The reality of administrative creativity in private universities in the southern Palestinian governorates - A field study on a sample (from Al-Israa and Gaza universities)

واقع الإبداع الإداري بالجامعات الخاصة بالمحافظات الجنوبية الفلسطينية – دراسة ميدانية على جامعتي (الإسراء، وغزة)

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abstarct:

The study aimed to identify the reality of administrative creativity in the Palestinian private universities, where the questionnaire was used as a data collection tool , The study community is made up of 232 employees , After this, the size of the random class sample of the study was determined, consisting of 150 employees divided by 100 from Al-Israa University and 50 from Gaza University. (147) questionnaires were retrieved by 98%, The data were analyzed using the SPSS statistical analysis program, and the descriptive analytical approach was used.

The results showed: that there is administrative creativity in the administration of private universities in the southern Palestinian governorates with a relative weight (79.82), which is a large percentage, and there is intellectual flexibility in the administration in private universities in the southern Palestinian governorates with a relative weight of (80.4), which is a large percentage, as well as the administration is characterized by intellectual authenticity in private universities in the southern Palestinian governorates with a relative weight of (79.97), which is a large percentage.

In light of the results, the study is recommended: The study recommends that the university administration should provide quick and appropriate solutions to

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face work problems, The study recommends that the university administration should adopt a teamwork strategy, The study recommends that the university administration should seek to take advantage of different points of view to generate new ideas.

Keywords: creativity ; Private universities ; Flexibility ; Authenticity; Fluency.

ملخص :

هدفت الدراسة إلى التعرف على واقع الإبداع الإداري في الجامعات الفلسطينية الخاصة ، حيث تم استخدام الاستبانة كأداة لجمع البيانات ، ويتكون مجتمع الدراسة من 232 موظفًا ، وبعد ذلك حجم عينة الفصل العشوائية للدراسة. من 150 موظف موزعين على 100 من جامعة الإسراء و 50 من جامعة غزة. تم استرجاع (147) استبانة بنسبة 98٪ ، وتم تحليل البيانات باستخدام برنامج التحليل الإحصائي SPSS ، وتم استخدام المنهج الوصفي التحليلي.

وأظهرت النتائج: أن هناك إبداعًا إداريًا في إدارة الجامعات الخاصة في محافظات جنوب فلسطينية بوزن نسبي (79.82) وهي نسبة كبيرة ، وهناك مرونة فكرية في الإدارة في الجامعات الخاصة في محافظات الجنوب الفلسطينية. بوزن نسبي (80.4) وهي نسبة كبيرة ، كما تمتاز الإدارة بالأصالة الفكرية في الجامعات الخاصة في محافظات الجنوبية الفلسطينية ذات الوزن النسبي (79.97) وهي نسبة كبيرة.

في ضوء النتائج يوصى بالدراسة: توصي الدراسة إدارة الجامعة بضرورة تقديم حلول سريعة ومناسبة لمواجهة مشاكل العمل ، وتوصي الدراسة إدارة الجامعة بضرورة اعتماد استراتيجية العمل الجماعي ، وتوصي الدراسة إدارة الجامعة بضرورة الاستفادة من وجهات النظر المختلفة لتوليد أفكار جديدة.

الكلمات المفتاحية: الإبداع، الجامعات الخاصة، المرونة، الإصالة، الطلاقة.

Introduction :

Creativity in institutions is no longer a luxury thing, but has become one of the necessities for the organization's survival and prosperity. This discrepancy prompts the organization's management to study adopting a new method in managing the organization or to think of new creative ways And human societies must lead the organization of their affairs. Whatever cultures differ, societies need creative and skilled leaders who are able to coordinate, motivate and push human efforts towards achieving goals, and who are able to face the rapid developments and successive changes as a result of the knowledge explosion

and the information and communication revolution, which contribute to the development of all community facilities and serve those communities.

