

**MANAGERIAL CREATIVITY AND ITS RELATIONSHIP WITH EMPLOYEES  
PERFORMANCE LEVEL IMPROVEMENT IN SAUDI TELECOMMUNICATION  
COMPANIES**

**Dr. Atallah "Mohammed Tayser " Alsharah**  
Assistant Professor - Department of Management  
Imam Muhammad Ibn Sau'd Islamic University  
Riyadh - KSA  
P.O Box 2196, Zarqa 13110, Jordan

---

**ABSTRACT:** *This study aims to investigate the application status managerial creativity components among employees namely originality, Ideational Fluency, mental flexibility, risk taking ability to analyze, problems sensitivity, unfamiliar and its impact in improving performance of telecom companies employees in Saudi Arabia .The questionnaire is developed to measure the impact of managerial creativity on telecommunications company's employees in Kingdom of Saudi Arabia. 210 questionnaires were distributed and 180 were restored, that is 85.7% of the total sample.The results showed that there is a positive relationship between managerial creativity elements, and employees performance of telecom companies in Saudi Arabia, which confirms adopted study hypothesis and there is appositive relationship between them. This indicates that as long as appropriate stimulating environment of managerial creativity elements is available within these companies as long as this level of employees' performance level is increased. Finally, the study recommended that the importance of pay special attention to all managerial creativity as an important variable that contributes in influencing employees job performance, which will lead to higher morale and increase their loyalty and belonging to these companies.*

**KEYWORDS:** Managerial Creativity, Telecom Companies, Saudi Arabia

---

**INTRODUCTION**

Current era is witnessing many rapid developments and subsequent changes due to knowledge explosion, information and communication revolution. The continued progress of scientific and technical development that achieved by mankind in various fields requires renewable insight for things, new ideas generation and creativity encouragement , in developing countries in particular, which are striving to catch up with scientific progress, and technical evolution. Thus, the use of creativity is inevitable for developing countries, including Saudi Arabia, by considering creative process elements, where the employees and their creative abilities are considered the cornerstone which evolves through the organization towards managerial innovation.

Organizations started by the entry of the third millennium in moving to "competitive advantage" that depend primarily on organization ability and its staff on excellence, innovation and creativity and updating , which imposed on organizations management these to develop its concepts and managerial methods to prepare proper conditions for human brains in order to innovate and renew continuously ,so organizations deal with human resources as one of the most important resources according to organizations., Therefore, they have to pay attention for , develop and provide the means to learn, in light of huge development in technology and communication means in particular, which increased the chances of access to information and knowledge. This helps organizations management and provides opportunities to provide right climate to raise human resources capabilities of and qualify for a rapid response to changes that occur in the environment.

There are multiple areas of creativity ranging between problems solving by using well known methods in specialization field, and introducing little improvement for an existing system, to introduce substantial improvements which lead to some contradictions solutions, to scientific scare discovery or inventing a new system that differs from previous ones. In general, innovation is deemed the core of managerial creativity for any managerial organization, including telecommunications sector. Management scholars agreed that contemporary organizations are living variable and complex conditions, which makes the need for creativity as an urgent need. Therefore managers who are running managerial contemporary organizations have to take care on employees abilities development to contribute in problems, solving the and to participate in decision-making, and to generate new ideas and to work in distinct and had teamwork to achieve creativity in work and increase productivity

The core dimension of creative contemporary organizations is based on It development of organizational environment that develop creative trends in intellectual and scientific approach, based on job values, standards and practices that are reflected on organization employees performance improvement. Managerial creativity topic and barriers that hinder its achievement enjoyed a great interest of many management authors and researchers, who recommended in their studies to continue research and field studies in management creativity many managerial organizations of all types, in light of circumstances and globalization developments and economic development, cultural and technical, which requires that managerial creativity should be advance and renewable continuously.

There is no doubt that telecommunications sector is a pioneer in introducing science achievement, in management thought and technology field in terms using creativity in order to support all of its business areas and to ensure continued progress in various fields. Because creativity helps telecom companies in Kingdom of Saudi Arabia perform their vital tasks and to solve their problems and to improve their performance to keep pace with rapid developments and to meet

consumers 'needs and desires in the Saudi market. Based on these data, this study was carried out to determine the relationship between managerial creativity to improve employee's performance in telecom companies in Saudi Arabia and the obstacles they encounter

### **Study Importance**

Study importance stemmed from topic importance it deals with , since managerial creativity topic enjoyed high concern by researchers in recent decades because of its importance in organizations success and excellence, in light of subsequent changes that external environment witnessed, which made management traditional techniques are unable to achieve business organizations excellence and progress, and those organizations became have a bad need to use new managerial methods such as managerial creativity .So the study importance is to investigate impact of managerial creativity on employees job performance ,and the availability of right climate for creativity in an important sector that is related with very wide range of clients in Saudi Arabia, namely telecommunications sector .The study is anticipated to help telecom companies in Saudi Arabia to know managerial creativity status, obstacles and constraints encountered, on the other hand it is expected that this study will contribute in enrichment Arabic Managerial library with an important topic that may have researchers, intellectuals who are interested with managerial creativity and its relationship in improving employees job performance in telecom companies in Saudi Arabia

### **Study Statement and Questions**

Industrial and services organizations in Arab region are subject to many challenges of global competition, and thus lack of managerial leadership awareness in these organizations in general of these challenges without introducing modern management concepts and techniques their activities constitutes a barrier for facing these challenges, and an obstacle in raising it ability for excellence. On the other hand organizations nowadays need to develop their employees since human element performance has great importance in organizations success; this includes qualified human resources selection, training, motivation and developing its performance. The study problem is summarized by investigating and identifying impact of managerial creativity aspects on employees performance in telecommunications companies in the Kingdom of Saudi Arabia and their central role in encouraging managerial creativity in their activities in particular, and barriers they face in this regard, to enhance positives and to treatment the negatives in order to help communications companies in performing their tasks through distinct managerial creatively to serve and meet customers aspirations and desires. So the study statement can be summarized by the following main question: "What is the relationship management of managerial creativity in improving Saudi Telecom Company's employee's performance?"

The following sub questions are derived from the main one:

1-What is the relationship of originality element in improving employee's performance in

telecom companies in Saudi Arabia?

2- What is the relationship of ideational fluency element in improving employee's performance in telecom companies in Saudi Arabia?

3-What is the relationship of mental flexibility element in improving employee's performance in telecom companies in Saudi Arabia?

4-What is the relationship of risk taking element in improving employee's performance in telecom companies in Saudi Arabia?

5-What is the relationship of analyzing ability element in improving employee's performance in telecom companies in Saudi Arabia?

6-What is the relationship of problems sensitivity element in improving employee's performance in telecom companies in Saudi Arabia?

7- What is the relationship of out of consensus elements in improving employees performance in telecom companies in Saudi Arabia?

8-What are the main environmental, organizational and personal obstacles that limit managerial creativity implementation among employees in telecom companies in Saudi Arabia?

### **Study Objectives:**

This study seeks to achieve the following objectives :

1-To identify managerial creativity aspects and level among telecom companies in Saudi Arabia .

2-To investigate the application status managerial creativity components among employees namely originality, Ideational Fluency, mental flexibility, risk taking ability to analyze, problems sensitivity, out of consensus and its impact in improving performance of telecom companies employees in Saudi Arabia .

