

# ADMINISTRATIVE FLEXIBILITY AND ITS RELATIONSHIP WITH THE CREATIVE THINKING OF UNIVERSITY LEADERS "PRINCE SATTAM BIN ABDULAZIZ UNIVERSITY AS A MODEL"

## FLEXIBILIDADE ADMINISTRATIVA E SUA RELAÇÃO COM O PENSAMENTO CRIATIVO DOS DIRETORES UNIVERSITÁRIOS "PRÍNCIPE SATTAM BIN ABDULAZIZ UNIVERSIDADE COMO MODELO"

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flexibility and creative leadership reached (0.898), and there is a statistically significant value at the (0.000) level.

**Keywords:** Administrative flexibility. Creative thinking. University leaders.

**Resumo:** O presente estudo busca investigar o status factual da flexibilidade administrativa como uma ferramenta para encorajar a liderança criativa, administrando-a aos líderes universitários da Prince Sattam bin Abdulaziz University. O estudo utilizou a abordagem analítica descritiva, bem como o método de estudo de campo, utilizando o questionário como principal instrumento de coleta de dados. A população do estudo consiste em todos os líderes universitários da Universidade Prince Sattam bin Abdulaziz com (298) participantes. Os resultados do estudo revelaram que as dimensões de flexibilidade administrativa estão disponíveis em alto grau, onde a média geral das dimensões de flexibilidade administrativa atingiu (3,91) em (5), a disponibilidade de dimensões de liderança criativa é alta, onde a média geral de as dimensões da liderança criativa atingiram (3,57) de (5). Além disso, existe uma correlação positiva entre flexibilidade administrativa e liderança criativa,

onde o coeficiente de correlação de Pearson do grau total entre flexibilidade administrativa e liderança criativa atingiu (0,898), e há um valor estatisticamente significativo ao nível (0,000).

**Palavras-chave:** Flexibilidade administrativa. Pensamento criativo. Líderes universitários.

## 1. Introduction

The radical changes that have instantly emerged in various social, economic, environmental, and political fields of life have had an obvious influence on making various institutions aware of the importance of enhancing creative leadership capabilities for supporting the distinguished and creative ideas of employees. Thereafter, this creativity could urge them to achieve properly the objectives of the institution.

Therefore, instilling the values of initiation and creativity in the workplace of employees is the most prominent mission of creative leadership that should be strengthened to make the institution in its best position, and therefore institutions that seek to keep pace with changes and developments need creative leadership among employees, which in turn could urge them to cooperate and motivate them to work with the utmost degree of flexibility to achieve the goals of the institution effectively and flexibly (Al-Salami, 2012).

Administrative flexibility (henceforth AF) is one of the important concepts that help creative leaders perform precisely occupational duties with a great deal of freedom within the framework of systems and responsibilities. Moreover, AF depends on mediation in handling affairs and adhering to easier and faster solutions decreasing the opportunities of committing errors at work, having a lack of career duties, or making any disorder within the institution (Al-Rubaiani, 2015). Obviously, the institution's performance is negatively affected if it does not rely on administrative flexibility. The result can be inadequate performance, slow productivity, and difficulty in developing and upgrading human cadres to make performance and achievement faster (Hilhorst, 2008 & Domeck, 2008).

Administrative flexibility also contributes to investing in the surrounding conditions of work, achieving a high level of availability of productivity, and reaching standardized rates in the work and achievement plans that the institution aspires to. However, it should be considered that this contribution depends on the nature of the work, the work setting, the size of the tasks, and the discipline in their performance, according to the available financial, human, administrative, and technical potentials (Al-Enezi, 2017).

Consequently, administrative flexibility is a basic requirement so that creative leadership can bring new ideas together systemically and gradually. With AF, it can be dealt with problems creatively which in turn has positive awards on the institution. (Al-Sahu and Bani Khalid, 2019). Thus, the current study attempts to identify administrative flexibility as a tool to enhance creative leadership from the point of view of university leaders at Prince Sattam bin Abdulaziz University.

### 1.1. Study Problem and Questions

Administrative flexibility is one of the main requirements that contribute to fulfilling occupational duties, reducing effort, shortening time, reducing expenses and costs for the institution, and making employees gain self-confidence. Moreover, AF can improve employees' administrative and psychological capabilities, enabling the administration to develop and enlarge its productivity without defects or notes, and to have the possibility of change and development for the better permanently, which leads to raising the performance levels of the institution and making it develop continuously (Alawneh and Ababneh, 2020).

It is believed that creative leadership fairly seeks to re-present existing ideas in different ways characterized by creativity and unusuality. If there is a correlated relationship between creativity and leadership, there will be continuous creative participation among employees in the institution Subsequently, employees can do their best to achieve the advanced levels of the institution's objectives (Al-Sudi, 2016); (Karkood, 2021).

**Thereafter, the study problem can be stated in the following main question:**

What is the factual status of administrative flexibility as a tool to encourage creative leadership from the point of view of university leaders at Prince Sattam bin Abdulaziz University?