Table No. (1) "Dimensions of administrative creativity"

The Study / The dimension	Initiative	persistence	Maintain direction	Perception of Details	get out of the ordinary	Risk	Analysis	sensitivity to problems	Authenticity	Flexibility	Fluency
Study (Ali, 2021)					√	√	√	√	√	√	√
Study (Shalabi, 2021)				√			√	√	√	√	√
Study (Al-Sharif, 2021)			√			√	√	√	√	√	√
Study (Al-Jazzar, 2021)		√				√			√	√	√
(Salma-2018 study						√		√	√		√
Study (Kasabe, Harada, Osman, Noor-2015)	√							√	√	√	√
Study (Sayed, Mustamil, seng, 2021)				√	√				√	√	
Total frequencies of previous studies	7/1	7/1	7/1	7/2	7/2	7/4	7/3	7/5	7/7	7/6	7/6

Source: Prepared by researchers based on previous studies (2023)
From the above, the researchers noted that there is agreement on a set of dimensions, that obtained the highest percentage in the studies, which are commensurate with the nature of the study society according to the previous table, the dimensions of the mental image were the most appropriate for the subject of the study, which obtained the highest relative weight in the previous studies used, so (4) main dimensions were chosen:

    Fluency.a
    Flexibility.b
    Authenticity.c
    d.sensitivity to problems

First, the general framework of the study and the previous studies:
Study problem
Private universities in the southern Palestinian governorates face many challenges, the most prominent of which is the possession of creative human cadres capable of facing risks and dealing with problems with creativity and high skill.

The study's problem can be formulated through the following question:

What is the level of availability of administrative creativity in private universities in the southern Palestinian governorates?

A. **Theoretical importance:**

1.The current research represents a starting point for many local and Arab studies and research, which will be concerned with administrative creativity as it deals with a subject that enjoys originality and modernity.

2.**This study is considered** one of the rare studies as far as researchers know, which dealt with the study of the subject of administrative creativity in Palestinian private universities.

3.The current study also arouses the interest of researchers and those interested, and opens horizons for them to conduct further future research in the same topic or related topics.

B. Practical importance

1.**A realistic study of a modern** scientific phenomenon that affects Palestinian private universities.

2.The researchers hope that the results of this study will be circulated to officials in Palestinian universities in general and private Palestinian universities in particular to identify administrative creativity.

3.**The study is useful in introducing** administrative creativity, its importance and uses in private Palestinian universities.

4.The study practically provides recommendations and proposals to decision-makers in private Palestinian universities to develop the performance of Palestinian private universities using administrative creativity.

C.Objectives of the study:

The main objective of the study is to identify the reality of administrative creativity in Palestinian private universities, and it also seeks to achieve a set of the following objectives:

1. **Highlight the reality of administrative** creativity in the Palestinian private universities under study in the southern Palestinian governorates.

2.Knowing the degree of availability of dimensions of administrative creativity in the Palestinian private universities under study in the southern Palestinian governorates.

3.Seeking to provide recommendations to study a realistic phenomenon faced by the Palestinian private universities under study in the southern Palestinian governorates.

Boundaries of the study:

Each study, whether scientific or theoretical, has objective boundaries, human boundaries, institutional boundaries, spatial boundaries, as well as temporal boundaries, and can be clarified as follows:

1.Objective limit: The study was limited to the reality of administrative creativity in the Palestinian private universities under study in the southern Palestinian governorates.

2.**Human limit:** Employees in private universities in the southern Palestinian governorates (Al-Israa University and Gaza University).

3.**Institutional limitation**: Private universities in the southern Palestinian governorates (Al-Israa University and Gaza University).

4.**Spatial limit: The State of Palestine**, specifically in its southern Palestinian governorates.

5.Time limit: 2023.

Previous studies:

1. A study (Al-Sharif 2021) entitled "Transformational Leadership and its Impact on Administrative Creativity among Employees in Commercial Banks Operating in Palestine"

Objective of the study: To identify the level of practice of managers of commercial banks operating in Palestine for transformational leadership from the point of view of employees, to identify the level of administrative creativity of employees in commercial banks operating from their point of view.

Study methodology: The researcher used the descriptive analytical approach that depends on studying the phenomenon at the present time as it is in reality.

Study Population: The study population consists of all employees of commercial banks operating in Palestine.

Study sample: Workers in commercial banks operating in Palestine, were selected in a simple random way, where he had the same opportunity to choose as a sample from the study population, meaning that all members of the community have a chance to be selected within the sample, and the reason for this is that the study population is homogeneous, where if a sample is selected from it in any way, it can represent it and show all its characteristics and advantages.

 The results of the study: It was found that the level of practice of commercial banks operating in Palestine for transformational leadership from the point of view of employees was average, with an arithmetic mean of (3.31) and a percentage of (66.2%), and it was found that the level of administrative creativity among employees in commercial banks operating from their point of view was average, with an arithmetic average of (62.2%).