3-To investigate environmental, organizational and personal barriers that limit managerial creativity among telecom company's employees in Saudi Arabia .

4-To provide information, recommendations and suggestions for interested researchers as well as decision-makers in telecom companies departments in Saudi Arabia .

### **Hypotheses of the study**

To achieve the objectives and elements of the problem of the study , the hypothesis was formulated as follows:

**The first hypothesis:** There is a statistically significant relationship at 0.05 levels between originality element of and job performance of telecommunications companies employees

**The second hypothesis:** There is a statistically significant relationship at 0.05 levels between Ideational Fluency element and job performance in telecommunications companies employees.

**Third hypothesis:** There is a statistically significant relationship at 0.05 level significance between mental flexibility element and job performance of telecommunications companies employees.

**Fourth hypothesis:** There is a statistically significant relationship at 0.05 level between risk

taking element and job performance in telecommunications companies' employees.

**Fifth hypothesis:** There is a statistically significant relationship at 0.05 level significance between performance analysis capability element and telecommunications companies employees.

**Sixth hypothesis:** There is a statistically significant relationship at 0.05 level between the problems sensitivity element and job performance in telecommunications companies employees .

**Seventh hypothesis:** There is a statistically significant relationship at 0.05 level between out of consensus element and job performance in telecommunications companies employees.

#### **Study Variables:**

- **Dependent variable:** performance of telecom companies employees in Saudi Arabia .
- **Independent variables:** originality, Ideational Fluency, mental flexibility, risk, acceptance, ability to analyze, sensitivity to problems, and out of consensus .

**Research Limitations:** the study scope is as follows :

•**Human limits:** male employees in telecom companies in Saudi Arabia since there are no sufficient numbers of females in these companies .

•**Place Limits:** Saudi's telecom companies amounting (3) companies .

•**Time limits:** the period from (1/3/2014-15/6/2014) .

**Scientific Limits:** managerial creativity variables, and employees performance

## **STUDY METHODOLOGY**

In order to achieve study objectives descriptive analytical method was used, and the study used two basic types of data :

**Primary data:** through field aspect by distributing study questionnaires to some of research subjects and assembling the necessary information about search topic, then coding and analyzing the data by using SPSS and appropriate statistical tests in order to find significant value and indicators that support study topic .

**Secondary Data:** books, periodicals and publications related to study topic were reviewed in addition to any references which the researcher believes that they may contribute in study enrichment in scientific manner.

**Study population and Sample:** The study population is represented by telecommunications companies' managements operating in Kingdom of Saudi Arabia, namely: Saudi Telecom Company "STC", Mobil Telecommunications Company and Zain telecommunications company. A random sample was selected that represent officials category who occupy senior positions in the three companies through questionnaire distribution over some subjects because this category is busy and have many to task to performs. Researches had select companies telecommunications managements because they are qualified academically professionally and represent middle and

senior management level, which lead these companies, through which creativity status companies leadership category can be known , 210 questionnaires were distributed and 180 were collected, that is 85.7% as shown in the table below:

**Table (1) Distributed and collected questionnaire and representation percents**

No.	Organization	Distributed Questionnaire	Collected Questionnaire	Representation Percents in the sample
1	S.T.C	70	67	37.2
2	Mobily	70	62	34.5
3	Zain	70	51	28.3
Total		210	180	100%

**Study Instrument :** Based on data nature of the researcher found that questionnaire is the most appropriate instrument to achieve study objectives .The researcher designed an initial questionnaire and submitted to o a group of referees who provide advice and guidance, and then initial field test study was carried out one a sample of three corporate employees. Some proper modifications were made to form the questionnaire in its final form, which has been distributed to all sample\s subjects the sample in order to collect the required data for the study

The questionnaire was divided into two parts as follows:

**First Part:** study population personal data consisted of 4 statement

**Second Part:** it handled study sample trends regarding impact of managerial creativity on telecommunications company’s employees in Kingdom of Saudi Arabia and was divided into two as follows :

**First dimension:** it handled managerial creativity, and consisted of 55 statements that were divided into the following elements:

\* Originality: represented by statements 1-10 \*Ideational Fluency represented by statements 11-17 \*Mental Flexibility: represented by statements 18-23 \*Risk taking: represented by statements 24-33 \*Ability to analyze: represented by statements 34-40 \* Sensitivity to Problems: represented by statements 41-49 \* out of consensus: represented by statements 50-55 .

**Second dimension:** discuss job performance: and consisted of 15 statements 56-70

**Instrument Validity and Reliability:** questionnaire statements were structured to ensure its statements validity and reliability as follows :

**Instrument’s statements validity:** two methods were used to find out questionnaire’s statements validity .

**Referees Validity:** the questionnaire was presented to a group of professional referees. all necessary steps were made either deletion and modify in light of provided suggestions by referees

**Internal consistency:** questionnaire statements internal consistency was calculated on pilot sample amounting 40 statements, through computing correlation coefficients between each paragraph, and the total degree of dimension as follows :

#### **Validity of structural consistency of study dimensions**

Table (2) shows Correlation coefficients between mean of each dimension axes of with total mean of questionnaire statements, which shows that indicated correlation coefficients are significant at 0.05 level, which ranged between (0.932-0.823), since significance level of each statement is less than 0.05 and R calculated value is more than R tabulated value .

**Table (2): correlation coefficient between mean of each study dimension and total mean of questionnaire statements:**

<b>First dimension: managerial creativity</b>	<b>correlation coefficient</b>	<b>significant level</b>
- originality	0.913	0.000
- Ideational Fluency	0.843	0.000
- mental flexibility	0.911	0.000
- risk acceptance	0.823	0.000
- ability to analyze	0.865	0.000
- sensitivity to problems	0.892	0.000
- out of consensus	0.919	0.000
<b>Second dimension :job performance</b>	0.932	0.000

**Questionnaire's Statements Reliability:** reliability steps were made on pilot sample using Cronbach's Alpha to measure questionnaire reliability. Table (3) shows that reliability coefficients are high :

**Table (3) Reliability coefficient (Split Half and Cronbach Alpha)**

<b>First dimension: managerial creativity</b>	<b>Cronbach Alpha</b>
- originality	0.8481
- Ideational Fluency	0.9163
- mental flexibility	0.8803
- risk acceptance	0.8705
- ability to analyze	0.8975
- sensitivity to problems	0.8424
- out of consensus	8766
<b>Second dimension :job performance</b>	0.9549
<b>all paragraph</b>	0.9232

## **THEORETICAL FRAMEWORK AND PREVIOUS STUDIES**

### **Managerial Creativity Concept**

Creativity is an integrated unit of self and subjective factors that lead to valuable new and original production by individual and group, it contributes in finding solutions new solutions for ideas, problems and approaches (Suwaidan and Adlouni 2004), .The term creativity means "any idea or behavior or renewal differs qualitatively from existing forms(Al-Seren ,2000), Shammari (2002) defined creativity as" employment of optimal mental and intellectual abilities that are characterized by greatest fluency, flexibility, originality ,problems sensitivity and ability to analyze them, that leads to form links and to discover relationships, ideas or new work methods within managerial organizations. Many studies have indicated that creativity, creation, and innovation terms mean in their concept .looking at things in new and different shape, and individual introducing unprecedented and familiar things., Creativity may come through scientific research results or individuals entrepreneurial or through strategic decisions within the organization (1997, Sundbo).