**The following questions stem from the main question:**

1- What is the factual status of administrative flexibility from the university leaders' point of view at Prince Sattam bin Abdulaziz University?

2- What is the factual status of creative leadership from the university leaders' point of view at Prince Sattam bin Abdulaziz University?

3- Is there a relationship between administrative flexibility and creative leadership from the university leaders' point of view at Prince Sattam bin Abdulaziz University?

## 2. Literature Review

### **Administrative Flexibility**

Flexibility at work makes the prevailing atmosphere better and productivity greater, and on the contrary, the strict and cruel work environment generates a lack of energy and leads to weaken productivity and innovation. In general, the term flexibility is one of the most important terms considering organizational work environments, because of its positive effects on the individual, collective, and organizational levels, as it contributes to enhancing the ability to face difficult situations in various work environments (Fellenz, 2000).

### **The Flexibility of Administration Concept**

Administrative flexibility is defined as adaptability and correspondence, which helps to openness, develops capabilities, and contributes to increasing the individual's readiness towards reaching the best level (Peter, 2001). Administrative flexibility also allows the employee to facilitate and simplify certain functional tasks and transactions without exceeding procedures and instructions or disrupting job duties, laws, and regulations (Plessius & Ravesteyn, 2010). The researcher defines it as the easiest and the most facilitating solution for dealing with situations, or the accessibility to change for the better, and it is measured executively by the degree to which the study participants obtain after administrating the administrative flexibility questionnaire which was used in the current study.

### **Creative Leadership**

Leadership is how to influence others and urge them to achieve the goals of the institution. To make this influence effective and positive, leadership should be based on creativity to achieve the intended outcome, and thus problems are solved through creative methods to best solutions that are characterized by originality (Al-Duwaihi, 2020). The creative leader can synthesize new ideas with each other in an organized and unconventional way, tackle problems flexibly and persistently, and have a comprehensive vision for the future (Younis, 2002).

### **The Creative Leadership Concept:**

Creative leadership is defined as the ability to change, renew, or develop a new approach or method, and use it with modern technologies that suit the requirements of the modern age prospects and satisfy the demands of the community (Al-Ayasrah, Al-Fadil,

2006); (Zarqout and Sami, 2021). The researcher defines it as the ability of the leader to deal with workplace settings in an unfamiliar way and to put forward innovative ideas and solutions that are qualified and feasible for the addressed problems and issues. The creative leadership concept is measured procedurally by the score the participants receive after administering the creative leadership questionnaire utilized in the current study.

### **Creativity and leadership Relationship**

The process of relating leadership to creativity is a critical step toward the continuing creative processes within the organization and the development of creative settings to reach the best applicable solutions. Besides, the creative leadership pattern helps to renew self-confidence and influence effectively others to achieve the intended institution's demands (Al-Serafi, 2006); (Saadia, 2015).

There is a reciprocal relationship between leadership and creativity, and this is evident in the characteristics of creativity in the leading work, which is represented in keeping up with change, trusting the ability of others to achieve and take responsibility, respecting the choices of others, and being prepared to the lifelong learning (Mustafa, 2001); (Al-Somali et al., 2020).

## **3. Methodology**

The descriptive analytical method was utilized, as it is based on the study of the factual status and describes it qualitatively and quantitatively.

### **Study Population**

The current study population can be represented by all university leaders at Prince Sattam bin Abdulaziz University.

### **Participants**

The current study was administrated to (298) university leaders at Prince Sattam bin Abdulaziz University.

### **Data Collection Instrument**

In the current study, the questionnaire was used for data collection which implies the following parts:

**Part One:** It implies personal and functional variables about the characteristics of the participants according to the following personal factors (gender, age, educational qualification, and years of experience).

**Part Two:**

This part consisted of forty-five items divided into five dimensions as follows:

**First Dimension**

Regulations and instructions, and this dimension consisted of ten items.

**Second Dimension**

Self-efficacy and this dimension consisted of eight items.

**Third Dimension**

Performance and evaluation, and this dimension consisted of nine items.

**Fourth Dimension**

Decision-making and this dimension consisted of nine items.

**Fifth Dimension**

Adaptation and this dimension consisted of nine items.

**Part Three:**

This part is related to creative leadership, and it implies twenty-five items divided into five dimensions:

**First Dimension**

Intellectual fluency and this dimension consisted of five items.

**Second Dimension**

Mental ability and this dimension consisted of five items.

**Third Dimension**

Sensitivity to problems and this dimension consisted of five items.

**Fourth Dimension**

Risk acceptance and this dimension consisted of five items.

**Fifth Dimension:**

and this dimension consisted of five items. Ability to analyze and correlate.

