The Impact of Empowerment on the Organizational Creativity among Health Directors in the Jordanian Ministry of Health (An Empirical Study)

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Abstract
This study aims to know if there's an impact on the organizational creativity among health directors in the Jordanian Ministry of Health. The Study population consists of all the Health Managers in the Ministry of Health in Jordan, which are (500) manager, whereas the study sample consists of (150) Health Managers. Questionnaire is the main instrument of this study, it consists of (30) clauses reflect the dependent and independent variables, it was designed according to likart scale the Cronbach's alpha Correlation coefficient used for the Stability of the data and coefficient of honesty, frequencies, percentages, Means, standard deviation, ANOVA, and linear regression are a statistical methods used for testing hypotheses. The result of this study showed that ,There is an impact of the Management Empowerment (combined) on the Organizational creativity, also There's an impact for each Management Empowerment dimensions separately on the organizational creativity; the most impact decreasingly according to (R) results; training , Motivation , Delegation authority , and the lowest impact is Effective communication ,There is an impacts of the Management Empowerment Dimensions (delegation authority, teamwork, training, motivation, and effective communication) on the health manager's organizational creativity in the Ministry of Health in Jordan due to demographic variables; (Qualification, Experience, Marital status, Age, and Gender. on light of the above results, the researcher recommended ,Increasing the attention of top management on the Management Empowerment (delegation authority, teamwork, training, motivation, and effective communication) in order to maximize the Organizational creativity, the health directors in the Jordanian Ministry of Health must make an organizational creativity system depending on Management Empowerment, and encourages the employees in participation and cooperation to develop the ministry, and reorganized the demographic variables; (Qualification, Experience, Marital status, Age, and Gender. In order to increase their satisfaction related to Management Empowerment to maximize the organizational creativity.
Keywords: Empowerment, Health Manager's, organizational creativity, and the Jordanian Ministry of Health.

1.Introduction:

There are many methods and practices that can be followed by management to promote and increase creativity. Studies have shown that creativity has a great role in empowerment. Empowerment focuses on granting the authorities and responsibilities of the employees in the organization, and encouraging them to participate and initiating appropriate decisions and granting them freedom and confidence to perform the work. In their own way without or little interventions, which helps to increase the relationship between management and employees, and motivate them (the employees) in participation in decision-making, in addition to break the administrative and internal administrative deadlock between management and employees, which it is an essential element for hospital success (Diab, 2015).

Empowerment seeks to increase confidence in workers at all management levels, especially the middle and lower levels. Hence, this study is The Impact of Empowerment on the Health Managers organizational creativity on the Jordanian Ministry of Health. The aim of this study is to know the impact of empowerment on the organizational creativity of health Manager's. The Ministry of Health has trained and educated health managers within the Ministry to improve health services and increase their ability to make decisions and enable them to exercise delegated authority and responsibilities. The ministry has also set up a health academy to train its staff, including health Manager's in different health fields (Diab, 2015).

2. Literature Review

2.1 The Ministry of Health in Jordan:

The Jordanian Ministry of Health is one of the main pillars of the Jordanian health system. The Jordanian health system consists of three main components: the (public) governmental health sector, the private health sector, the international and voluntary health sector. The (public) governmental health sector consists of the Jordanian Ministry of Health, the Royal Medical Services, and other ministries as supported departments. The Ministry of Health consists of around thirty (30) hospitals , twenty five (25) health directorate, and more than four hundred comprehensive and primary health centers. The Royal medical services consist of ten (10) hospitals. The private sector consists of a large number of medical clinics In addition to its own about seventy (70) hospitals, and many pharmacies and medical centers. The international and voluntary health sector includes many international organizations, as the World Health Organization, USAID, and the International Relief Agency and others (Ministry of health report, 2015).

2.2 The administrative empowerment:

The concept of administrative empowerment has been developed in various scientific and practical fields. The definitions of empowerment in managerial thought have been varied by the number of researchers and writers who have tried to define it. Their definitions differ according to their viewpoints, as well as the different schools of thought to which they belong. So one of that defenitions to the administrative empowerment, the Power, resources, and freedom of action to make them able to serve the Organization effectively (Alnemar, 2011).

Also it's defined as the potential of the organization's employees and their participation in determining the future vision of their organizations.

