The Creative Skills of Administrative Leaders and Their Impact on Employees' Job Characteristics in Jordanian Public Financial Institutions

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ABSTRACT

The present study aimed to explore the creative skills of administrative leaders in Jordanian public financial institutions. It aimed to explore the impact of the creative skills of the administrative leaders on employees' job characteristics in Jordanian public financial institutions. To meet the study's goals, a questionnaire was used. Questionnaire forms were distributed to 582 individuals. Several results were reached. For instance, it was found that the respondents' attitudes towards the creative skills of administrative leaders are positive. It was found that the respondents' attitudes towards their job characteristics are positive. It was found that the creative skills of administrative leaders have significant impact on the employees' job characteristics (i.e. variety of skills, task identity, task significance, autonomy and feedback). The researchers recommend developing the creative skills of administrative leaders in financial institutions. That shall improve the employees' job characteristics. It shall improve the performance efficiency and effectiveness of financial institutions. It shall enable those institutions to meet their intended goals

KEY WORDS: CREATIVE SKILLS OF ADMINISTRATIVE LEADERS, JOB CHARACTERISTICS.

INTRODUCTION

The world has been witnessing developments in various areas .Such areas include: the technological, economic and social areas. In this regard, effective leadership is needed to keep up with the latest developments and achieve much growth. However, having an effective leadership requires understanding employees and promoting cooperation among employees. It requires adopting modern leadership styles. Due to the significance of effective leadership, leaders' behaviours have been

receiving much attention by researchers. Such behaviours have significant impacts on organizational success and employees' behaviours.

The success of the group work requires having wise leaders who make plans, coordinate efforts and set goals efficiently. It requires having leaders who possess positive personal traits and much knowledge. That is needed in order for the employees to trust the leaders (Abu Baker, 2001). In this regard, organizations are in need for having creative leaders who promote creativity through using a variety of methods. Such methods include: taking the individual differences between employees into consideration, and supporting employees' non-conventional ideas. They include: engaging employees in the processes of setting goals and making decisions. They include: developing employees' creative skills, promoting trust among employees and developing employees' team work and problem solving skills (Radostina, et.al, 2006).

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It has been suggested that the administrative leaders' creative skills affect the employees' job characteristics. Hence, the researchers of the present study believe that it is very necessary to conduct studies about such impact. Conducting such studies shall contribute to meeting the organizational goals and utilizing the full potentials of employees.

Statement Of The Problem: Several changes have been experienced. In this regard, Jordanian public and private organizations must handle such changes. That should be done through making changes to the functions of leaders, using modern systems and coming up with innovative ideas. To handle changes efficiently, Jordanian public financial institutions have been providing much attention to the development of the creative skills of their administrative leaders. Such skills affect the employees' organizational loyalty and extent of achieving alignment between the employees' personal goals and the organizational goals (Yeh, 1995). The extent of having creative skills by administrative leaders affect the employees' desire to develop and achieve self-realization (Lambert, 2004). The problem of this study is represented in exploring the impact of the administrative leaders' creative skills on employees' job characteristics in Jordanian public financial institutions.

3. Questions

This study aimed to answer:

- Q.1. What is the extent of possessing creative skills by administrative leaders in Jordanian public financial institutions?
- Q.2. How do employees perceive their job characteristics in Jordanian public financial institutions?
- Q.3. What is the relationship between the creative skills by administrative leaders and the employees' job characteristics in Jordanian public financial institutions?

4. Significance of the Study

The significance of the present study is listed below

- As far as the researchers know, the present study is the first study that addresses this subject
- The present study fills a gap in the relevant literature published in Arabic language. It provides information that facilitate the process of conducting research about the creative skills by administrative leaders

5. Objectives: The present study aimed to explore the creative skills of administrative leaders in Jordanian public financial institutions. It aimed to explore the impact of the creative skills of administrative leaders on employees' job characteristics in Jordanian public financial institutions. It aimed to explore the way employees perceive their job characteristics in Jordanian public financial institutions

6. Hypotheses

The researchers of the present study developed the following hypotheses:

H0.1. Administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) don't have any statistically significant impact on the employees' variety of skills.

H0.2. Administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) don't have any statistically significant impact on the employees' autonomy.

H0.3. Administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) don't have any statistically significant impact on the employees' task significance.