Relative weights were based on a five-point Likert scale from 1 (definitely disagree) to 5 (definitely agree) as follows:

**Table 1. The correction method of the five-point Likert scale**

Degree	Very much applicable	Highly applicable	Moderately applicable	Low applicable	Too Low applicable
Weight	5	4	3	2	1
Mean	5-4.21	4.20-3.41	3.40-2.61	2.60-1.81	1.80-1
Degree Level	Too high	high	Moderate	low	Too Low

### Procedures of Administration and Data Collection

The questionnaire was distributed electronically to university leaders at Prince Sattam bin Abdulaziz University, and then items that are inappropriate for analysis were excluded. The number of completed items that are ready for analysis reached (298) ones, for which statistical analysis was conducted .

### Data analysis

1. Utilizing the Cronbach alpha coefficient to test the reliability of the study instrument.
2. Utilizing frequencies and percentages to depict the items of the study subjects.
3. Utilizing the mean score to inspect the extent to which the opinions of the participants are high or low towards each statement of the questionnaire, and then arranging the statements in terms of the degree of response according to the highest average.
4. Utilizing Pearson's correlation coefficient to find the correlation between administrative flexibility and creative leadership.

### Investigating the Reliability of the Administrative Flexibility Questionnaire:

The reliability of the administrative flexibility questionnaire was measured using the Cronbach alpha equation, and Table (2) shows the reliability coefficients for each dimension of administrative flexibility and then for the questionnaire.

**Table 2. The value of Cronbach's alpha coefficients for each dimension of administrative flexibility and then for the whole questionnaire as a whole**

Dimensions	Number of Items	Cronbach's alpha coefficient (Value)
Regulations & Instructions	10	0.897
Self-efficacy	8	0.929
Performance & Evaluation	9	0.922
Decision-making	9	0.903
Adaptation	9	0.942
All items of the questionnaire as a whole	45	0.980

Table (2) displays the values of Cronbach's alpha coefficient for the dimensions of administrative flexibility and for the questionnaire as a whole ranging between (0.897-0.980) and these values are high for the reliability of the administrative flexibility questionnaire, which indicates the reliability of the results that can result from the field study tool when it administrates.

#### **Investigating the Reliability of the Creative Leadership Questionnaire:**

The reliability of the creative leadership questionnaire was tested using the Cronbach alpha equation as shown in table (3) below:

**Table 3. The Value of Cronbach's Alpha Coefficients for Each Dimension of the Creative leadership and Then for the Whole Questionnaire**

Dimensions	Number of Items	TheCronbach alpha coefficient value
Intellectual fluency	5	0.922
Mental ability	5	0.920
Sensitivity to problems	5	0.935
Risk Acceptance	5	0.920
Ability to analyze and link	5	0.941
For all questionnaire items as a whole	25	0.981

Table (3) presents that the values of Cronbach's alpha coefficient for the dimensions of creative leadership and for the questionnaire as a whole range from (0.920) to (0.981) and these values are high for the reliability of the creative leadership questionnaire, which indicates the reliability of the results that can be obtained by the field study instrument when administrated.



#### 4. Results and Discussion

First question states: “From the point of view of university leaders at Prince Sattam bin Abdulaziz University, what is the status of administrative flexibility?” **To answer this question**, the researcher used the mean scores for the items of the dimensions of administrative flexibility, as follows:

**Table 4. Mean scores of regulations and instructions items**

Items	Very much applicable	Highly applicable	Moderately applicable	Low applicable	Very Low Applicable	Mean	Order
The manager makes decisions systemically, not randomly.	69	115	93	16	5	3.76	6
The manager applies the instructions according to the administrative structures.	73	125	72	26	2	3.81	4
The manager applies the leave system according to the regulations and instructions	92	106	76	16	8	3.87	3
The manager adapts to new regulations and instructions	89	115	76	14	4	3.91	1
The manager is given powers based on regulations and instructions.	80	126	72	15	5	3.88	2
The manager has a spirit of setting up and initiative	84	93	89	23	9	3.74	7
The manager develops work skills according to regulations and instructions	65	116	85	25	7	3.69	8
The manager keeps all the information for easy reference when needed	85	97	91	18	7	3.79	5
The manager has the individual initiative to develop and improve the work	56	88	96	38	20	3.41	10
The manager proposes multiple visions of the regulations and laws to organize the work.	64	100	93	27	14	3.58	9
<b>General Mean Score</b>						<b>3.74</b>	

Table (4) shows that the general mean scores of items of the regulations and instructions dimension reached (3.74) out of (5), which is a high level of availability.

**The order of the sub-items of the regulations and instructions dimensions is as follows:**

- In the regulation and instructions dimension, the statement "The manager is given powers based on regulations and instructions" had a mean score (of 3.88) out of (5), so it is a high level of availability.

- In the regulation and instructions dimension, the statement " The manager applies the leave system according to the regulations and instructions " had a mean score ( of3.88) out of (5), so its rank is third among other items and it is a high level of availability.

- In the regulation and instructions dimension, the statement " The manager applies the instructions according to the administrative structures." had a mean score ( of3.81) out of (5), so it ranked fourth among other items and it is a high level of availability.

- In the regulation and instructions dimension, the statement " The manager keeps all the information for easy reference when needed" had a mean score ( of3.79) out of (5), so it is a high level of availability.