2. A study (Al-Jazzar, 2021) entitled: "The Degree of Practice of Strategic Leadership by Educational Leaders in the Palestinian Ministry of Education and its Role in Administrative Creativity"

Objective of the study: To identify the degree of strategic leadership practice by educational leaders in the Palestinian Ministry of Education and Higher Education in the southern Palestinian governorates, to reveal the level of administrative

creativity among educational leaders in the Palestinian Ministry of Education in the southern Palestinian governorates**.**

Study Methodology: The researcher used the correlational descriptive approach.

Study Population: The study population consists of educational leaders in the Palestinian Ministry of Education in the southern Palestinian governorates, which consist of (218) people.

Study sample: The researcher applied the questionnaires to all members of the study population, which consists of (218) members of the educational leaders in the Ministry of Education, the researcher recovered (201), representing (92.10%) of the study community.

The results of the study: that the relative weight of the strategic leadership axis reached (69%) at a high level, the relative weight of the administrative creativity axis reached (69%) at a high level, there is a statistically significant relationship at the level of significance (0.05<a) between strategic leadership and administrative creativity.

3. A Study (MAREQUE, PRADA, PINO-JUSTE 2019) entitled: "Creativity among students of university of business and tourism administration : identifying social and demographic factors"

Objective of the study: Analyzing the levels of creativity among university students, ensuring the existence of sociodemographic elements / dimensions that affect creativity, measuring divergent thinking in three dimensions: (authenticity - fluency – flexibility).

Study population and sample: The study was conducted on 303 students of business and tourism administration at the Spanish Vigo University during the academic year 2016/2017.

Study methodology: descriptive and exploratory study, semi-experimental design, carefully selected intentional sample.

. **Study results:** Males have a greater chance of creativity from the perspective of (fluency - authenticity - flexibility), But there is no effect of gender (male or female) in the presence of creative disparity, Holders of degrees are more creative in terms of the two dimensions (authenticity and fluency), but the study did not touch any differences in the field of flexibility, The study did not find any difference in creativity between students regardless of academic levels and there are no tangible statistical indications in the results of the study indicating differences in creativity between students of different levels, The study did not notice any creative differences among students because one of the parents is creative or entrepreneur, The study did not notice creative differences among students residing at home or away from home except (the element of flexibility) in favor of the student residing in his home, he is more creative in terms of flexibility.

4. A study (Salamu 2018) entitled: "The relationship between organizational culture and administrative creativity in universities"

Methodology: Narrating a theoretical background through quotations from numerous references, documents and literature.

Objective of the study: To highlight the role of organizational culture in administrative creativity in all its dimensions in the culture community in the Kingdom of Saudi Arabia.

Study Environment and Sample: Workers in the culture community (universities and colleges) in the Kingdom of Saudi Arabia.

Results: Organizational culture contributes to the process of administrative creativity in terms of: assisting in the abilities of individuals to solve problems, helping in the abilities of individuals to make decisions, assisting in the abilities of individuals to discover problems so that they can solve them, the process of mentoring and guiding affects the organizational culture in the work environment at various levels of individuals working in the work environment.

Second, the theoretical framework:

Table No. (2) Concepts of Administrative Creativity

Writer	Concept
Al-Sharif, 2021	Creativity that refers to changes in the structure of the organization or its operations, i.e. that targets the internal organization of the organization and is mainly and directly related to the organizational structure and the administrative process, and indirectly to the basic activities of the organization that are directed towards improving work relations, or the application of ideas using modern technology such as improving the creative skills of staff.
Al-Sufi, Salama, 2021	Ingenuity and imagination to create a new approach to things and find unique solutions to problems.
Al-Jazzar, 2021	It is a process that seeks to bring about a distinct transfer at the level of the organization, through the generation of a set of innovative ideas by work members and groups and the enjoyment of mental, personal and cognitive characteristics depending on the environmental factors and objective process at work.
Al-Bakoua, Al-Sayegh, 2021	It means producing or adopting useful ideas and applying them, and it was also defined as diagnosing problems and finding appropriate solutions to overcome them in a new way, by arranging the available ideas into a new formula.
Salama,2018	It is a mixture (combination) of capabilities that enable individuals to produce a new viable idea aimed at solving a problem, developing an existing system, or finding a practical concept or way to carry out work in an organization in a way that emphasizes the achievement of goals efficiently and effectively.