H0.4. Administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) don't have any statistically significant impact on the employees' task identity.

H0.5. Administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) don't have any statistically significant impact on the feedback.

7. Operational Definitions:

The operational definitions are listed below

1)-Administrative leaders' creative skills: They include the skills listed below:

a) Problem solving skills: They involve the skills needed for solving problem(s) which may be social, philosophical or scientific problems or etc.... (Randy, 1993).

b) Personal skills: They include the skills needed for dealing with individuals and groups and promoting collaboration and a team work spirit. They enable leaders to identify the opinions and interests of employees (Al-Anani, 1995).

c) Collaboration skills in the decision making process: They include the skills needed for engaging emotionally and cognitively in the decision making process. They enable the leader to meet the common goals and handle responsibilities efficiently (Al-Salmi, 1999).

d) Communication skills: They include the skills needed for exchanging information, data, opinions, ideas, and commands in a direct or indirect manner to meet the organizational goals (Abbas, 2004).

e) Negotiation skills: They include the skills needed for holding negotiations with others (Tawfeeq, 2004).

2)-Job characteristics: They include the ones listed below:

a) Variety of skills: It is represented in having a variety of skills that enable one to do various functions and works at the workplace.

b) Autonomy: It is represented in enjoying much freedom at work in terms of setting work schedule, making decisions, and choosing the methods needed to do tasks.

c) Task significance: It is represented in the employee's feeling that his/her job is important. and has significant impacts on individuals and the whole organization.

d) Task identity: It is represented in doing the work from the beginning to the end.

e) Feedback: It is represented in providing employees with clear information about the outcomes of their work.

8. The Study's Methodology:

8.1. The Study's Approach: A descriptive analytical approach was adopted and a survey was used for collecting data.

Table 1. Data about the sample

Variable	Category	Frequency	Percentage
Gender	Male	338	58.1%
	Female	244	41.9%
Age	30 years or less	112	19.2%
	31-40 years	218	37.5%
	41-50 years	178	30.6%
	51 years or more	74	12.7%
Academic qualification	Secondary school	86	14.8%
	certificate or less		
	Diploma	187	32.1%
	BA degree	281	48.3%
	Graduate degree	28	4.8%
Job	Manager	33	5.67%
	Employee	549	94.33%
Experience	5 years or less	72	12.4%
	6-10 years	204	35.1%
	11-15 years	123	21.1%
	16-20 years	100	17.3
	21 years or more	83	20%
			14%

8.2. Population: The study's population is represented in all the employees working at five Jordanian public financial institutions that are specialized in lending. It includes the managers of the top, middle and low management levels. It consists from 1332 female and male employees. Those employees work in (Agricultural Credit Cooperation, Orphans Fund Development Foundation, Development and Employment Fund, Industrial Development Bank, and Cities and Villages Development Bank).

8.3. Sample: The researchers of the present study selected a sample that consists from 666 employees. This sample represents 50% of the population. Questionnaire forms were distributed to the members of the sample. 609 forms were retrieved. 27 questionnaire forms were excluded because they aren't valid for analysis. Thus, 582 questionnaire forms were analyzed statistically. Data about the sample is presented below in table (1)

5.67 % of the respondents are managers and 94.33% of the respondents are employees. 58.1% of the respondents are males and 41.9% of the respondents are females. 37.5% of the respondents' ages are within the range of 31-40 years. 19.2% of the respondents' ages are 30 years or less. 48.3% of the respondents hold BA degree and 32.1% of the respondents hold diploma. 35.1% of the respondents have an experience that is within the range of 6-10 years.

8.4. Instrument: The researchers used a questionnaire. The first part of the questionnaire collects demographic data about the sample. The second part includes 54 items. It collect data about the independent and dependent variables. Items No. (1-34) collects data about the administrative leaders' creative skills. They were drafted based on the works of Bass, & Avolio (1990), Shakeela (2004), Al-Kharshah (2006), Al-Khlaifat (2006) and Ba Omar (2007). Items No. (35-54) collects data about the employees' job characteristics. They were drafted based on the works of Hackman & Oldham (1976), Askar (1989), Al-Kalabi (1997) and Al-E'baidain (2004). The five point Likert scale was used. It consists from the following categories: It always applies, it often applies, it applies sometimes, it rarely applies, and it never applies. They stand for the following scores respectively: 5, 4, 3, 2 and 1.