- In the regulation and instructions dimension, the statement " The manager makes decisions systemically, not randomly." had a mean score (3.76) out of (5), so it is a high level of availability.

- In the regulation and instructions dimension, the statement " The manager has a spirit of setting up and initiative." had a mean score (3.74) out of (5), so its rank is seventh and it is a high level of availability.

- In the regulation and instructions dimension, the statement " The manager develops work skills according to regulations and instructions." had a mean score (3.69) out of (5), so its rank is eighth and it is a high level of availability.

- In the regulation and instructions dimension, the statement " The manager proposes multiple visions of the regulations and laws to organize the work." 3.58) out of (5), so its rank is ninth and it is a high level of availability.

- In the regulation and instructions dimension, the statement " The manager has the individual initiative to develop and improve the work." had a mean of3.41) out of (5), so its rank is tenth and it is a high level of availability.

**Table 5. Mean scores of the items of the self-efficacy dimension**

Items	Very much applicable	Highly applicable	Moderately applicable	Low applicable	Very Low Applicable	Mean	Order
The manager has a responsibility toward the organization.	98	127	55	13	5	4.01	2
The manager seeks to achieve the intended objectives.	107	123	54	13	0	4.08	1
The manager encourages employees to undertake personal responsibility.	102	105	60	22	9	3.90	5
The manager is motivated to contribute to achieving the objectives of the organization.	83	126	65	21	3	3.89	6
The manager has the skills for success and performs well.	77	106	87	19	9	3.75	8
The manager endures difficulties which faces during work.	99	115	58	20	6	3.94	3
The manager keeps up with professional and administrative developments and activates them.	90	122	66	15	5	3.93	4
The manager could behave wisely in emergencies.	88	99	80	21	10	3.79	7
<b>General Mean Score</b>						<b>3.91</b>	

Table (5) indicates that the general mean scores of items of the regulations and instructions dimension reached (3.91) out of (5), which is high.

**The order of the sub-items of the self-efficacy dimension is as follows:**

- This statement "The manager seeks to achieve the intended objectives." is ranked first in the self-efficacy dimension with a mean score (of 4.08) out of (5), indicating a high self-efficacy level.

- This statement "The manager has a responsibility toward the organization." is ranked second in the self-efficacy dimension with a mean score (of 4.01) out of (5), indicating a high self-efficacy level.

- This statement "The manager endures difficulties which face during work." is ranked third in the self-efficacy dimension with a mean score (of 3.94) out of (5), indicating a high self-efficacy level.

- This statement “The manager keeps up with professional and administrative developments and activates them.” is ranked fourth in the self-efficacy dimension with a mean score (of 3.93) out of (5), indicating a high self-efficacy level.

- This statement “The manager encourages employees to undertake personal responsibility.” is ranked fifth in the self-efficacy dimension with a mean score (3.90) out of (5), indicating a high self-efficacy level.

- This statement “The manager is motivated to contribute to achieving the objectives of the organization.” is ranked sixth in the self-efficacy dimension with a mean score (3.89) out of (5), indicating a high self-efficacy level.

- This statement “The manager could behave wisely in emergencies. ” is ranked seventh in the self-efficacy dimension with a mean score (3.79) out of (5), indicating a high self-efficacy level.

- This statement “The manager has the skills for success and performs well.” is ranked eighth in the self-efficacy dimension with a mean score (3.75) out of (5), indicating a high self-efficacy level.

**Table 6. Mean scores of the items of the performance and evaluation dimension**

Items	Very much applicable	Highly applicable	Moderately applicable	Low applicable	Very Low Applicable	Mean	Order
The manager discusses and argues quietly.	86	92	88	24	8	3.75	1
The manager benefits from feedback from employees	64	108	89	27	10	3.63	7
The manager delegates powers to raise the level of performance of employees.	71	99	94	28	6	3.66	4
The manager has sufficient flexibility to switch between management methods depending on the nature of the situation.	65	116	84	21	12	3.67	3
The manager takes into account the principle of justice in distributing work among employees.	65	90	88	43	12	3.51	9
The recommendations of the manager receive great attention from officials.	74	106	82	28	8	3.70	2

The manager plans his administrative work before implementing it.	72	100	83	32	11	3.64	6
The manager evaluates performance accurately.	64	113	83	20	18	3.62	8
The manager functionalizes all available resources to develop performance.	68	106	87	23	14	3.65	5

**General Mean Score**

**3.65**

Table (6) shows that the general mean scores of items of the performance and evaluation dimension reached (3.65) out of (5), which indicates a high level of availability.

**The order of the sub-items of the performance and evaluation dimension is as follows:**

- This statement “The manager discusses and argues quietly.” is ranked first in the performance and evaluation dimension with a mean score (3.75) out of (5), indicating a high level of availability.

- This statement “The recommendations of the manager receive great attention from officials.” is ranked second in the performance and evaluation dimension with a mean score (of 3.70) out of (5), indicating a high level of availability.