Hijan(1999) defined creativity as a process with multiple stages resulting in an idea or new business that is characterized by greatest fluency, flexibility, originality, and problems sensitivity .Such creative ability can developed according to individuals, groups and organizations capabilities . Torrance,( 1993) defines creativity as: " process of problems feeling and awareness of weaknesses points, gaps , inconsistencies , information lack , investigating solutions and forecasting, transfer or deliver the results to others .

Jerwan(2002) defined creativity as "a combination of capabilities, readiness and personal characteristics which if it finds an appropriate managerial environment can promote mental operations to lead to original and useful results either for individual previous experiences organization or society or the world experiences, if the results were of creative breakthroughs level in human life fields. "Al- Awad,( 2005) defined creativity as "a set of procedures, processes and behaviors that lead to improve overall climate in the organization and to activate creative performance by stimulating employees to solve problems and make decisions in a more creative and unusual way of thinking ".

Creativity is: a process that individual is characterized with when faced with situations that excited him and copes with deeply , then respond to it as match with himself , so his response is different from others responses and be alone. This process includes products, services or new job technologies, or tools and new managerial processes. It also includes leadership thought represented by introducing new ideas (Soo et.al, 2002,).

**Organizations need for creativity:** importance of managerial creativity because it help organization to perform better through improved coordination , internal controls and organizational structure. It also facilitate creative processes that enable organization to survive , work continuation, to find creative solutions for problems faced efficiently and effectively, cause positive changes in organization structure the and managerial operations, helps in adaptation and interaction with all surrounding, environmental variables, improves their productivity, raises their performance level and employees performance , finding discoveries , proposals and ideas for setting up regulations, procedures and new creative and innovative working methods which leads to emergence of programs and services outside organization main activities , and improve products and services quality provided to beneficiary public and increase their financial inputs (Harem ,1997.).

So, it is necessary to encourage creative thinking owners and give them the opportunity to actively participate in placing work procedures and implementation methods, to take advantage of such advanced ideas in promoting work with more effectively and saving time, effort and cost.

**Managerial Creativity Principles:** Drucker had set up organizational creativity principles which are works or studies that organizations who are seeking for creativity should perform. He called this group of practices (The Do's), and also identified a set of practices, an organization must be avoided called (The Don't's). The things that organizations must do are :

1-The managed organized creativity starts by analyzing opportunities, it starts by thinking of creative opportunities sources, and in spite of each source importance, but it varies from field to another and from time to time, but there is a must to study and analysis all these sources on a regular basis .

2-Thinking about problem, is not enough, but people interviewing, and asking and listening to them. Creativity has two aspects: conceptual and perceptual feel. Innovators find an analytical method of what creativity should to take advantage of the opportunity, and then they meet clients or users to identify their expectations, values and needs they have.

3-Effective creativity should be simple and concentrate toward a specific need .

4-Effective creativity usually starts small, so it does not require lot of money, individuals and other sources .

**Works that organizations must avoided are :**

1-Excessive thinking and showing intelligence to gain access to creativity in a way that is difficult for ordinary people to deal with .

2-Diversification and try doing several things at the same time .

3- Creativity Attempt for distant future, not for the time being the present.

**Creativity Management :**Nowadays talking about creativity management and development

become a familiar issue among authors, researchers, managers, and many who consider creativity as very important competition factor., As far as organizations pay attention and care for creativity management and development as far as it will have a significant impact on organization survival and growth. Drucker( 2002) added that creativity is a real job and not inspiring and must be managed like any other organization work or activity, but in a different way, since creativity means knowledge (Knowing) and not (doing.)

Many writers and researchers consider that one of the main director roles in contemporary organizations is creativity management, support, encouragement. According to (Argyris, 1983) point of view, creators managers who expect change are the only hope to face the troubled future successfully, while Wilson, and Roserfeld (1991) indicate that innovation and creativity are not exclusive to research and development units and activities only, but they may emerge from many different sources, therefore managers tasks will be encourage creative process in their organizations

**Creativity Obstacles:** researchers approved many managerial creativity obstacles and limitations that reduce individual's ability to invest and develop his self-capabilities and to provide new. Such obstacles can be classified into five groups as follows:

1-Mental Obstacles :It is represented by issuing unstudied and pre judgments on people and problems, weak observation, problems and important things simple view, following typical thought, habits, constraints and lack of intellectual moved (Suwaidan and Adlouni.2004) .

2-Emotional obstacles :Such as self-confidence, tendency to take risks and thinking independence. Emotion has strength motivation that drive individual to diversify his behavior in order to achieve the emotion goal and to reduce the tension caused by, but excessive emotion such as fear or anxiety may cause a reduction in creativity .

3. Motivation obstacles :Researches proved individual attainment to new thing requires a real desire that drive him for such attainment. Individual must be driven to the extent that makes him exert positive effort that may achieve creativity. Lack of individual encouragement, proper stimulation and not obtaining others respect and appreciation, and their support may hinder creativity and forma a barrier against new ideas .

4. Organizational obstacles :Organization that allow heads to have the power in their hands and do not allow employees to participate in working conditions discussion and contributing in drawing its plans, and which specifies rules and regulations in which employees roles is detailed, precisely, will not encourage individual creativity and innovation, but lead them to avoid responsibility because fear of failure and punishment. Al-Saidalani (2001) added that organizational obstacles are as leadership style tend to centralization in decision-making, and bias by heads for some subordinates, and decisions taken are influenced by personal relationships, absence of authority delegation, forcing employees to comply with procedures and regulations at work, weak moral and money motivation systems, absence of justice in rewards and incentives distribution, and absence of effective communication systems .

5-Environmental obstacles :Environmental conditions play a major role in encouraging

creative abilities or reduce the same. If individual environment is tolerant environment, flexible, respects individual's thinking and expression freedom, and do not hesitate to issue judgments on who he thinks and expresses an idea, and if the environment allows free thinking which is regarded as creativity outset, and if the environment gives the idea, and opinion resulting testing opportunity, even though at the idea seemed unfamiliar or uncommon, it is really an environment that helps creativity.

**Organizational creativity elements that the study used:** Administration authors and scholars provide many classifications for creativity elements, since many agreed on a set of elements that characterize creative person who has creative thinking capability which the most important ones are as follows :

**1-Originality:** means production of unfamiliar, and long-term, new and unusual, intelligent and skilled responses. (El-Sherbini and Sadeg .2002).

**2. Ideational Fluency:** Fluency means person's ability to produce large quantity of ideas, more than the general average, within a specified period of time. It has been found in speech tests alone, that there are three factors that distinguished fluency which is ideational fluency. This type of fluency is linked to person mental ability such as ability to imagine analogy, deduction, perception capacity and intuition, associative fluency which means completing relationships to distinct it from the former type of fluency, and expressive fluency that is easily related with sentences forming. (Fa'ouri 2005): (Suwaidan and Adlouni ,2002)

**3. Mental flexibility:** mental flexibility in thinking means a changing of certain type problem consideration from different angles, and change in the meaning or interpretation or use or task understanding or business strategy or change in thinking direction that might mean new interpretation for goal,. It is the ease degree in which person changes position or a certain perspective, no ideas bias in itself, it also means to consider things from several angles. (Al-Souror ,2002.)