It's defined as effective participation of staff in the management of their organizations, decision-making and problem-solving, Creative thinking, responsibility and control of results (Alnoseh, 2005).

The administrative Empowerment is known as delegate the authorities and responsibilities to the employees and give them a freedom to perform the work in their own way without or little interventions.

From all the administrative Empowerment definitions, we can summarize the concept (administrative empowerment) as the Interesting in the human resources and improve and strengthen the relationship between the supervisor and subordinates, trusting with subordinates and making them accepted the responsibilities by providing them with knowledge and suitable experience to be able to participate in decision-making and problem solving (Diab, 2011).

2.3 The importance of administrative empowerment:

The importance of administrative empowerment lies in being as

a major factor for developing the creativity within the organization, developing the skills of employees, it is a new way to change and develop the organization itself, in addition to makes the organization more flexible and able to learn and adapt to various environmental variables and keep it in touch with the scientific and technological developments (Diab,2011).

Empowerment gives the employees broad authority in carrying out their tasks, contributes to increasing the productivity of the organization, and increasing the satisfaction of its employees.

In addition to that the importance of administrative empowerment as follows:

-The organization success and superiority through; increasing its ability to achieve the goals and policies, and the participation of employees in decision-making.

-it's an essential tool to make the organization able to meet future challenges and contemporary global challenges.

-Linking empowerment with human resources, which is a major and strategic pillar for the organization's resource.

 -Empowerment is a vital guarantee for the continued success of the organization (Al-qahtani, 2001).

2.4 Administrative Empowerment Dimensions

In this study, the researcher will depend on the following dimensions for administrative empowerment ;(as mentioned in both Al-Qahtani and Rashid studies): delegation authority, teamwork, training, motivation, and effective communications.

2.4.1 Delegation authority: it is means transfer specific authority from the higher administrative levels to the lower administrative levels in order to facilitate and making executive decisions at appropriate administrative level. The basic idea of the concept of

administrative empowerment is that, delegation process is carried out without reference to the higher administrative level, thereby achieving effective participation in the managing the organization (Ahmed, 2004).

2.4.2 Teamwork: A group of employees with their own experience and skill, they have the same responsibilities to be achieved, and they have their own meeting to exchange information that helps to respond appropriately in order to accomplish the tasks required of the team.
The teamwork contributes to pushing up the organization to deal with the internal and external environment, the effective teamwork leads to strengthening the organization to achieve it objectives, success and development. The advantages that organizations receive from effective teamwork are: high productivity, smooth flow, good flexibility, high commitment, high quality, and consumer's satisfaction (Akram, 2012).

2.4.3 Training: Providing employees with knowledge, modern behavior and new skills in performing work, improving the quality of the goods or services, and achieving the customer's satisfaction. The training is linked with administrative empowerment when training directs to employees' confidence in themselves, and develops their abilities and skills in decision making (Dahan, 1992).

2.4.4 Motivation: Motivation is defined as the set of factors that motivate staff to make a greater effort to achieve better results. The incentives have a great role in strengthening the relations between the organization and its employees. The motivations are tangible and intangible. The effecting of motivation depends on incentives given to the workers, the quality of the methods used in their implementation, the sense of responsibility, satisfaction, and self-actualizations (Diab, 2015).

2.4.5 Effective communications: the process of understanding information and pass it from one person to another, in two directions, its provides employees with opportunities to express opinions, exchange ideas and information, and introduce the organization goals to the employees, (vision and mission), and the role of the employees to achieve the organization goals (Eadan, 2009).

2.5 Creativity: Creativity can be defined as a change in the output of resources, a change in the value and satisfaction resulting from the resources used, and creativity creates a new idea or behavior for the organization's field, market and environment. Creativity also can be defined as a mental capacity for the personnel, groups, and the organization, this capacity can be developed according to available resources (Al-harahsheh, 2006).
The characteristics that distinguish creative employees are; risk, independence, perseverance, openness, authenticity, and flexibility. Creativity focuses on creative production, problem solving, creative attitude and finding something new. Many writers and researchers have stressed the need for organizations to create as an important resource for the organization that must be developed (Goudeh, 2010).