- This statement “The manager has sufficient flexibility to switch between management methods depending on the nature of the situation.” is ranked third in the performance and evaluation dimension with a mean score (of 3.67) out of (5), indicating a high level of availability.

- This statement “The manager delegates powers to raise the level of performance of employees” is ranked fourth in the performance and evaluation dimension with a mean score (of 3.66) out of (5), indicating a high level of availability .

-This statement “The manager functionalizes all available resources to develop performance” is ranked fifth in the performance and evaluation dimension with a mean score (3.65) out of (5), indicating a high level of availability.

- This statement “The manager plans his administrative work before implementing it.” is ranked sixth in the performance and evaluation dimension with a mean score (3.64) out of (5), indicating a high level of availability.

- This statement “The manager benefits from feedback from employees.” is ranked seventh in the performance and evaluation dimension with a mean score (3.63) out of (5), indicating a high level of availability.

- This statement “The manager evaluates performance accurately.” is ranked eighth in the performance and evaluation dimension with a mean score (3.62) out of (5), indicating a high level of availability.

- This statement “The manager takes into account the principle of justice in distributing work among employees.” is ranked eighth in the performance and with a mean score (3.51) out of (5) indicating a high level of availability.

**Table 7. Mean scores of the items of the decision-making dimension**

Items	Very much applicable	Highly applicable	Moderately applicable	Low applicable	Very Low Applicable	Mean	Order
The manager benefits from his experience when making various decisions	107	103	65	15	8	3.96	1
The manager uses data to support his decisions freely and skillfully.	79	106	76	25	12	3.72	4
The manager prioritizes the sake of the institution over the sake of the employees	78	98	95	17	10	3.73	3
The manager treats all employees fairly and equally.	68	86	93	32	19	3.51	7
The information provided by the manager is free from bias.	79	100	84	24	11	3.71	5
The manager can modify the decisions according to upcoming	80	109	80	22	7	3.78	2

developments. The manager can take the right decisions quickly.	59	111	93	20	15	3.60	6
The manager benefits from the counterargum ents in making his decisions	58	79	97	41	23	3.36	8
The manager involves all employees in the decision- making process.	56	76	87	50	29	3.27	9
<b>General Mean Score</b>						<b>3.62</b>	

Table (7) shows that the general mean scores of items of the decision-making dimension reached (3.62) out of (5), which indicates a level of availability.

**The order of the sub-items of the decision-making dimension is as follows:**

- This statement “The manager benefits from his experience when making various decisions.” is ranked first in the decision-making dimension with a mean score (3.96) out of (5), indicating a high level of availability.

- This statement “The manager can modify the decisions according to upcoming developments.” is ranked second in the decision-making dimension with a mean score (3.78) out of (5), indicating a high level of availability.

- This statement “The manager prioritizes the sake of the institution over the sake of the employees” is ranked third in the decision-making dimension with a mean score (3.73) out of (5), indicating a high level of availability.

- This statement “The manager uses data to support his decisions freely and skillfully.” is ranked fourth in the decision-making dimension with a mean score (3.72) out of (5), indicating a high level of availability.

- This statement “The information provided by the manager is free from bias.” is ranked fifth in the decision-making dimension with a mean score (3.71) out of (5), indicating a high level of availability.

- This statement “The manager can take the right decisions quickly.” is ranked sixth in the decision-making dimension with a mean score (3.60) out of (5), indicating a high level of availability.

- This statement “The manager treats all employees fairly and equally.” is ranked sixth in the decision-making dimension with a mean score (3.60) out of (5), indicating a high level of availability.

- This statement “The manager benefits from the counterarguments in making his decisions.” is ranked seventh in the decision-making dimension with a mean score (of 3.36) out of (5), indicating a moderate level of availability.

- This statement “The manager involves all employees in the decision-making process.” is ranked ninth in the decision-making dimension with a mean score (3.27) out of (5), indicating a moderate level of availability.

**Table 8. Mean Scores of Adaption Dimension**

Items	Very much applicable	Highly applicable	Moderately applicable	Low applicable	Very Low Applicable	Mean	Order
The manager avoids being nervous during talking to employees	76	90	88	31	13	3.62	6
The manager appreciates the positive initiatives of employees.	86	99	83	22	8	3.78	2
The manager encourages positive competition among all employees.	82	92	84	28	12	3.68	3
The manager enhances the efficiency and excellence of employees.	84	83	84	30	17	3.63	5
The manager seeks to make changes in the organization to develop it.	74	103	81	27	13	3.66	4
The manager simplifies the procedures of work considering the conditions of employees.	64	95	90	34	15	3.53	8
The manager supports proposing alternatives to various problems by employees.	57	101	99	2	9	3.55	7
The manager provides all the demands of employees within the organization.	56	83	98	44	17	3.39	9
The manager holds emergency meetings when needed.	96	106	64	22	10	3.86	1
<b>General Mean Score</b>						<b>3.63</b>	



Table (8) shows that the general mean scores of items of the adapting dimension reached (3.63) out of (5), **indicating** a high level of availability.