**4. Risk, acceptance:** it refers to individual courage extent in exposing himself to criticism or failure and to provide estimates and to work under ambiguous conditions and to defend his own ideas. It also means taking the lead in adopting new ideas and methods and to search for solutions, at the same time when individual is capable to bear risks resulting from works he is performing, and has the will to face resulted responsibilities there from, and in the field of managerial work promised managers are aware of risk element importance in investing employees creative abilities and improving organizational climate, and aware staff need for support to overcome hesitation in bearing risk resulted impacts effects which drive them to set systems and rewards to encourage risk-taking and bear its consequences. (Al-Shammari, 2002.)

**5.Sensitivity to problems:** It means awareness of problems existence or needs or environment weakness elements or the situation. This means that some people are faster than others in problem observing and investigating its existence in the situation. There is no doubt that

problem revealing is the first step in research process for solution to, this ability is associated with not normal or abnormal or perplexing things in individual's environment, or reemploy it and questions raising. There is no doubt that persons whom their sensitivity is increased to recognize shortcomings of various situations have more chance to be involved in search so the probability will increase before them towards creativity. (Jerwan, 2002)

**6-Ability to analyze:** it is the ability to breakdown components to their primary components, and to isolation these components from each other. The interpretation is that any subject is not called as a problem unless it was complicated and composed of some ambiguous parts., So the first thing to do is to analyze the collected material and then the problem is analyzed to a range of issues that help to understand such complex element. With respect to link: it is the ability to configure experience elements and to form them in new structure and link, or it is the ability to perceive relationships between cause and effect, and interpret then to conclude or create new relationships. (Rashwan, 2002)

7- **out of consensus:** it means the ability to be free from conventional and common developments tendency, and the ability to deal with rigid systems and adapt the same to work reality. This requires enough courage.

### **Job Performance**

**Job performance concept:** Performance concept is associated with individual and organization the behavior. It occupies a special position within any organization since it is final outcome of all of its activities, at individual, organization and state level. There are many for performance. Job performance refers to of human behavior outcome in the light of procedures and techniques that guide the work towards achieving the desired objectives.

Job performance is the activity performed by employees through performing duties, tasks and responsibilities, which they must do each in his job position. The optimal performance is to carry out duties, tasks and responsibilities in a better way.

**Job performance elements and determinants:** performance has elements or basic components which there are no possibility to talk about effective performance without it. This is due to its importance in measuring and determining employees' performance level in organizations. Researchers tend to identify performance elements or components in order to come up with more contributions to support and develop effective employee's job performance of. Dora(2003) mentioned those contributions by indicating the following job performance:

A - Employee competencies: refer to employee's information and skills, attitudes and values. It represents his basic characteristics that produce effective performance made by that employee.

B - Business requirements (functional): it include tasks or roles, responsibilities, skills and experience required by any work or job.

C - Organization environment: it includes internal factors that affect effective performance: organization and its structure, objectives, resources, its strategic position, procedures used, and

external factors such as economic, social factors, technological, cultural, political and legal .

D. Job Performance determinants and standards: individual's performance level determination requires knowledge of factors that determine such level and interaction between them. Due to multiplicity of these factors and the difficulty of knowing influence extent on performance, and different results of previous studies that handled this topic, researchers are facing several difficulties in identifying factors affecting the performance and the extent of interaction between them. (Dora 2003)

**Job performance evaluation:** performance evaluation represents the systematic description of strengths and weaknesses points associated with job, either individually or collectively, to serve two basic purposes in organizations: employees job performance development, in addition to provide managers and employees with required information to make decisions, .So performance evaluation process indicates to basic and continuous and function of human resource management, functions which seeks to find out the strengths and weaknesses of individual or group performance within a certain period and judge the performance to show the extent of work progress in order to provide objective basis for making decisions related to many human resources policies in the organization (Al- Mogharabi, 2007) .

**Importance of identifying human resources performance:** importance of determining employees' performance level is as follows: (Al-Saidalani, 2010):

- 1-The process represents one of the main activities of human resource management, which is deemed as a continuous organizational in which of human resources performance. Is measured.
- 2-Organization can through identifying its human resources performance level find out strengths and weaknesses points and their positive and negative reflections on individual productivity and organization's effectiveness .
- 3-Raising employees morals, since, providing an mutual understanding atmosphere and relations between employees and management when employees fee that their efforts and energies in performing their work is appreciated by management and that the main objective of determining human resources performance level is to address in their performance weaknesses points in the light of performance evaluation results .
- 4-It contributes in detecting unused latent employees efficiencies, and contributes in performance standards modification and raising employees performance, and contributes in organization workforce plan setting and the requirements of development and training, providing rewards and incentives for employees .
- 5-It forms opportunities for employees to rectify their mistakes and to avoid them and develop their skills and achieve what they are looking for career promoting and obtaining good rewards and compensations.

Employees performance is used as a base and measure for employees nomination to occupy main jobs since jobs occupancy terms are not sufficient in itself to be filled if competition

include large number who meet such conditions, since comparison between them, is made according to their efficiency evaluation through evaluation process (Redman & Wilkinson, 2008.)

Torrington, et. al, (2008) confirmed that employees performance identifying level is used to judge new employees suitability who are subject to test period on which their continuation to occupy their jobs or not .

Dessler(2003) explains the supervisor role in the process of determining the performance level since the performance level is deemed as one of supervising skills, .The supervisor is the one who assesses the actual performance of his subordinates. He must be fair in evaluation process, he has not to evaluate his subordinates performance higher or lower than necessary because in this event he blamed them unjustly , therefore he should perform this task in better way, and this will be achieved only through full knowledge of performance evaluation methods and ways and to specify problems that he faces during t evaluation and try to overcome . Bernouti (2004) confirmed that it is supposed to identify performance elements in light of jobs nature in the organization and relevant to, as well as organizational behavior that organization needs. Most of contemporary organizations adopt a number of elements, such as: production size, production type, efficiency and good use of resources (and damage), attendance , dealing , relationships, learning , readiness for self-development, and mental abilities.

**Previous studies:** the researcher reviewed asset of previous studies, in order to enrich the study subject, and find the difference between current study and these studies, and can be summarized as follow:

1- Vandevan, (2010) study to investigate innovation problems of in the institutions and methods that can be used to develop a culture innovation,. The study used interview method for data collection. The sample's study( executive directors totaling (30) directors in these institutions) focused in their responses on one creativity type or taking innovation in its narrow concept ., The study recommended using experimentation and updating in the institutions and creation of an institutional environment that embraces innovation and creativity

2- Bahar and Al-Ajaleh (2010) study aimed to know the availability of creative capabilities among Ministries managers in Gaza Strip and its relations risk acceptance hip with their performance. The study results showed availability of distinctive capabilities for creative personal among managers who are working in these ministries with high degree. The study also found that job performance appraisal is made in routinely form without real feasibility that serves employee and ministry. The most important study recommendations include the establishment of creativity incubator for and develop a strategy based on precise criteria exploring talented and creators. Activation incentives system on professional basis and standards that include excellence and creativity in performance and creator rewarding.