8.5. Validity and Reliability of the Instrument: To measure the validity of the questionnaire, the initial version of the questionnaire was passed to 10 experts who work as faculty members in Jordanian universities. Those experts were asked to assess the questionnaire. Changes were made to the questionnaire in the light of their comments. The Cronbach Alpha coefficient values are presented in table (2). They were calculated to measure the reliability of the questionnaire.

Table 2. The Cronbach Alpha coefficient values

Items No.	Variable	The Cronbach Alpha coefficient value
1-34	The administrative leaders' creative skills	0.8952
35-54	The employees' job characteristics	0.9035
1-54	Overall	0.9125

The overall Cronbach alpha value is 0.9125. The latter value indicates that the questionnaire is very reliable.

8.6. The study's model

8.7. Statistical analysis:

The SPSS.10 program was used. The following statistical methods were used:

- Descriptive statistical methods (i.e. means and standard deviations)
- Pearson's correlation coefficient values
- Analysis of variance (ANOVA)
- Stepwise Multiple Regression Analysis
- Variance Inflation Factory (VIF) and Tolerance values to make sure that there isn't any Multicollinearity problem
- Skewness analysis to make sure that data is normally distributed

9. Theoretical framework

9.1. Creative leadership: Leadership has a major impact on employees and the whole organization. However, the effective leadership must be based on creativity. In fact, creative leadership shall enable leaders to employ knowledge efficiently for solving problems, handling responsibilities and planning actions in a strategic manner. Leaders should be very creative and promoters of creativity. They should link new ideas with each other in a creative manner. They must identify and address problems in a unique manner (Ibrahim, 2002:211; Robbins, 1997). Creative leaders are intellectualists.

They play a significant role in carrying out the research and development operations (Huczynski & Buchanan, 2001). The absence of an environment that is supportive

for creativity shall hinder the promotion of creativity. Promoting creativity requires accepting others' ideas and tolerance for others' different and non-conventional ideas (Ibrahim, 2002: 218). In this regard, the researchers of this study define creative leadership as the process of leading others in a creative manner in order to meet the intended goals of the organization. Such leadership involves influencing, guiding and motivating others.

9.2. Relationship between leadership skills and employees' job characteristics: Showing and promoting creativity in organizations aren't easy. To facilitate such processes, it is necessary to understand the relationship between administrative leadership and creativity. Leaders today must be creative. That shall enable them to solve problems, re-construct knowledge and find creative solutions. It shall enable them to handle risks and responsibilities efficiently, realize the consequences of things, and plan actions in a strategic manner (Darren, 2005).

To improve leadership, leaders' skills must be developed and more attention must be provided to collaboration in the decision making process. Improving leadership requires developing employees' team work skills and leaders professionally. Developing leaders professionally includes developing the leaders' creative skills (Kouzes, and Posner, 2002) Leadership is the process of interaction between leaders and subordinate. It aims at meeting the organizational goals. The effectiveness of the leadership is affected by the leader' skills and personality (Karen, & Ian, 2007). For instance, the leader must be able set goals efficiently. He must be able to achieve alignment between the employees' personal goals and organizational goals (Trudy et al., 2007).

The capability of the leader to inspire employees shall affect his/her credibility. It is affected by the leader's capability to align the organizational goals with the individuals' interests and values. It is affected by the extent of rewarding employees who made achievements (Kouzer and Posner, 2002, Zanatta, 2004). Effective leaders are capable of motivating and inspiring employees (Wallis & Dollery, 1997). The leader who can effectively implement the organizational strategies have various skills. They are capable to imitate other. They are capable of motivating others and identifying the available opportunities. They have decision making skills. They can make changes. They can drive employees to change themselves in a positive manner (Sultan, 2002).

In the light of the aforementioned information, the researchers of the present study found that creative leaders affect the employees' job characteristics. For instance, creative leaders are capable of promoting organizational commitment and loyalty and achieving alignment between between the employees' personal goals and organizational goals. They delegate powers to employees and engage employees in the decision making process. They emphasize the significance of team work. Hence, they significantly develop employees'

skills and increase their autonomy. They develop the employees' task identify and task significance. They provide employees with feedback (i.e. clear information about the outcomes of his/her work).