**The order of the sub-items of the adapting dimension is as follows:**

- This statement “The manager holds emergency meetings when needed.” is ranked first in the adapting dimension with a mean score (3.86) out of (5), **indicating** a high level of availability.

- This statement “The manager appreciates the positive initiatives of employees.” is ranked second in the adapting dimension with a mean score (3.78) out of (5), **indicating** a high level of availability.

- This statement “The manager encourages positive competition among all employees.” is ranked third in the adapting dimension with a mean score (3.78) out of (5), **indicating** a high level of availability.

- This statement “The manager encourages positive competition among all employees.” is ranked third in the adapting dimension with a mean score (3.68) out of (5), **indicating** a high level of availability.

- This statement “The manager seeks to make changes in the organization to develop it.” is ranked fourth in the adapting dimension with a mean score (3.66) out of (5), **indicating** a high level of availability .

- This statement “The manager enhances the efficiency and excellence of employees.” is ranked fifth in the adapting dimension with a mean score (3.63) out of (5), **indicating** a high level of availability.

- This statement “The manager avoids being nervous during talking to employees” is ranked sixth in the adapting dimension with a mean score (3.62) out of (5), **indicating** a high level of availability .

- This statement “The manager supports proposing alternatives to various problems by employees.” is ranked seventh in the adapting dimension with a mean score (3.55) out of (5), **indicating** a high level of availability.

- This statement “The manager simplifies the procedures of work considering the conditions of employees.” is ranked eighth in the adapting dimension with a mean score (3.55) out of (5), **indicating** a high level of availability.

- This statement “The manager provides all the demands of employees within the organization.” is ranked ninth in the adapting dimension with a mean score (3.39) out of (5), indicating a moderate level of availability.

**Table 9. Mean Scores of Administrative Flexibility Dimension**

<b>Dimensions</b>	<b>Mean</b>	<b>Order</b>
Regulations & Instructions	3.74	2
Self-efficiency	3.91	1
Performance & Evaluation	3.65	3
Decision-taking	3.62	5
Adaptation	3.63	4
<b>General Mean Score</b>	3.71	

Table (9) displays that the general mean score of administrative flexibility is (3.71) out of (5), which indicates a high level of availability.

**Regarding the dimensions of administrative flexibility, they are as follows:**

- In the adaptation dimensions self-efficiency ranked first with a mean score (3.91) out of (5), indicating a high level of availability.

- In the administrative flexibility dimension, regulations & Instructions ranked second with a mean score (3.74) out of (5), indicating a high level of availability.

- In the administrative flexibility dimension, Performance & Evaluation ranked third with a mean score (3.65) out of (5), indicating a high level of availability.

- In the administrative flexibility dimension, Adapting ranked fourth with a mean score (3.63) out of (5), indicating a high level of availability.

- In the administrative flexibility dimension, Decision-taking ranked fifth with a mean score (3.62) out of (5), indicating a high level of availability.

**The second question results:** "What is the factual status of creative leadership from the point of view of university leaders at Prince Sattam bin Abdulaziz University?" To answer this question, the researcher used the mean scores for each item of the creative leadership dimension, as follows.

**Table 10. Mean Scores of Intellectual Fluency Items**

Items	Very much applicable	Highly applicable	Moderately applicable	Low applicable	Very Low Applicable	Mean	Order
The manager can propose instant solutions to solve business problems.	87	109	75	19	8	3.83	1
The manager can present more than one idea within a short period of time.	66	96	100	24	12	3.60	3
The manager can produce as many words with one meaning as possible to denote a particular idea.	58	95	104	26	15	3.52	5
The manager can think quickly about different circumstances	67	87	103	27	14	3.56	4
The manager can express ideas fluently according to the nature of the situation.	77	92	95	25	9	3.68	2
<b>General Mean Score</b>						<b>3.64</b>	

Table (10) demonstrates that the general mean score of intellectual fluency is (3.64) out of (5), which indicates a high level of availability.

**The order of the sub-items of the intellectual fluency dimension is as follows:**

- This statement “The manager can propose instant solutions to solve business problems.” is ranked first in the intellectual fluency dimension with a mean score (3.83) out of (5), **indicating** a high level of availability.

-This statement “The manager can express ideas fluently according to the nature of the situation.” is ranked second in the intellectual fluency dimension with a mean score (3.68) out of (5) , **indicating** a high level of availability.

- This statement “The manager can present more than one idea within a short period of time.” is ranked third in the intellectual fluency dimension with a mean score (3.60) out of (5), **indicating** a high level of availability.

-This statement “The manager can think quickly about different circumstances.” is ranked fourth in the intellectual fluency dimension with a mean score (3.56) out of (5), **indicating** a high level of availability.

-This statement “The manager can produce as many words with one meaning as possible to denote a particular idea.” is ranked fifth in the intellectual fluency dimension with a mean score (3.52) out of (5), indicating a high level of availability.