Iranzadeh and Bahrami,2013	Creativity is mainly a personal mental activity, while innovation is an applied activity that is part of the creativity process.
Ali Taha, and others 2015	Creative management: It is the study and practice of management and drawing theories of the creative process and its impact on the individual, the group and organizational cultural levels.

Source: Prepared by researchers 2023

Table No. (3) Dimensions of Administrative Creativity:

Dimension	Concept
Fluency	It means to produce as many ideas as possible on a given topic in a given unit of time
Flexibility	It means the ability to change the state of mind by changing the situation
Authenticity	It means that the creative person does not think about the ideas of those around him, so his ideas are new
Sensitivity to problems	It is the ability of the individual to discover various problems, the creative person can see many problems in one situation, he is aware of errors and shortcomings and feels the problems sensitively

Source: Prepared by researchers 2023

Third: Methodology and procedures of the study:

Study Methodology

In order to achieve the objectives of the study, the researchers used the descriptive analytical approach , which it tries to describe the phenomenon under study, and analysis of its data, finding the relationship between its components , the opinions that are put forward about it , describe the processes it includes and the effects that it causes, The descriptive analytical approachis define as "the approach that seeks to describe contemporary or current phenomena or events, It is a form of systematic analysis and interpretation to describe a phenomenon or problem, it provides data on certain characteristics in reality, requires knowledge of the participants in the study and phenomena that we study, and the times that We use it to collect data," we use SPSS software to analyze the data collected.

Study tool: The questionnaire was used as a tool for data collection, as it is considered the appropriate tool for human studies, specifically administrative sciences.

Study Society: The study Society consisted of 232 male and female employees.

Study sample: The size of the random stratified sample of the study was determined, as it consisted of 150 employees divided into 100 from Al-IsraaUniversity and 50 fromGaza University, and (147) questionnaires were retrieved by 98%.

Data collection sources

The study used two main sources of data collection:

1. Primary sources: To address the analytical aspects of the subject of the study, the researchers resorted to collecting primary data, through the questionnaire as a tool for the study, designed specifically for this purpose.

2. Secondary sources: Researchers tended to address the theoretical framework of the study to secondary data sources, which are related Arab and foreign books ,references, periodicals, articles ,reports, previous research ,studies that dealt with the subject of the study, research and reading on various Internet sites**.**

Society and sample study:

The study society consisted of employees at the Al-Israa and Gaza universities in the southern governorates with the following administrative levels: (faculty dean, director of a department, head of an academic department, head of an administrative department, head of a division, employee), which numbered (232) proven employees (Statistical Book of Higher Education, 2021), and the study sample was determined using the stratified random sample, where the study sample reached (150) distributed among (100) employees at Al-Israa University, and (47) employees at Gaza University, (150) questionnaires were distributed, and (147) questionnaires valid for statistical analysis were retrieved, With a recovery rate of (98.0%), SPSS software was used to analyze the data.

The criterion adopted in the study:

To determine the criterion adopted in the study, the length of the cells in the Likert five-point scale was determined by calculating the range between the scores of the scale (5-1 = 4) and then dividing it by the largest value in the scale to obtain the cell length (4/5 = 0.80) and the field of that was added to the lowest value in the scale (the beginning of the scale, which is a correct one in order to determine the upper limit of this cell, and so the length of the cells became (Abdel Fattah, 2008), as shown in the following table:

Table No. (4) The criterion adopted in the study

Arithmetic mean	Relative weight	Degree of approval
From 1 – 1.80	From 20% - 36%	very weak
Greater than 1.80 - 2.60	Greater than 36% - 52%	weak
Greater than 2.60 – 3.40	Greater than 52% - 68%	Medium
Greater than 3.40 – 4.20	Greater than 68% - 84%	Large
Greater than 4.20 – 5	Greater than 84% - 100%	Very Large

Source: Prepared by researchers 2023

In order to interpret the results of the study and judge the level of response, the researchers relied on arranging the arithmetic averages at the level of the domains of the questionnaire, and the level of the paragraphs in each domain, and the

researcher determined the degree of approval according to the test approved for the study.