10. Previous Studies: Al-Khalayleh and Sa'adeh (2010) aimed to explore the extent of practicing transformative leadership by principals in Zarqa and its relationship with the female and male teachers' organizational citizenship. The sample consists from 256 female and male teachers. Two scales were used. It was found that there is a significant positive relationship between the extent of practicing transformative leadership by principals in Zarqa and the teachers' organizational citizenship.

Al-Zaydaneen (2008) aimed to explore the impact of the team characteristics on developing employees' job characteristics in the Jordanian Ministry of Interior. A questionnaire was used. The sample consists from 255 individuals. It was found that the team characteristics have a significant impact on the employees' job characteristics in the Jordanian Ministry of Interior. The job characteristics in the latter study are: (variety of skills, task identity, task significance, autonomy and feedback).

Al-Marhadi (2008) aimed to explore the relationship between job characteristics, workplace environment, and motivation from one hand and organizational performance. The sample consists from 434 employees who were selected from none Yemeni banks and industrial and healthcare organizations. A questionnaire was used. It was found that the attention provided to training and moral and financial incentives are inadequate. The workplace environment is inconvenient. There are significant relationships between job characteristics, workplace environment, and motivation from one hand and organizational performance. Ba Omar (2007) aimed to explore the administrative leaders' creative skills on employees' performance at the workplace in Oman from the perspective of the head of departments. A questionnaire was used. The sample consists from 253 employees. It was found that the administrative leaders' creative skills have a significant impact on employees' performance at the workplace in Oman. It was found that the administrative leaders' creative skills in Omani ministries are excellent. The researcher recommends encouraging administrative leaders to delegate powers.

Al-Kharsah (2006) aimed to explore the impact of leadership skills of achieving excellence in Jordanian business organizations. A questionnaire was used. The sample consists from 100 employees who were selected through the simple random sampling method from 10 Jordanian banks. It was found that Leadership skills have a significant impact on achieving excellence in Jordanian business organizations. In addition, the leadership skills of leaders in Jordanian banks are excellent. The latter researcher recommends achieving administrative development unit in banks to promote creativity. Al-E'baidain (2004) aimed to explore the relationship between administrative empowerment and

job characteristics in Jordan Cement Factories Co. and Jordanian Ports Institution. They selected a stratified random sample that consists from 457 employees. It was found that there is a statistically significant relationship between administrative empowerment and job characteristics. The attitudes towards job characteristics are positive. The level of administrative empowerment is moderate.

Al-E'taibi (2003) aimed to explore the impact of the leaders' leadership skills on employee's job performance in the Saudi Ministry of Defense. He selected a sample that consists from 255 officers. He found that the leaders' leadership skills have a significant impact on employee's job performance in the Saudi Ministry of Defense. The leaders' leadership skills in the latter ministry are excellent. Al-Kalabi (1997) aimed to explore the relationship between job characteristics and outcomes of work. The latter characteristics are: (i.e. variety of skills, task identity, task significance, autonomy and feedback). The latter outcomes are: (performance at workplace, job satisfaction, organizational loyalty, work-related stress, role conflict, work pressure, and work-related problems). 203 questionnaire forms were distributed. 276 forms were retrieved and analyzed. It was found that there is a significant relationship between job characteristics and outcomes of work.

Katsikea et al. (2010) aimed to explore the impact of organizational structure and job characteristics on organizational commitment and satisfaction among sales managers. They selected a sample consisting from 548 individuals. It was found that organizational structure and job characteristics have a significant impact on organizational commitment and satisfaction among sales managers. Organ (2018) aimed to explore the impact of job characteristics and the fairness of the administrative leader on the employees' organizational citizenship behavior. The sample consists from 195 employees who work in the Ministry of Transportation and Communications in Taiwan. It was found that the job characteristics and the fairness of the administrative leader have a significant impact on the employees' organizational citizenship behavior. The job satisfaction of respondents can be used to predict the fairness of leaders and the respondents' citizenship organizational behavior.

11. Results related to the questions:

11.1. Results related to the first question: Q.1. What is the extent of possessing creative skills by administrative leaders in Jordanian public financial institutions? To answer this question, means and standard deviations are calculated that are presented in table (3). The means that are higher than 3.5 are high. The means that are within the range of 2.5-3.49 are moderate. The means that are less than 2.49 are low.