- 3- Al-Ahmed, (2008) study aimed to analyze impact of organizational culture in employees innovative behavior development in textile companies in Aleppo city .Among the most important study findings that there is an interest by these companies management in organizational culture that encourage creativity, and also there is an interest in creative achievements at all organizational levels .
- 4- Al- Farra (2008) study aimed to specify creativity level among managers in Palestinian ministries. One of the most important findings is that there is a satisfactory level of creativity among Palestinian ministries and ministries organizational structures do not support creativity or decision-making. The study recommended to build up a culture that encourage innovation by creating long-term strategy for learning and training
- 5- Al- (Assaf, (2004)study tried to investigate creativity status. and obstacles among school principals in Riyadh and obstacles that limit their ability to managerial creativity.. One of the most important study results showed that managerial creativity obstacles that limit the ability of school principals regarding managerial creativity was medium The study recommended grant school principals powers that fit with their responsibilities and provide them with some autonomy and freedom and to provide money resources required for creativity and innovation in schools, and to emphasis on managerial supervisors to adopt supervisory system that allows school principals to launch their creative energies
- 6- Ridha (2003) study showed reality of managerial creativity and its relationship to job performance among employees in security departments at King Abdul Aziz International Airport in Jeddah. Among the most important study results employees in security departments complete their work in renewed manner, and enjoy overall view of labor problems the study , also found that subordinates participation helps in identifying management objectives to create a spirit of creativity to security men at the airport. The study recommended security leaders should encourage creators and motivate them and to provide training programs with a creative and innovative feature that aims to increase and improve performance.
- 7- Andrew ( 1997) study aimed to analyze the relationship between creative style and leader behavior among administrators in elementary, middle and high schools in San Francisco. The study showed that there are many problems appear and require new responses and leadership and a kind of creativity that knows what is beyond current requirements and including a vision of what situation should be in the future. The study recommended the need for training programs that are designed to train leaders on creative thinking. And to provide psychological comfort and stability atmosphere among leaders which leads to performance quality. And the need to select educational institutions qualified leaders who enjoy creative thinking and capable to forecast work problems and solve the same
- 8- Scott (1994) study aimed to find out creative employees behavior in a central unit that belongs to one of large industrial enterprises in the United States .Among the most important results, creative behavior degree among study sample was high. And the relationship type between supervisor and subordinate affect creative behavior. Moreover subordinates heads support and

granting them confidence and freedom to act, make them feel that the organization support creativity the study recommended subordinates participation in the decision-making process, in particular those are associated with their work and develop understanding spirit between heads and subordinates and to support employees in industrial units and granting them confidence and freedom to act.

9- Finally Abu Fares (1990) study aimed to investigate creativity degree among employees in public institutions in Jordan. One of the most important results of this study was that there was a high degree of creativity among employees in public institutions in Jordan, although these institutions are not to encouraged to creativity , The study recommended that there is a need to encourage creativity and creators and to embrace creative ideas that improve and increase performance, activating money and moral motivation systems that evoke individuals to achieve creative performance and to find some kind of interaction and communication with academic institutions, field studies, aim to discover creators.

#### **What distinguishes the current study from previous studies?**

Based on the above mentioned, it was found that previous studies aimed at investigating one of the important aspects related to creativity of the sake of deep understanding concept of constituent elements, or factors affecting it, or obstacles that limit its existences they were able to contribute collectively in discussing creativity trend components and then interpreting this concept ambiguity,, confirm sense its reality and translate its elements in line with managerial field. This study is distinguished since it is the first study that concern with impact of creative behavior on employees performance in telecom companies in Saudi Arabia, and because it dealt with dimensions and variables which researcher believes that it may help to enrich knowledge or practical aspect of creativity

#### **ANALYSIS AND RESULTS**

##### **Personal and functional data :**

**Table (4) Study sample breakdown according to study variables**

Variable	Categories	Frequency	%
job	managers	20	11.1
	debut managers	43	23.9
	sections heads	117	65.5
Age	Less than 25	31	17.2
	26- 35 years	64	35.6
	35-45 years	75	41.7
	More than 46 years	5.5	5.5
	Total	180	100%
Educational Level	high school	8	4.5
	bachelor's degree	154	85.5
	master's degree	18	10
	Total	180	100%
Experience	Less than 5 years	39	21.7
	6-10 years	82	45.5
	11-15 years	43	23.9
	More than 15 years	16	8.9
	Total	180	100%

Age variable result shows study sample diversity of age variable groups of in order to serve study objectives. Since knowledge of age levels opinions, including with respect to accumulated experience towards determining impact of managerial creativity on job performance of telecom companies in Kingdom of Saudi Arabia. The researcher found that the majority are between (36 years to 45 years), that is (41.7%), followed by group (26-35) that is (35.6%). This can be attributed to that employees in this age young can assume leadership positions in these companies as a result of experiences accumulation and work in different locations, it also has a great ambition to upgrade and get the best positions .

Qualification variable result indicates the advanced educational level where most companies employees who have leadership positions are university graduates, which means that their perspective related managerial creativity elements will be affected by their educational level, the highest percentage of the sample have bachelor degree, that is (85.5%), the reason behind this is that employee needs this degree to be one of the most top positions in these companies. Those who have master degree followed ranked the second with (10%) and finally high school ranked the last with (4.5 %).

Service variable result indicates the diversity of sample's subjects years of experience, that enable them to form more accurate positive or negative opinions towards organizational creativity elements in these companies, since years of experience is considered as one of the most influencing factors in opinions., because accumulated experience through experiences contribute to a large extent in forming positive or negative attitudes regarding specified subject. Since those who have (6-10) years of experience percent was (45.5%), then those who have (11-15) years of experience., The reason behind, that employee needs to has at least 5 years of experience, for promotion to leadership post in the company ..

The results indicate that the highest percent of job variable was for sections heads that is (65.5%), while debut managers' percent was (23.9%).

**Study Statements Analysis:** Relative weight and mean were computed to analyze questionnaire statements .The statement is positive and agreed upon by sample's subjects if the relative weight is greater than 60%, and the mean is more than 3. And the statement is negative and disagreed by sample's subjects if the relative weight is less than 60% and mean is less than 3., In order to achieve study objectives it was focused on the highest and lowest agreement

### 1-First dimension statement analysis paragraphs: managerial creativity

**Table (5) originality statements analysis**

No	Sentence	Mean	relative weight
1	Works in company are achieved in advanced method .	85.90	4.45
2	We apply new work methods	82.66	4.34
3	The company sometimes ignores new ideas provided by employees	79.78	3.89
4	Employees feel that they have creative contributions in their work field	80.07	3.90
5	Work used procedures are not repeated	81.13	4.27
6	Work problems we face are solved in new ways, and non-routine	77.81	3.85
7	We are trying to accomplish unfamiliar works and unusual in work field	77.68	3.82
8	Workers feel bored in achieving works that are assigned to them	78.94	3.86
9	The company helps us to provide new ideas	65.11	3.08
10	We enjoy freedom of discussion and debate when presenting new ideas	66.45	3.11
	<b>all paragraphs</b>	77.71	3.85

It was found that sample's subjects have high positive attitude towards the first paragraph where the relative weight was( 85.90%) with a mean (4.45). While the relative weight of the second paragraph, was (% 82.66), with a mean (4.34).This indicates that telecom companies in Saudi Arabia perform their works in advanced manner and applying new work methods. The relative weight of ninth paragraph ninth was ( 65.11%) with a mean of (3.08).As for the relative weight o tenth paragraph was (66.45%) with a mean (3.11) .This indicate that these companies assistance for their employees is low in provide new ideas from their staff point of view, and they also

do not help their employees to dialogue and debate upon presenting new ideas. The fifth paragraph showed that followed procedures in work is are not frequent, its mean was (4.27), with a relative weight (81.13). Sample's subjects' responses also showed that workers creativity contributions in their field are medium and they are trying to solve work problems they face in new method and non-routine