**Table 11. Mean Scores of Intellectual Ability Items**

Items	Very much applicable	Highly applicable	Moderately applicable	Low applicable	Very Low Applicable	Mean	Order
The manager can propose new ideas to develop the work.	73	104	86	26	9	3.69	1
The manager is keen to know the counterargument to his opinion to benefit from it.	67	76	98	36	21	3.44	4
The manager does not hesitate to change his position when he is convinced that it is correct.	74	86	78	40	20	3.52	3
The manager is keen to make regular changes in work styles.	58	79	104	40	17	3.41	5
The manager can think of a topic from different perspectives.	69	90	94	30	15	3.56	2
<b>General Mean Score</b>						<b>3.52</b>	

Table (11) shows that the general mean score of intellectual ability is (3.52) out of (5), which indicates a high level of availability.

**The order of the sub-items of the intellectual ability dimension is as follows:**

- This statement “The manager can propose new ideas to develop the work.” is ranked first in the intellectual ability dimension with a mean score (3.69) out of (5), indicating a high level of availability.

- This statement “The manager can think of a topic from different perspectives.” is ranked second in the intellectual ability dimension with a mean score (3.56) out of (5), indicating a high level of availability.

- This statement “The manager does not hesitate to change his position when he is convinced that it is correct.” is ranked third in the intellectual ability dimension with a mean score (3.52) out of (5), indicating a high level of availability.

- This statement “The manager is keen to know the counterargument to his opinion to benefit from it.” is ranked fourth in the intellectual ability dimension with a mean score (3.52) out of (5), indicating a high level of availability.

- This statement “The manager is keen to make regular changes in work styles.” is ranked fifth in the intellectual ability dimension with a mean score (3.52) out of (5), indicating a high level of availability.

**Table 12. Mean Scores of Sensitivity to Problems Dimension**

Items	Very much applicable	Highly applicable	Moderately applicable	Low applicable	Very Low Applicable	Mean	Order
The Manager can predict work problems before they occur.	55	74	107	40	22	3.34	5
The manager plans to face the work problems that may occur.	62	84	104	32	16	3.48	4
The manager states appropriate solutions to problems.	70	96	88	29	15	3.59	2
The manager cares about identifying the aspects of weaknesses in his work.	76	95	87	26	14	3.69	1
The manager can precisely discover problems that	62	96	96	28	16	3.54	3

employees have at work.

**General Mean Score**

**3.53**

Table (12) shows that the general mean score of the sensitivity to problems dimension is (3.53) out of (5), which indicates a high level of availability of availability.

**The order of the sub-items of the sensitivity to problems dimension is as follows:**

- This statement “The manager cares about identifying the aspects of weaknesses in his work.” is ranked first in the sensitivity to problems dimension with a mean score (3.69) out of (5), **indicating** a high level of availability.

-This statement “The manager states appropriate solutions to problems.” is ranked second in the sensitivity to problems dimension with a mean score (3.59) out of (5), **indicating** a high level of availability.

-This statement “The manager can precisely discover problems that employees have at work.” is ranked third in the sensitivity to problems dimension with a mean score (3.54) out of (5), **indicating** a high level of availability.

- This statement “The manager plans to face the work problems that may occur.” is ranked fourth in the sensitivity to problems dimension with a mean score (3.48) out of (5), **indicating** a high level of availability .

- This statement “The Manager can predict work problems before they occur.” is ranked fifth in the sensitivity to problems dimension with a mean score (3.34) out of (5), **indicating** a moderate level of availability.

**Table 13. Mean Scores of Risk Acceptance Items**

Items	Very much applicable	Highly applicable	Moderately applicable	Low applicable	Very Low Applicable	Mean	Order
The manager accepts openly the criticism of others.	62	71	91	51	23	3.33	4
The manager accepts failure as the experience that precedes	57	74	91	49	27	3.29	5

success.							
The manager can defend his ideas with evidence and proof.	75	100	87	25	11	3.68	1
The manager adopts new ideas and seeks solutions to problems	76	101	74	34	13	3.65	2
The manager is responsible for all his work and is ready to face the consequences	75	79	94	34	16	3.55	3
<b>General Mean Score</b>						<b>3.50</b>	

Table (13) demonstrates that the general mean score of the risk acceptance dimension is (3.68) out of (5), which indicates a high level of availability.

**The order of the sub-items of the risk acceptance dimension is as follows:**

- This statement “The manager can defend his ideas with evidence and proof.” is ranked first in the risk acceptance dimension with a mean score (3.68) out of (5), indicating a high level of availability.

- This statement “The manager adopts new ideas and seeks solutions to problems.” is ranked second in the risk acceptance dimension with a mean score (3.65) out of (5), indicating a high level of availability.

- This statement “The manager is responsible for all his work and is ready to face the consequences.” is ranked third in the risk acceptance dimension with a mean score (3.55) out of (5), indicating a high level of availability.