Based on table (5), the overall mean is 3.69 which is high. That means that the extent of possessing creative skills by administrative leaders in Jordanian public financial institutions is high. The latter skills

include communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process. The mean of the communication skills is 3.74 which is high and ranked first. The mean of the personal skills is 3.69 which is high and ranked second.

The mean of the negotiation skills is 3.68 which is high and ranked third. The mean of the Problem solving skills is 3.65 which is high and ranked fourth. The mean of the collaboration skills in the decision making process is 3.64 which is high and ranked fifth.

Table 3. The extent of possessing creative skills by administrative leaders in Jordanian public financial institutions

Items No.	Dimension	Mean	Std.	Rank	Level
1-6	Communication skills	3.74	0.56	1	High
7-12	Collaboration skills in the decision making process	3.64	0.61	5	High
13-18	Problem solving skills	3.65	0.59	4	High
19-25	Negotiation skills	3.68	0.57	3	High
26-34	Personal skills	3.72	0.53	2	High
1-34	Overall	3.69	0.51	-	High

Table 4. The employees' perception for their job characteristics in Jordanian public financial institutions

Items No.	Dimension	Mean	Std.	Rank	Level
1-6	Variety of skills	3.36	0.97	5	Moderate
7-12	Autonomy	3.37	1.00	4	Moderate
13-18	Task significance	3.93	0.91	1	High
19-25	Task identity	3.61	0.87	3	High
26-34	Feedback	3.85	0.84	2	High
1-34	Overall	3.62	0.69	-	High

11.2. Results Related to the Second Question: Q.2. How do employees perceive their job characteristics in Jordanian public financial institutions? Table (4) presents the results related to this question

Based on table (6), the overall mean is 3.62 which is high. That means that the employees' perception for their job characteristics in Jordanian public financial institutions

are positive. The mean of the (Task significance) is 3.93 which is high and ranked first. The mean of the (feedback) is 3.85 which is high and ranked second. The mean of the (task identity) is 3.61 which is high and ranked third. The mean of the (autonomy) is 3.37 which is moderate and ranked fourth. The mean of the variety of skills is 3.36 which is moderate and ranked fifth.

Table 5. The Pearson correlation coefficient values for the relationship between the creative skills by administrative leaders and the employees' job characteristics in Jordanian public financial institutions

Dependent variable						
Independent variables	Overall	Feedback	task identity	Task significance	autonomy	variety of skills
Communication skills	0.73*	0.58*	0.65*	0.72*	0.60*	0.70*
Collaboration skills in the s decision making proces	0.74*	0.47*	0.63*	0.69*	0.66*	0.73*
Problem solving skills	0.73*	0.53*	0.67*	0.68*	0.62*	0.72*
Negotiation skills	0.77*	0.46*	0.69*	0.70*	0.67*	0.75*
Personal skills	0.81*	0.56*	0.73*	0.73*	0.74*	0.77*
Overall	0.87*	0.54*	0.77*	0.81*	0.76*	0.86*

(*): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.01$).

11.3. Q.3. What is the relationship between the creative skills by administrative leaders and the employees' job characteristics in Jordanian public financial institutions? Table (5) presents the results related to this question.

Based on table (7), there are statistically significant correlations between all the dependent and the independent variables. The overall value is 0.87. That indicates that there is a significant positive relationship between the creative skills by administrative leaders and the employees' job characteristics. The strongest correlation exists between the creative skills by administrative leaders from hand and the employees' variety of skills from another hand. That is because the relevant correlation value is 0.86. The weakest correlation exists between the creative skills by administrative leaders from hand and feedback from another hand. That is because the relevant correlation value is 0.54.

Table 6. The Variance Inflation Factory (VIF) and tolerance values and the Skewness coefficient values

Independent variables	VIF	Tolerance	Skewness
Communication skills	2.403	0.416	0.625
Collaboration skills in the decision making process	2.246	0.445	0.624
Problem solving skills	3.192	0.313	0.616
Negotiation skills	3.519	0.373	0.781
Personal skills	3.410	0.284	0.786

12. Testing the Hypotheses: Before testing the hypotheses, the researchers calculated the Variance Inflation Factory (VIF) and tolerance values to make sure that there isn't any multicollinearity problem between the independent variables. VIF values must be less than 10 and the tolerance value must be less than 0.05. The researchers calculated the Skewness coefficient values to make sure that the data can be normally distributed. The latter values must be less than 1.