**Table no. (6) Ideational fluency statements analysis**

No	Sentence	Mean	relative weight
11	Employees have the ability to introduce new ideas to accomplish works	81.15	4.28
12	The Company adopts brainstorming sessions to obtain employees new	64.09	3.06
13	Employees are characterized with the ability to think quickly and to provide solutions to face work problems	80.10	4.16
14	Employees provide new ideas, even if they are contrary to their heads	78.88	3.84
15	Employees are allowed to express their ideas fluently	68.65	3.54
16	The company allows providing more than one idea during a short time period	78.79	3.81
17	Employees have sufficient skills to convince customers	78.62	3.79
	<b>all paragraphs</b>	75.75	3.78

Sample's subjects' responses indicated a positive attitude towards paragraphs nos. (11,13), they reported that workers in Saudi Telecom companies have the ability to introduce new ideas perform the work, and they have the ability to think fast to cope with work problems , where relative weights of these paragraphs, are (81.15%, 80.10%) respectively with means (4.28, 4.16). Relative weight of paragraph number "12" was 64.09, with mean (3.06). This indicates that telecom companies in Saudi Arabia does not adopt brainstorming sessions to obtain new ideas from their employees

**Table7: Mental flexibility statements Analysis**

No	Sentence	Mean	relative weight
18	employees have the ability to consider things from different angles .	81.34	4.31
19	Employees change their attitudes and opinions in some work aspects	78.87	3.83
20	The company is keen to make changes in work aspects from time to time	77.64	3.80
21	Heads benefit from different views that do not fit their opinions.	79.94	3.87
22	Employees provides new ideas for development work spontaneously and conveniently	67.61	3.43
23	The company provides employees with the opportunity to engage in dialogue and discussion of how to accomplish work	64.68	3.05
	<b>all paragraphs</b>	75.01	3.71

Statement ( 18) indicated that sample's subjects in Saudi Telecom companies have the ability

to consider things from different angles, the mean of this paragraph was (4.31) and the relative weight (81.34%). The study sample agreement regarding paragraph (23) was low since the relative weight was (64.68%) with a mean (3.05). This means that Saudi telecom companies do not offer the opportunity to their employees to engage in dialogue and debate regarding work achievement. The study sample agreement regarding employees keen to cause changes in each period in work aspects, and that heads benefit from work various views that do not fit consist with their opinions was positively medium.

**Table (8) : Risk –Taking Statements Analysis**

No	Sentence	Mean	relative weight
24	Employees are ready to bear responsibility	85.96	4.46
25	The company tests all new and without fear of failure	82.43	4.33
26	employees look for different solutions for problems that facing work	74.46	3.70
27	Company adopts new ideas and methods in work	81.69	4.31
28	Workers accept criticism and others opinions	77.64	3.81
29	Company's Employees accept failure in achieving some works	78.91	3.85
30	The company sets systems and rewards that encourage employees to risk taking and bear its consequences	77.71	3.83
31	Employees are ready to work under ambiguous conditions	65.71	3.07
32	Employees bear risks arising from works assigned to them.	81.64	4.29
33	Employees are ready to face responsibilities arising from work results they are performing	77.33	3.79
	<b>all paragraphs</b>	78.35	3.94

The study sample agreed highly on statements nos. (24, 25, 27.32) with a mean (4.46, 4.33, 4.31, 4.29), and (85.96%, 82.43%, 81.69%, 81.64%) relative weight respectively. This result indicates that Saudi telecommunications companies employees are willing to bear responsibility and risks resulting from jobs that assigned to them, and indicate that these companies are trying to test all new things and adopt new work methods. Paragraph number (31) mean was (3.07) and with a relative weight (65.71%). This gives an indication that employees in these companies have no desire and willingness to work under mysterious conditions.

**Table (9): Ability to analyze**

No	Sentence	Mean	relative weight
34	Employees have the ability to link between different various business and interpretation	86.63	4.48
35	employees have the ability to analyze work tasks	84.96	4.40
36	Work details are determined before its implementation	80.12	3.90
37	Employees have the ability to organize their thoughts	80.89	3.91
38	The company gives the opportunity for cooperation between employees to analyze work tasks	76.69	3.74
39	The company provides employees with work detailed information before implementation	62.71	3.02
40	Required works are simplified upon facing work problems	68.98	3.19
	<b>all paragraphs</b>	77.28	3.80

Statements (34 and 35) indicate that sample's subjects have high positive trend that employees have the ability to work analyze and link between various business and interpretation, since means of these paragraphs were (4.48, 4.40) with relative weight (86.63%, 84.96) , respectively. Statements (39,40) low positive trend that these companies provide employees with work detailed information before implementation, and simplifies the required works when facing work problems, since means of these paragraphs were (3.02, 3.19), with relative weight (62.71%, 68.98%, respectively

**Table (10) Sensitivity to Problems Statements Analysis**

No	Sentence	Mean	relative weight
41	We follow planning method for all works	87.41	4.49
42	we perform Few forecast work problems before occurrence	73.68	3.52
43	We have precise vision to detect problems	71.78	3.44
44	Employees are trying to know shortcomings and weaknesses in their works they are performing	80.07	3.90
45	We observe problems and investigate their existence in different positions	80.25	3.93
46	employees have the ability to observe unusual things in workplace	78.90	3.85
47	The organization rewards outstanding employees who predict problems before occurrence	61.19	3.01
48	We feel a kind of excitement upon dealing with work problems	63.14	3.05
	<b>all paragraphs</b>	74.55	3.64

Statement (41) indicates that respondents have high positive trend towards employees use

planning method in all works they perform, with mean amounting (4.49), and relative weight (87.41), statement (47 ) also showed minimum low mean amounting (3.01) with relative weight r (61.14). This indicates telecom companies in kingdom of Saudi Arabia does not reward employees who predict with work problems , while statement (48) showed low positive trend towards employees excitement when dealing with work problems ,since its mean was (3.05) with relative weight (63.14). The rest of the paragraphs showed medium positive trend .

**Table11: out of sourcing Statements Analysis**

No	Sentence	Mean	relative weight
49	Employees prefer difficult works rather than routine ones	68.13	3.22
50	Our work in the company are similar with other similar companies works	80.07	3.90
51	We are performing routine and normal jobs	81.78	3.94
52	We offer new ideas and uncommon for work achievement	76.92	3.76
53	Company's laws are rigid laws and thus limit the unfamiliar in achieving the work	63.45	3.14
54	Employees hesitate in introducing new unusual ideas	76.70	3.75
55	Ideas offered by the staff help in problems solve in the company	81.82	3.95
	<b>all paragraphs</b>	75.56	3.66

Statements above indicate medium positive trend towards unfamiliar field , since statements (50, 51,55), showed highest means (3.95, 3.94, 3.90) with relative weight (81.82, 81.78, 80.07 ) respectively .This indicate that ideas offered by staff help in solving problems in these companies, and also showed that business in general are routinely and similar to other business in similar companies. Statements (49,53) also showed low positive trend, with means (3.22, 3.14) and relative weights (68.13, 63.45). This indicates that employees in Saudi telecommunications companies does not prefer hard works than routinely ones. .The results indicate that laws in these companies are rigid and thus limit unfamiliar in works completion.