- This statement “The manager accepts openly the criticism of others.” is ranked fourth in the risk acceptance dimension with a mean score (3.33) out of (5), indicating a moderate level of availability.

- This statement “The manager accepts failure as the experience that precedes success.” is ranked fifth in the risk acceptance dimension with a mean score (3.29) out of (5), indicating a moderate level of availability.

**Table 14. Mean Scores of the Ability to Analyze and link Dimension.**

Items	Very much applicable	Highly applicable	Moderately applicable	Low applicable	Very Low Applicable	Mean	Order
The manager can organize his thoughts.	75	94	96	22	11	3.67	2
The manager can divide the tasks of work.	77	85	96	29	11	3.63	4
The manager can analyze the tasks of work.	72	102	89	27	8	3.68	1
The manager can identify the details of the work before starting to implement it.	72	96	87	28	15	3.61	5
The manager can realize and interpret the relationship among things.	74	103	81	27	13	3.66	3
<b>General Mean Score</b>						<b>3.65</b>	

Table (14) demonstrates that the general mean score of the Ability to Analyze and link Dimension is (3.65) out of (5), which indicates a high level of availability of availability.

**The order of the sub-items of the ability to analyze and link dimension is as follows:**

- This statement “The manager can analyze the tasks of work.” is ranked first in the ability to analyze and link dimension with a mean score (3.68) out of (5), indicating a high level of availability.



- This statement “The manager can organize his thoughts.” is ranked second in the ability to analyze and link dimension with a mean score (3.68) out of (5), **indicating** a high level of availability.

- This statement “The manager can realize and interpret the relationship among things.” is ranked third in the ability to analyze and link dimension with a mean score (3.66) out of (5), **indicating** a high level of availability.

- This statement “The manager can divide the tasks of work” is ranked fourth in the ability to analyze and link dimension with a mean score (3.63) out of (5), **indicating** a high level of availability .

- This statement “The manager can identify the details of the work before starting to implement it” is ranked fifth in the ability to analyze and link dimension with a mean score (3.61) out of (5), **indicating** a high level of availability.

**Table 15. Mean Scores of Creative Leadership Dimensions**

<b>Dimensions</b>	<b>Mean</b>	<b>Order</b>
Mental fluency	3.64	2
Intellectual ability	3.52	4
Sensitivity to problems	3.53	3
Risk acceptance	3.50	5
Ability to analyze and link	3.65	1
<b>General Mean Score</b>	3.57	

Table (15) demonstrates that the general mean score of creative leadership is (3.57) out of (5), which indicates a high level of availability of availability. Regarding the dimensions of creative leadership, they are as follows:

-The dimension “the ability to analyze and link“ as one of the creative leadership dimensions is ranked first with a mean score (3.65) out of (5), **indicating**a high level of availability of availability.

-The dimension “Sensitivity to problems “as one of the creative leadership dimensions is ranked second with a mean score (3.64) out of (5), **indicating**a high level of availability of availability.

-The dimension “intellectual ability “as one of the creative leadership dimensions is ranked fourth with a mean score (3.52) out of (5), **indicating**a high level of availability of availability.

-The dimension “risk acceptance “as one of the creative leadership dimensions is ranked fifth with a mean score (3.50) out of (5), indicating a high level of availability of availability.

**The third question results:** Is there a relationship between administrative flexibility and creative leadership from the point of view of university leaders at Prince Sattam bin Abdulaziz University? To answer this question, the researcher used Pearson's correlation coefficient to calculate the relationship between administrative flexibility and creative leadership, and this is illustrated in Table (16).

**Table 16. The value of Pearson's correlation coefficient between administrative flexibility and creative leadership**

<b>The correlation between managerial flexibility and creative leadership</b>	<b>Pearson correlation coefficient value</b>	<b>Significant Level</b>
	**0.898	0.000

Table (16) shows that Pearson's correlation coefficient for the total degree between administrative flexibility and creative leadership reached (0.898), and the level of statistical significance reached (0.000), which is statistically significant, which means that there is a positive correlation between administrative flexibility and creative leadership from the point of view of university leaders at Prince Sattam bin Abdulaziz University, and this indicates that the availability of administrative flexibility contributes to meeting the different expectations of employees and enhances the fulfillment of the various requirements necessary to achieve the objectives of the institution, and in turn, it applies to the items of creative leadership.

Leaders should have certain skills that enable them to achieve the goals of the institution, and the most dominant ones are the skills of administrative flexibility that help them in the ability to take responsibility, the ability to analyze, link, and sensitivity to problems and develop their intellectual fluency and various mental abilities to deal with different situations efficiently and effectively, and therefore administrative flexibility is one of the features that a leader should have for a creative setting.

## 5. Conclusion

1. The necessity of involving university leaders in training courses to develop their administrative flexibility skills and creative leadership characteristics that they can utilize in higher leadership positions.

2. Encourage university leaders who practice administrative flexibility to be good models for other leaders.

3. Designing administrative units within universities specialized in research and development to achieve leadership creativity.

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