The VIF values are within the range of (2.246 -3.519). All the VIF values are less than 10. The tolerance values are within the range of (0.284-0.445). All the tolerance values are greater than 0.05. Thus, there isn't any multicollinearity problem between the independent variables. All the Skewness coefficient values are less than 1. Thus, the study's data can be normally distributed. To test the hypotheses, the analysis of variance was conducted. The results of the latter analysis are presented in table (7).

Based on table (7), 79.8% of the changes in the employees' variety of skills can be attributed to the creative skills of the administrative leaders. 78.3% of the changes in the employees' autonomy can be attributed to the creative skills of the administrative leaders. 63.7% of the changes in the employees' task significance can be attributed to the creative skills of the administrative leaders. 67.2% of the changes in the employees' task identity can be attributed to the creative skills of the administrative leaders. 62.4% of the changes in the feedback can be attributed to the creative skills of the administrative leaders.

Table 7.

Dependent variable	Source	Determination coefficient (R ²)	Sum of squares	Mean square	Calculated F value	F value
Variety of skills	Regression	0.798	198.52	24.82	185.37*	0.000
	Error		50.34	0.13		
Autonomy	Regression	0.783	225.44	28.18	169.59*	0.000
	Error		62.48	0.17		
Task significance	Regression	0.637	182.65	22.83	82.38*	0.000
	Error		104.21	0.28		
Task identity	Regression	0.672	202.33	25.29	96.33*	0.000
	Error		98.72	0.26		
feedback	Regression	0.624	195.98	24.49	78.12*	0.000
	Error		117.90	0.314		

(*): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.01$)

Testing the first sub-hypothesis:

H0.1. Administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) don't have any statistically significant impact on the employees' variety of skills.

Based on table (10), Administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) have a statistically significant impact on the employees' variety of skills at the statistical significance level of ($\alpha \geq 0.01$). That was concluded

because the calculated t value is greater than the tabulated t value.

Stepwise Multiple Regression analysis was conducted to explore the amount of changes in the employees' variety of skills that can be attributed to each skill of the administrative leaders' creative skills. The results of the latter analysis are presented in table (9). 65.8% of the changes in the employees' variety of skills can be

attributed to leaders' communication skills. 73.2% of the changes in the employees' variety of skills can be attributed to leaders' personal skills. 77.4% of the changes in the employees' variety of skills can be attributed to leaders' negotiation skills. 78.9% of the changes in the employees' variety of skills can be attributed to leaders' problem solving skills. 79.6% of the changes in the employees' variety of skills can be attributed to leaders' collaboration skills in the decision making process.

Table 8. The results of the multiple regression analysis for exploring the impact of the administrative leaders' creative skills on the employees' variety of skills

Independent variable	B	Standard error	Beta	Calculated t value	Sig.
Communication skills	0.235	0.033	0.288	7.120*	0.000
Collaboration skills in the decision making process	0.149	0.038	0.149	3.931*	0.000
Problem solving skills	0.192	0.061	0.189	4.582*	0.000
Negotiation skills	0.191	0.041	0.191	4.691*	0.000
Personal skills	0.211	0.038	0.244	5.617*	0.000

(*): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.01$)

Table 9. The results of the Stepwise Multiple Regression analysis for exploring the capability to predict the employees' variety of skills through each skill of the administrative leaders' creative skills

Variable	Determination coefficient R2	Calculated t value	Sig.
Communication skills	0.658	7.403*	0.000
Personal skills	0.732	6.279*	0.000
Negotiation skills	0.774	5.179*	0.000
Problem solving skills	0.789	4.511*	0.000
Collaboration skills in the decision making process	0.796	3.658*	0.000

(*): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.01$)

Table 10. The results of the multiple regression analysis for exploring the impact of administrative leaders' creative skills on employees' autonomy

Independent variable	B	Standard error	Beta	Calculated t value	Sig.
Communication skills	0.143	0.045	0.120	3.210*	0.001
Collaboration skills in the decision making process	0.156	0.042	0.146	3.701*	0.000
Problem solving skills	0.182	0.102	0.173	4.163*	0.000
Negotiation skills	0.18	0.045	0.172	4.072*	0.000
Personal skills	0.379	0.037	0.432	10.311*	0.000

(*): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.01$)

H0.2. Administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) don't have any statistically significant impact on the employees' autonomy.