Validity of the study tool

The validity of the questionnaire means that the questions of the questionnaire measure what was set to measure it. An exploratory sample of (30) questionnaires was distributed to test the internal consistency, structural validity, and stability of the questionnaire. The researchers made sure of the validity of the questionnaire through the following:

First: the sincerity of the opinions of the arbitrators "apparent honesty"

The researchers presented the questionnaire to a group of arbitrators consisting of a group of specialists in the academic, administrative, professional and statistical fields, and the researchers responded to the opinions of the arbitrators, and made the necessary amendments from deletion and amendment in light of the proposals submitted.

Second: the validity of the scale

Internal consistency:

The sincerity of internal consistency means the extent to which each paragraph of the questionnaire is consistent with the field to which this paragraph belongs, according to the internal consistency of the questionnaire, by calculating the correlation coefficients between each paragraph of the field and the total degree of the same field.

Table No. (5) Results of internal consistency

administration creativity					
The third field: authenticity			**The first field: intellectual fluency**		
0.000	0.794**	.1	0.000	*	.1
0.000	0.746**	2.	0.000	0.775**	2.
0.000	0.790**	.3	0.000	0.739**	.3
0.000	0.750**	.4	0.000	0.773**	.4
0.000	0.735**	.5	0.000	0.747**	.5
0.000	0.787**	.6	0.000	0.842**	.6
0.000	0.748**	7.	0.000	0.802**	7.
The fourth field: sensitivity to problems			**The second field: Intellectual flexibility**		
0.000	0.853**	.1	0.000	0.741**	.1
0.000	0.837**	2.	0.000	0.783**	2.
0.000	0.822**	.3	0.000	0.819**	.3
0.000	0.791**	.4	0.000	0.782**	.4
0.000	0.740**	.5	0.000	0.778**	.5
0.000	0.737**	.6	0.000	0.756**	.6
			0.000	0.872**	7.

Source: Prepared by researchers 2023

Table No. (6) The results of the structural validity of the intellectual creativity axis

Dimensions	Pearson correlation coefficient	probability (Sig.)
The first field: intellectual fluency	0.770**	0.000
The second field: Intellectual flexibility	0.888**	0.000
The third field: authenticity	0.906**	0.000
The fourth field: sensitivity to problems	0.843**	0.000

Table (6) shows that all correlation coefficients in the dimensions of the administrative creativity axis are statistically significant at the level of significance ($\alpha \leq 0.05$) , and thus all dimensions of the administrative creativity axis are true to what they were set to measure.

stability of the study tool:

The stability of the questionnaire was measured by measuring the stability coefficient of the axis of administrative creativity in addition to measuring the stability coefficient The study verified the stability of the questionnaire of the study through the alpha coefficient of Cronbach and the half fragmentation and the results were as shown in Table (7).

Table No. (7) Measuring the stability of the questionnaire

Dimensions	Half fragmentation	Alpha coefficient of Cronbach	Number of paragraphs
The first field: intellectual fluency	0.828	0.851	7
The second field: Intellectual flexibility	0.839	0.865	7
The third field: authenticity	0.861	0.880	7
The fourth field: sensitivity to problems	0.864	0.897	6
total as a whole	0.912	0.905	27

Source: Prepared by researchers 2023

It is clear from the results shown in Table (7) that the value of the Cronbach alpha coefficient is high for all dimensions related to the axis of administrative creativity, where its value ranged between (0.851-0.897), and the value of the Cronbach alpha coefficient for the axis of administrative creativity (0.905), this means that stability is high and statistically significant, as for the half-segmentation, the results were close, as the value of the dimensions of administrative creativity ranged (0.804-0.864), and the dimensions of administrative creativity (0.912).

Table No. (8) K-S Test for Normal Distribution

Axes	No. of paragraphs	Value of Z	P-value Sig.
administrative creativity	27	1.035	0.219

Source: Prepared by researchers 2023

The previous table shows that the p-value of the study axes is greater than (0.05), which indicates that the data are subject to normal distribution, and therefore parametric tests should be used.

Statistical methods used:

The questionnaire was transcribed and analyzed through the Statistical Package for the Social Sciences (SPSS) and the AMOS program, where the following statistical tools were used:

1. Frequencies & Percentages: To describe the study sample .

2. Arithmetic mean, relative weight and standard deviation.

3. Cronbach's Alpha test to find out the stability of the resolution paragraphs.

4. K-S Test to test the normal distribution of data.

5. Pearson Correlation Coefficient to measure correlation score: This test is based on the study of the relationship between two variables. The researcher used it to calculate the internal consistency and structural validity of the questionnaire, as well as to study the relationship between the variables of the study.