**Analysis of second dimension: Job performance****Table (12) Second dimension statements Analysis (Job performance)**

No	Sentence	Mean	relative weight
56	Employees enjoy technical skill to accomplish works	81.85	4.30
57	Employees are characterized by the ability to bear responsibility	82.66	4.34
58	Work is achieved in the specific time	79.78	3.89
59	Coordinate and collaboration with others are made to perform the work	81.16	3.95
60	Management commitment with innovation helps in improving employee's performance to objective grounds	79.77	3.89
61	Employee's have the ability to innovate work development	79.16	3.80
62	Employees are keen to carry out the work in accordance to the plans and designed programs	80.13	4.22
63	Employees have the ability to correct errors arising from their work performance	77.81	3.85
64	employees have the desire and enthusiasm to perform the job	77.68	3.82
65	Employees have full knowledge of job requirements	74.22	3.71
66	Employees are satisfied with works they perform	78.22	3.97
67	Organization provide suitable climate for innovation in order to improve employees performance of	66.45	3.11
68	Organization seeks to provide all means that facilitate works achievement	71.62	3.45
69	Employees' performance is evaluated according objective basis	61.13	3.01
70	Employees perform their jobs and roles according to defined policies and procedures	80.09	4.11
	<b>all paragraphs</b>	76.78	3.82

Sample's responses for statements (56.57, 62.70) of second dimension indicate high positive trend, since means of these paragraphs, were (4.11, 4.22, 4.3, 4.30,) respectively with relative weights (81.85, 82.66, 80.13, 80.09), respectively. This indicates that employees in these companies have technical skill to accomplish their work and their ability to take responsibility for carrying out the required work in accordance with plans and programs. Statements (69.67) also showed low positive trend, with means amounting (3.01, 3.11) and relative weights y (61.13, 66.45) respectively. This indicates that performance evaluation from employees' perspective in these companies is not carried on objective basis of and that these companies do not prepare an appropriate climate for creativity in order to improve performance .

**Analysis of all dimensions / Table (13) study dimensions analysis**

No	Sentence	Mean	relative weight
<b>First dimension:</b> managerial creativity	originality	77.71	3.85
	Ideational Fluency	75.75	3.78
	mental flexibility	75.01	3.71
	Risk acceptance	78.35	3.94
	ability to analyze	77.28	3.80
	sensitivity to problems	74.55	3.64
	out of consensus	75.56	3.66
	<b>all paragraphs</b> managerial creativity	76.32	3.76
<b>Second dimension :</b> job performance		76.78	3.82
	<b>all paragraphs</b>	76.55	3.79

Table above shows that study sample's subjects' perspectives regarding managerial creativity impact on employees' performance in telecom companies in Saudi Arabia, which indicates that there is an impact of managerial creativity employees performance in telecom companies in Kingdom of Saudi Arabia, and the available creativity in these companies is suitable and good. This result confirms that there is a positive relationship between performance and managerial creativity elements.

**12. Hypotheses Analysis**

Table below refers to study hypotheses analysis as follows :

Table No. (14) The correlation coefficient and significance level between managerial creativity elements and Saudi Telecom Companies Employees Performance

First Hypothesis	Statistics	Saudi Telecom Companies Employees performance
There is a significant relationship at $\alpha = 0.05$ between originality element and Employees performance	Correlation Coefficient	0.612
	Sig	0.000

second Hypothesis	Statistics	Saudi Telecom Companies Employees performance
There is a significant relationship at $\alpha = 0.05$ between Ideational Fluency element and Employees performance	Correlation Coefficient	0.586
	Sig	0.000

Third Hypothesis	Statistics	Saudi Telecom Companies Employees performance
There is a significant relationship at $\alpha = 0.05$ between mental flexibility element and Employees performance	Correlation Coefficient	0.512
	Sig	0.000

Fourth Hypothesis	Statistics	Saudi Telecom Companies Employees performance
There is a significant relationship at $\alpha = 0.05$ between risk taking element and Employees performance	Correlation Coefficient	0.632
	Sig	0.000

Fifth Hypothesis	Statistics	Saudi Telecom Companies Employees performance
There is a significant relationship at $\alpha = 0.05$ between performance analysis capability element and Employees performance	Correlation Coefficient	0.615
	Sig	0.000

sixth Hypothesis	Statistics	Saudi Telecom Companies Employees performance
There is a significant relationship at $\alpha = 0.05$ between the problems sensitivity element and Employees performance	Correlation Coefficient	0.586
	Sig	0.000

seventh Hypothesis	Statistics	Saudi Telecom Companies Employees performance
There is a significant relationship at $\alpha = 0.05$ between out of consensus element and Employees performance	Correlation Coefficient	0.542
	Sig	0.000

R calculated value at df178 and significant level 0.05 equals 0.147

Pearson Test was used to find the relationship between of managerial creativity elements and job performance of Saudi telecom companies employees at significance level  $\alpha = 0.05$ .

Table (15) shows that significance value level equals 0.000 which is less than 0.05, and r calculated value of managerial creativity elements (originality, ideational fluency, mental flexibility, risk-taking, the ability to analyze, sensitivity to problems, and unfamiliar), respectively, equal to (0.612, 0.586, 0.512, 0.632, 0.615, 0.586, 0.542), which is greater than r tabulated value which is equal to 0.147. This indicates that there is a statistically significant relationship at  $\alpha = 0.05$  level between managerial creativity elements, and companies employees performance. The result is attributed to intense competition among telecommunications companies in the Kingdom of Saudi Arabia and their desire to apply all new work methods that achieve competitive advantage.

This finding confirms the importance role played by managerial creativity elements since the availability of these elements in Saudi telecom companies help in improving employees' performance quick works and tasks completion, and thus achieve their goals. The result also confirms the concern importance by these companies to provide and create conditions and suitable motivation environment for creativity due to its clear role in improving employees performance in these companies, which clearly affects providing distinct services, improving quality level and facilitate transactions widespread sector is in Saudi Arabia, namely, telecommunications sector.

## RESULTS AND RECOMMENDATIONS

**Study Results:** The study aimed to shed the light on managerial innovation elements that prevail in telecom companies in the Kingdom of Saudi Arabia, and its impact extent on employee's performance in these companies, the study concluded the following results

- The results showed that there is a positive relationship between managerial creativity elements, and employees' performance of telecom companies in Saudi Arabia, which confirms adopted study hypothesis and there is a positive relationship between them. This indicates that as long as appropriate stimulating environment of managerial creativity elements is available within these companies as long as this level of employees' performance level is increased.
- The results showed managerial creativity elements creativity order in terms of their impact on employees, performance, where risk taking element has strong agreement from sample's subjects perspective, followed by originality element, ability to analyze, ideational fluency mental flexibility element, unfamiliar, and sensitivity to problems element respectively
- The study showed high positive trend in sample's subjects responses that telecom companies in Saudi Arabia perform their works in advance manner, and trying to use all new and adopt new

work methods, and attributed. This may be attributed to intensive competition between the three companies and their efforts to achieve a competitive advantage and attract more customers. So this helps these companies to perform works quickly, and progress and keep up with technological development to achieve their goals .