Based on table (10), the administrative leaders' creative skills (i.e. communication, problem solving, personal and

negotiation skills and collaboration skills in the decision making process) have a statistically significant impact on the employees' autonomy at the statistical significance level of ($\alpha \geq 0.01$). That was concluded because the calculated t value is greater than the tabulated t value. The Stepwise Multiple Regression analysis was conducted to explore the amount of changes in the employees' autonomy that can be attributed to each skill of the administrative leaders' creative skills.

Table 11. The results of the Stepwise Multiple Regression analysis for exploring the capability to predict the employees' autonomy through each skill of the administrative leaders' creative skills

Variable	Determination coefficient R2	Calculated t value	Sig.
Personal skills	0.678	10.635	0.000
Problem solving skills	0.750	4.665	0.000
Negotiation skills	0.768	4.193	0.000
collaboration skills in the decision making process	0.778	3.971	0.000
Communication skills	0.782	2.630	0.009

(*): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.01$)

The results of the latter analysis are presented in table (11) below. 67.8% of the changes in the administrative leaders' creative skills can be attributed to personal skills. 75% of the changes in the administrative leaders' creative skills can be attributed to the leaders' problem solving skills 76.8% of the changes in the administrative leaders' creative skills can be attributed to the leaders' negotiation skills. 77.8% of the changes in the administrative leaders' creative skills can be attributed to the leaders'

collaboration skills in the decision making process. 78.2% of the changes in the administrative leaders' creative skills can be attributed to the leaders' communication skills.

H0.3. Administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) don't have any statistically significant impact on the employees' task significance.

Table 12. The results of the multiple regression analysis for exploring the impact of administrative leaders' creative skills on employees' task significance

Independent variable	B	Standard error	Beta	Calculated t value	Sig.
Communication skills	0.198	0.048	0.226	4.169*	0.000
collaboration skills in the decision making process	0.193	0.054	0.180	3.539*	0.000
Problem solving	0.190	0.058	0.159	3.299*	0.001
Negotiation skills	0.167	0.059	0.156	2.858*	0.004
Personal skills	0.318	0.054	0.343	5.875*	0.000

(*): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.01$)

Based on table (12), administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) have a statistically significant impact on the employees' task significance at the statistical significance level of ($\alpha \geq 0.01$). That was concluded because

the calculated t value is greater than the tabulated t value. The Stepwise Multiple Regression analysis was conducted to explore the amount of changes in the employees' task significance that can be attributed to each skill of the administrative leaders' creative skills.

Table 13. The results of the Stepwise Multiple Regression analysis for exploring the capability to predict the employees' task significance through each skill of the administrative leaders' creative skills

Variable	Determination coefficient R2	Calculated t value	Sig.
Personal skills	0.551	5.903*	0.000
Communication skills	0.595	3.046*	0.002
collaboration skills in the decision making process	0.614	3.852*	0.000
Problem solving skills	0.627	2.666*	0.008
Negotiation skills	0.632	2.265*	0.024

(*): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.01$)

The results of the latter analysis are presented in table (13) below. 55.1% of the changes in the employees' task significance can be attributed to leaders' personal skills. 59.5% of the changes in the employees' task significance can be attributed to leaders' communication skills. 61.4% of the changes in the employees' task significance can be attributed to leaders' collaboration skills in the decision making process. 62.7% of the changes in the employees' task significance can be attributed to leaders' problem

solving skills. 63.2% of the changes in the employees' task significance can be attributed to leaders' negotiation skills.

H0.4. Administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) don't have any statistically significant impact on the employees' task identity.

Table 14. The results of the multiple regression analysis for exploring the impact of administrative leaders' creative skills on employees' task identity

Independent variable	B	Standard error	Beta	Calculated t value	Sig.
Communication skills	0.170	0.055	0.165	3.122*	0.002
collaboration skills in the decision making process	0.171	0.053	0.156	3.223*	0.001
Problem solving skills	0.173	0.053	0.182	3.293*	0.001
Negotiation skills	0.207	0.046	0.231	4.484*	0.000
Personal skills	0.166	0.057	0.151	2.909*	0.004

(*): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.01$)

Based on table (14), administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) have a statistically significant impact on the employees' task identity at the statistical significance level of ($\alpha \geq 0.01$). That was concluded because the calculated t value is greater than the tabulated t value.