6. Linear Regression - Model Multiple to measure the effect of the independent variable on the dependent variable, the effect of the independent variable on the intermediate variable, the effect of the intermediate variable on the dependent variable, in addition to the effect of the independent variable and the intermediate variable on the dependent variable.

7. T-Test for two independent samples, to test the differences between the average responses of the study sample members for two groups..

8. One Way ANOVA test, to test the differences between the average responses of the study sample members about three or more categories.

Data analysis and question answers:

Statistical description of the study sample according to personal and occupational data:

  Through the data related to the respondents collected about them during the first part of the study tool (questionnaire), where frequency distributions were relied on in order to determine the characteristics of the sample, in order to identify the characteristics of the respondents in terms of their scientific and practical composition, as these characteristics represent variables in which the change may affect the result of this study if it is reapplied again at a later time, as well as its

change may affect the results of similar studies if applied to the same The result of this study was taken as a test of its results.

The frequency distributions of these variables were presented in the following order: gender, age group, educational qualification, job title, and years of service.

Table No. (9) Distribution of the study sample according to personal and occupational data

Variable	Number	Percentage%
Gender	**Number**	**Percentage%**
Male	108	73.5
Female	39	26.5
Total	147	100.0
Age Group	**Number**	**Percentage%**
20 to less than 30 years old	14	9.5
30 to less than 40 years old	34	23.1
40 to less than 50 years old	59	40.1
50 years and above	40	27.2
Total	147	100.0
Qualification	**Number**	**Percentage%**
Bachelor or less	24	16.3
Higher education	123	83.7
Total	147	100.0
Job Title	**Number**	**Percentage%**
Faculty dean	15	10.2
Director of the Department	7	4.8
Head of an academic department	31	21.1
Head of an administrative department	22	15.0
Head of a division	19	12.9
Employee	53	36.0
Total	147	100.0
Years of service	**Number**	**Percentage%**
One to less than 5 years	17	11.6
5 to less than 10 years	57	38.8
10 to less than 15 years	33	22.4
15years and above	40	27.2
Total	147	100.0
University	**Number**	**Percentage%**
Al-Israa university	99	67.3
Gaza university	48	32.7
Total	147	100.0

Source: Prepared by researchers 2023

The researchers have a set of results, which can be commented on as follows:
1. (73.5%) of university employees are males compared to (26.5%) of females, although most of the sample are males, females achieved a good percentage,

which is compatible with the percentage of working women in Palestine according to the data of the Palestinian Central Bureau of Statistics.

2. Researchers note that the largest percentage of university employees are between the ages of 30 to 50 years, and this reflects the orientation of universities towards benefiting from youth energies and providing job opportunities in the academic and administrative fields at the university.

3. (16.3%) of the study sample have a bachelor's degree or less, while (83.7%) have a higher education qualification, due to the nature of work in universities and the environment provided by the university towards developing the career of employees, in addition to that working at the university, especially in the academic field, requires obtaining a master's degree or doctorate, according to the requirements of academic programs and disciplines.

4. There is a diversity in the job titles of the study sample, and this indicates that the sample includes the various administrative levels at the university, which reflects the inclusion of the views of university employees towards administrative creativity.

5. The researchers note that the university employees have different and varied years of service, and that nearly half of the employees have years of service ranging from 5 to 15 years, due to the fact that private universities are newly established universities and are considered a qualitative addition to higher education institutions in the southern Palestinian governorates.

Table No. (10) Analysis of the paragraphs of administrative creativity

	Paragraphs	degree of approval	Arrangem-ent	standard deviation	relative weight	Arithmeti c mean
	The first field: intellectual fluency	-	Third	0.87	79.57	3.53
1	The university administration provides quick and appropriate solutions to face work problems.	7	Large	0.631	74.6	3.73
2	The university administration encourages employees to benefit from their previous experience.	1	Very large	0.87	85.8	4.29
3	The university administration seeks to think about different working conditions.	5	Large	0.962	78.4	3.92
4	The university administration proposes more than one idea within a short period of time.	4	Large	0.928	79.2	3.96
5	The university administration is adopting new ways of working.	3	Large	0.968	79.6	3.98
6	The university administration has the ability to produce a no. of ideas from alternatives in different situations.	2	Large	0.868	80.6	4.03
7	The university administration has the ability to envision future ideas.	6	Large	0.916	78.8	3.94