- The results showed high positive trend in sample's subjects responses that telecom companies in Saudi Arabia have the ability to introduce new ideas to perform work and have the ability to think quickly to face work problems and have the ability to analyze work and link between different works in advanced manner and interpret these works
- The results showed high positive trend high sample's subjects responses in employees keen to carry out the work in accordance with the plans and programs set and to perform their work and roles according to specified policies and procedures. This indicates that employees in these companies have technical skill to accomplish their work and their ability to bear the responsibility and to carry out the required work in accordance with the plans and designed programs.
- The results showed medium positive trend towards employees utilization in these companies from different opinions that do not fit with their opinions on how to complete works, .Results also showed that employees are satisfied regarding works they perform and consider in general that works in their company are generally routine and are similar to other works in similar companies .
- The results showed low and neutral positive trend in sample's subjects responses that telecom companies in Saudi Arabia help their employees in low form in providing new ideas and do not help them to dialogue and debate upon presenting new ideas, and they do not adopt brainstorming sessions for their employees new ideas .
- The results showed low positive trend that telecom companies in Saudi Arabia does not reward employees who predict work problems
- -The study results indicate s that there is a neutral trend of sample' subjects that laws in these companies is rigid, so they limit unfamiliar in work completion .
- The results showed that there is a neutral trend of sample's subjects towards performance appraisal process from employees perspectives in these companies are not carried out on objective basis.

## **STUDY RECOMMENDATIONS**

Based on study results shown by the, the researcher recommends following :

- Telecommunications companies management have to pay special attention to all managerial creativity as an important variable that contributes in influencing employees job performance, which will lead to higher morale and increase their loyalty and belonging to these companies .
- Telecom companies in Saudi Arabia management should continue in adopt in new work methods of to achieve their works in advance manner , which will lead to competitive advantage that helps companies to serve their customers and achieve their works with best

and latest global methods

- Companies should continue in attracting distinguished individuals in achieving works in accordance with plans and designed programs as well as increased attention to training employees and developing their skills and capabilities
- Saudi Telecom Companies should increase their interest in adopting brainstorming sessions for their employees to obtain new ideas from their employees, so help them to dialogue and discuss to provide new ideas.
- Saudi Telecom Companies should increase their interest in rewarding employees who predict work problems .
- Saudi telecom companies should increase interest in changing laws in line with new methods and best practices in this area so as to reduce routine and laws and regulations rigidity in work environment .
- Telecom companies in the kingdom of Saudi Arabia have to increase their interest in implementing performance process based on principals that are characterized by objectivity, transparency and justice, and to involve employees in performance standards development related to their jobs, as well as their participation in their performance appraisal process.
- There is a need for works diversity in employees tasks and job duties and such works should not be r routinely, and provide the employees with opportunity to update .innovate, development and change.

## REFERENCES

- Al- Souror, Nadia. Introduction to creativity, Amman, Dar Wael for printing and publishing ,2002
- Al-Seren, Raad Hassan, the management of creativity and innovation, Damascus: Dar rida ,2000.
- Al-Saidalani , Khaled Saleh , Organizational climate
- Al-magrebi, Abdel-Hamed. Smart management guide for the development human resources, Amman, Dar ALFEER for publication and distribution,2007.
- Abu Faris, Mohammed. " creativity Obstacles among employees in public institutions of Jordan", Master Thesis, University of Jordan, Jordan 0.1990.
- Awad, Abdullah bin Mohammed. The reality of creativity and administrative methods developed. Unpublished MA Thesis, Riyadh: Naif Arab University for Security Sciences,2005
- Almagrabi, Mohamed Kamel, "Organizational Behavior: concepts and foundations of individual and group behavior in the organization," second edition, Amman: Dar alfecker for Publishing and Distribution, 1995.
- Bernouti, Suad Naif,, human resources management: personnel management, 2nd Floor, Dar Wael, Aman,2010
- Baher, alajlah, Yusuf Abd Atiyah, Tawfiq Atiya Tawfiq: creative abilities and their relationship to job performance of public sector managers, , Unpublished MA Thesis, Gaza Islamic University, 2010.

- Dora, Abdul Bari. Human performance technology in organizations: the theoretical foundations and significance in the Arab environment, Amman: the Arab Organization for Administrative Development, 2003 .
- Dissler, Gary. Human Resource Management, 9th edition New Jersey: Prentice-Hall,2003.
- Drucker. Innovation and enter partnership, (1st ed), London,1985
- Foot, Margaret & Hook, Caroline. Introducing Human Resource Management 5th Edition, Person,2008.
- Fa'ouri refat Management of administrative creativity, the Arab Organization for Administrative Development, "Research and Studies" Arab Republic of Egypt,2005
- Farra, Majid. "Level of innovation in Palestinian ministries" publication research, Najah University, Volume 21, Issue 4, 2007.
- Harem, Hussei , organizational behavior - the behavior of individuals and groups in business organizations / Amman / Dar al-Hamed ,2004
- HIJAN, Abdul Rahman bin Ahmad "Impediments to creativity in Saudi Arabia organizations." Journal of Public Administration, vol(39) , Riyadh: Institute of Public Administration,1999
- Jezycki, Andrew."an Analysis Of The Relationship Between Creativity Style And Leader Behavior In Elementary, Middle AndSecondary Schools" .San Francisco, Unpublished Ed.D Dissertation, Submitted to the University of San Francisco,1997.
- Jerwan, Fathi Abdel-Rahman , Creativity : Amman: Dar Al -feker for printing, publishing and distribution, 2002.
- mahjoob, sr alkatem. Creativity and organizational development. Amman: Arab Organization for Administrative Sciences,1986
- Rashwan, Hussein. Psychological and social foundations of innovation, Alexandria, modern office, 2002 .
- Redman, Tom & Wilkinson, Adrian. "Contemporary Human Resource Management: Text and Cases" 3rd Edition, Pearson,2008.
- Sherbini, Zecariah and sadec, Yusreya. Children at the summit, Cairo: Dar Al Alfecr 2002.
- Suwaidan , Tariq and Adlouni, Mohammed. The principles of creativity, Kuwait:2002..
- Torrington, Derek, Laura, Hall& Steven Taylor,Fundamentals of Human Resource Management Managing People at work, Pearson, USA.2008.
- Soo, Christine; Timothy Devinney; David Midglers; Anne Deerin, , Knowledge Management: Philosophy, Processes, and Pitfalls, California Management Revie, Vol. 44, No.4 2002..
- Sundbo, Jon, Management of Innovation in Services, The Sevrice Industries Journal, Vol. 17,No. 3,1997.
- Suwaidan, Tariq, and Adlouni, Mohammad. Principles of creativity. Riyadh: Cortoba for publication and distribution,2004
- Shammari, Fahid Al Ayed. Creative entrance to crisis and disaster management. Riyadh: najed commercial company,2002and its relationship with creativity in the administrative

decision-making in the Emart Al- Medina. Unpublished MA Thesis, Riyadh: Naif Arab University for Security Sciences,2001

Scott, Susanne and Bruce, Reginald. "Determinants of Innovative Behavior: Apath Model of Individual Innovation In the work place". Academy of Management Journal, vol.37,1994

*Torrance, E.P.The nature of creativity as manifest testing.New York: Press Syndicate of the university of Cambridge,1993.*