The Stepwise Multiple Regression analysis was conducted to explore the amount of changes in the employees' task identity that can be attributed to each skill of the administrative leaders' creative skills. The results of the latter analysis are presented in table (15) below. 53.4% of the changes in the employees' task identity can be attributed to the leaders' negotiation skills. 61.5% of the changes in the employees' task identity can be attributed to the leaders' problem solving skills. 64.4% of the

changes in the employees' task identity can be attributed to the leaders' collaboration skills in the decision making process. 66.0% of the changes in the employees' task identity can be attributed to the leaders' collaboration skills in the leaders' communication skills. 67.0% of the changes in the employees' task identity can be attributed to the leaders' personal skills.

H0.5. Administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process) don't have any statistically significant impact on the feedback.

Based on table (16), administrative leaders' creative skills (i.e. communication, problem solving, personal and negotiation skills and collaboration skills in the decision

making process) have a statistically significant impact on the feedback. That was concluded because the calculated t value is greater than the tabulated t value.

The stepwise multiple regression analysis was conducted to explore the amount of changes in the feedback that can be attributed to each skill of the administrative leaders' creative skills. The results of the latter analysis are presented in table (17) below. 53.0% of the changes in

the feedback can be attributed to the leaders' negotiation skills. 59.0% of the changes in the feedback can be attributed to the leaders' problem solving skills. 61.4% of the changes in the feedback can be attributed to the leaders' personal skills.

Note: Communication skills and collaboration skills in the decision making process were excluded from the regression equation

Table 15. The results of the Stepwise Multiple Regression analysis for exploring the capability to predict the employees' task identity through each skill of the administrative leaders' creative skill

Variable	Determination coefficient R2	Calculated t value	Sig.
Negotiation skills	0.534	4.433	0.000
Problem solving skills	0.615	3.658	0.000
Collaboration skills in the decision making process	0.644	3.641	0.000
Communication skills	0.660	3.590	0.000
Personal skills	0.670	3.476	0.001

(*): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.01$)

Table 16. The results of the multiple regression analysis for exploring the impact of administrative leaders' creative skills on feedback

Independent variable	B	Standard error	Beta	Calculated t value	Sig.
Communication skills	0.128	0.061	0.103	2.094**	0.037
Collaboration skills in the decision making process	0.130	0.060	0.102	2.147**	0.032
Problem solving skills	0.246	0.062	0.219	3.946*	0.000
Negotiation skills	0.258	0.058	0.266	4.482*	0.000
Personal skills	0.156	0.051	0.170	3.080*	0.002

(*): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.01$)

(**): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.05$)

Table 17. The results of the Stepwise Multiple Regression analysis for exploring the capability to predict the feedback through each skill of the administrative leaders' creative skills

Variable	Determination coefficient R2	Calculated t value	Sig.
Negotiation skills	0.530	5.043	0.000
Problem solving skills	0.590	4.761	0.000
Personal skills	0.614	3.654	0.000

(*): This sign means that the value is statistically significant at the statistical significance level of ($\alpha \geq 0.01$)

CONCLUSION

The researchers concluded the following:

1. The respondents' attitudes towards the creative skills of administrative leaders are positive.
2. The respondents' attitudes towards their job characteristics are positive.
3. The creative skills of administrative leaders have significant impact on the employees' job characteristics (i.e. variety of skills, task identity, task significance, autonomy and feedback. The latter skills are: communication, problem solving, personal and negotiation skills and collaboration skills in the decision making process

Recommendations:

The researchers recommend:

- Developing the creative skills of administrative leaders in financial institutions. That shall improve the employees' job characteristics. It shall improve the performance efficiency and effectiveness of such institutions. It shall enable those institutions to meet their intended goals
- Increasing the extent of engaging employees in the decision making process. That shall improve their skills and capabilities. It shall develop their personalities and promote a sense of security among them.
- Encouraging managers to delegate powers.
- Conducting studies about the impacts of leaders' creative skills on motivation.
- Developing the creative skills of administrative leaders and utilizing them. That can be done through exerting efforts for creating an environment that improves the employees' job characteristics. Creating such an environment shall improve the performance efficiency and effectiveness of in Jordanian public financial institutions. It shall enable those institutions to meet their goals.

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