivity and acceptance of this hypothesis, the researchers conducted a linear regression analysis (Standard Multiple Linear Regression Analysis).

Table 3: Summary of Multiple Linear Regression Variance Analysis of the Main Hypothesis

Std. Error of the Estimate	Adjusted Square	R	R ²	R	Administration creativity
0.4118	0.72		0.584	0.628	

Table (3): shows that the correlation coefficient between the independent variable and the dependent variable was (0.628), and the value of the coefficient of determination (R²) (0.584). The rest of the impact is due to other reasons.

Table 4: Regression Variance Analysis of the ANOVA Main Hypothesis

Sig.	F	Mean Square	Df	Sum of Squares	Source of variance
0.002	70.710	5.325	3	30.397	Regression
		0.389	103	42.761	Residual
			106	73.151	Total

Table (4) shows the analysis of the variation of regression of the main hypothesis, through which it is possible to know the total explanatory power of the variables of administrative creativity, and indicates the impact of contemporary trends of administrative creativity (flexibility, originality, anomaly) on the development of staff performance (accomplishing tasks, work accuracy, behaviours), where the level of significance (0.002) as shown by the value of F calculated (70.71), which is greater than its tabular value of (3.84) at degrees of freedom (3,103), at the level of significance ($\alpha \leq 0.05$) and therefore assumptions as follows have been formulated :

H0: There is no statistically significant impact at the level of significance ($\alpha = 0.05$) of the contemporary trends of administrative creativity (flexibility, originality, out of the ordinary) on the development of the performance of workers in its dimensions (accomplishing tasks, work accuracy, behaviours) in the private banks of Baghdad.

H1: There is a statistically significant impact at the level of significance ($\alpha = 0.05$) of the contemporary trends of administrative creativity dimensions (flexibility, originality, out of the ordinary) on the development of staff performance dimensions (completion of tasks, work accuracy, behaviours) in the private banks of Baghdad.

Table (4) shows that there is a significant correlation with the significance level (Sig = 0.002) which is less than the significance level ($\alpha = 0.05$). Thus, the regression model is suitable to measure the relationship between the independent variable and the dependent variable.

Accordingly, zero was rejected and the alternative hypothesis accepted that: There is a statistically significant impact at the level of significance ($\alpha = 0.05$) of the contemporary trends of administrative creativity dimensions (flexibility, originality, out of the ordinary) on the development of the performance of workers dimensions (completion of tasks, work accuracy, behaviours) in the private banks of Baghdad.

Thus, the administrative creativity followed in the banks in question had an impact on the development and improvement of the performance of employees.

Based on the above, it can be said that there is at least one independent dimension affecting the dependent variable, which can be significant, and Table (5) shows the result of regression analysis of the independent variable in one unit on the dependent variable.

Table 5: The result of the regression analysis (Coefficients) of the main hypothesis

Sig*	T	Standardised Coefficients	Unstandardised Coefficients		Variables
		Beta.	Std. Error	B	
*0.010	5.686		0.314	1.511	(Constant)
*0.000	3.722	0.268	0.077	0.200	Axis of Flexibility
*0.021	7.060	0.421	0.63	0.428	Axis of originality
*0.041	3.118	0.339	0.92	0.311	Axis of anomaly

* Statistically significant at the level of significance ($\alpha = 0.05$)

Table (5) shows the coefficients analysis of the main hypothesis, and it was found that both dimensions of the independent variable had a statistically significant effect in the development of the performance of the workers as they are less than the significant level ($\alpha = 0.05$), where the level of significance for the dimension of flexibility (0.000), Beta (0.268), the dimension of originality was 0.021) and Beta (0.421), in addition to the extra-ordinary dimension was 0.041) and Beta (0.339). Out of the ordinary, respectively (3.722), (7.060), (3.118) were removed.

Conclusions

We conducted a comprehensive survey of the literature of the subject in order to understand the limits of the phenomenon to be studied, which enabled us to identify the limits of the problem of the study, and after analysing our findings through the questions that were directed to the segments in question, we have reached the following results:

- 1) The results of the study showed that workers in some banks have a high degree of creativity, although the encouragement of banks to creativity is limited.
- 2) The results of the study showed that the management of training programs properly affect the creativity of employees by identifying the training needs after a thorough study by senior management, depending on the degree of performance evaluation of workers in the banks in question.
- 3) The results showed that there is a strong impact of material and moral incentives offered to workers on the one hand, and creativity on the other.
- 4) The results showed that the leadership style followed by some private banks enables employees to give them opportunities for creativity and conduct what is required of them at high levels within the limits of the authority granted.
- 5) The results showed that the sampling unit in the private banks had the characteristics of creative personality and this is confirmed by the hypothesis (H1) – that administrative creativity is a clear impact in improving the performance of workers.

- 6) The results showed that senior management adopts creative ideas, especially in the field of management after studying them thoroughly, which reflected positively on the performance of employees.
- 7) The results of a study showed that administrative innovation is an approach to modern management thought, which has a strong relationship with developing and improving the performance of employees.
- 8) The results of a study showed that the workers in the Iraqi private banks had a high experience in the field of management, which reflected on the process of creativity and according to the answers of the sampling unit.

Recommendations

In the light of the findings, the researchers suggest a number of recommendations:

- 1) Encourage employees to generate new ideas that contribute to increasing the organisation's revenues, and achieve survival and growth, by focussing on the creative aspects to achieve the best financial return and best service.
- 2) Holding courses or workshops to introduce the concept of development and performance improvement, which in turn will reflect on the performance of human resources working in banks on the one hand, and access to creativity and leadership on the other.
- 3) Activating the incentive system based on professional criteria and standards that include excellence and creativity in performance and rewarding creators; this increases creativity and encourages others to creativity.
- 4) Work to develop a system to evaluate the performance of employees and link it to the training process in order to identify the fault points on the one hand and provide material and moral incentives for outstanding workers on the other.
- 5) Finding a common understanding between employees and senior management in a way that leads to finding creative and innovative solutions that will keep private banks in the competitive domain at all times.
- 6) Researchers recommend promotion of a culture of discrimination, innovation and creativity as a necessary strategy adopted by senior management in private banks to achieve a larger market share compared to other banks.



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