	Paragraphs	degree of approval	Arrangem-ent	standard deviation	relative weight	Arithmetic mean
	The second field: Intellectual flexibility	-	First	0.741	80.4	5.09
1	The university administration seeks to benefit from the dissenting opinion.	1	Large	0.635	83.4	4.17
2	The university administration organizes ideas related to work.	4	Large	0.686	80.8	4.04
3	The university administration looks at things from multiple angles.	5	Large	0.65	80.6	4.03
4	The university administration changes its positions when it becomes clear that it is incorrect.	6	Large	0.755	76.8	3.84
5	The university administration is concerned with the division of work tasks.	2	Large	0.611	82.8	4.14
6	The university administration determines the details of the work before starting its implementation.	3	Large	0.573	80.8	4.04
7	The university administration adopts a teamwork strategy.	7	Large	0.627	77.6	3.83
	The third field: authenticity	-	second	0.84	79.97	4.00
1	The university administration takes care of developing skills related to the methods of doing work.	5	Large	0.645	79.6	3.98
2	The university administration seeks to take advantage of different points of view to generate new ideas.	7	Large	0.909	77.4	3.87
3	The university administration is keen to perform tasks in unusual ways.	3	Large	0.827	80.8	4.04
4	The university administration acts wisely in various situations.	6	Large	0.957	78.2	3.91
5	The university administration provides creative solutions to the problems facing employees.	4	Large	0.906	80.6	4.03
6	The university administration accomplishes its tasks in a renewed manner.	1	Large	0.855	82	4.1
7	The university administration is keen to benefit from the experiences of others at work.	2	Large	0.838	81.2	4.06
	The fourth field: sensitivity to problems	-	fourth	0.80	78.8	3.94
1	The university administration is keen to identify deficiencies in the tasks entrusted to it.	1	Large	0.875	81.8	4.09
2	The university administration has the ability to predict business problems before they occur.	3	Large	0.862	78.8	3.94
3	The university administration is keen to monitor threats affecting the work environment to deal with them.	5	Large	0.814	76.6	3.83
4	The university administration makes	2	Large	0.757	81	4.05

	Paragraphs	degree of approval	Arrangem-ent	standard deviation	relative weight	Arithmetic mean
	plans to face work problems before they occur.					
5	The university administration is working on studying the factors causing the university's problems.	4	large	0.788	78	3.9
6	The university administration is interested in ideas and suggestions that contribute to solving work problems.	6	Large	0.762	76.6	3.83
	All axis paragraphs together		Large	0.407	79.82	3.99

Conclusions and recommendations:

First: Conclusions:

1. The presence of administrative creativity in the administration of private universities in the southern Palestinian governorates with a relative weight of (79.82), which is a large percentage.

2. The existence of intellectual flexibility in the administration in private universities in the southern Palestinian governorates with a relative weight of (80.4), which is a large percentage.

3. The administration characterized by intellectual authenticity in private universities in the southern Palestinian governorates with a relative weight (79.97), which is a large percentage.

4. The administration characterized by authenticity of ideas in private universities in the southern Palestinian governorates with a relative weight of (79.57), which is a large percentage.

5. The administration is sensitive to the problem in private universities in the southern Palestinian governorates with a relative weight of (78.8), which is a large percentage.

6. The results of the study found that the university administration encourages employees to benefit from their previous experience.

7. The results of the study found that the university administration seeks to benefit from the dissenting opinion.

8. The results of the study found that the university administration is accomplishing its tasks in a renewed manner.

9. The results of the study found that the university administration is keen to identify deficiencies in the tasks entrusted to it.

Second: Recommendations:

1. The study recommends that the university administration should provide quick and appropriate solutions to face work problems.

2. The study recommends that the university administration should adopt a teamwork strategy.

3. The study recommends that the university administration should seek to take advantage of different points of view to generate new ideas.

4. The study recommends the need for the university administration to pay attention to ideas and suggestions that contribute to solving work problems.

5. The study recommends that the university administration should have the ability to visualize future ideas.

6. The study recommends that the university administration should change its positions when it becomes clear that it is incorrect.

7. The study recommends that the university administration should act wisely in various situations.

8. The study recommends that the university administration should be keen to monitor threats affecting the work environment to deal with them.

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