2.6 Strategies of organizational Creativity: it means the creativity and policies that are designed to promote the creative process and create a creative atmosphere within the organization that helps to overcome the obstacles ,which are; Organizational development: a set of methods that increase the organization's ability to accept the environmental changes and increase its effectiveness; the second obstacles the functional specialization: it's the organization design units to carry out specialized activities, and the third obstacles periodic: which it means the ability to use unstable or variable organizational structures (Ajlouni,2014).

2.7 The Impact of Administrative Empowerment on Organizational Creativity:
The aim of the empowerment process is to develop a strong, capable workforce with a production capacity Services and goods that exceed the expectations of the consumer, the intrinsic value is to achieve consumer desires and identify them, focus on the service or product maker, and develop awareness towards achieving The organization goals, by unleashing its creativity. Empowerment is an essential requirement in learning organizations because it gives employees the ability to innovate and develop and gives them the freedom to act according to their knowledge and experience. Here we will explain the role of administrative empowerment (delegation authority, team works, training, motivation, and effective communication) and their contribution to support and develop employee creativity (Hussein, 1997).

2.7.1 The Impact of delegating authority on the organizational Creativity:
Delegation authority is an administrative activity depends on assigning others with a certain tasks or duties, its provide the opportunities to develop and establish good relations with employees who carry out delegated tasks, and leads to find a creation workers with an appropriate degree of knowledge and capabilities in accordance with the requirements of authority and responsibility for delegated tasks and provide the opportunity for workers to be creative's in problems solving, and accomplishing the tasks delegated to them.
Delegating authority and the organizational Creativity can be linked as one of the modernist methods of management through creation and promotion the opportunity for creativity. The top management therefore has a major role to play in developing management by encouraging creativity by empowering employees with the authority to possess the capabilities and precise knowledge of the problems surrounding their business areas (Diab, 2011).
When delegating authority to employees, there is a responsibility to bear the risk of their decisions and the responsibility for failure to achieve the goals and the implementation of tasks, so the process of creative thinking and emergence of new ideas, new unfamiliar methods for work are necessary to develop the organization (Goudeh, 2010).

2.7.2 The Impact of teamwork on the organizational Creativity:
Team works are found in all the organizational managerial levels, team works are a group of employees whose have a certain skill to achieve a set of goals and consider themselves collectively responsible for achieving those goals.

Through Team works, individuals can make a suggestion, ideas, and new ways to improve the work and increase creativity. Team works creativity has a stronger impact than individual creativity and more success if members of the group represent common powers (functional, specialized, or informational power). The teamwork contributes to reducing the level of risk compared with the level of individual risk (Diab, 2012).

2.7.3 The Impact of training on the organizational Creativity:
Continuous and effective training helps to create new ideas that encourage creativity and innovation, acquire knowledge by helping trainees to reach new ideas in their business, creative solutions to their problems, and more effective decisions to achieve their goals. The organizations must be offering adequate training opportunities for its employees in different ways to enable them to learn about modern methods in solving problems and the creation of modern management methods (Almaani, 2002).

2.7.4 The Impact of motivation on the organizational Creativity:
Motivation is a key tool in creative organizations and an essential foundation for the existence and development of creativity. The motivation must be linked with performance and creativity, so that specific, fair and objective criteria must be established, in order to achieve the motivations objectives. On the other hand, it may be possible negative consequences for motivations if it's used unfairly, the relationship between motivation and creativity depends on its relevance to specific objectives. If the relationship between them weakness the performance will be weak also, and vice versa. The Organizations must create an internal environment based on respect, cooperation, and equity to reduce the obstacles administrative creativity in terms of motivations policy (Alselmi, 1993).

2.7.5 The Impact of effective communication on the organizational Creativity:
The effective communication system provides an opportunity for employees to demonstrate their talents, ideas and suggestions that play a major role in the development of the organization. Through offered appropriate, correct, and accurate information to the right person in the right time (Althamaly, 2002).
The ease of communication between the employees and their supervisors increases the morale among the staff, develops the spirit of the teamwork and strengthens their loyalty to the organization, this situation helps in findings new ideas and make new proposals, which leads to creativity (Dauda, 2007).

3. Previous Studies: (Literature Review):
Previous studies represent a framework of knowledge for scientific research, and provide experiences of others to benefit from them in different forms; the following studies are related to the topic of this study:
3.1 Study by (Eadan & Abbas, 2009)," the impact of the internal environment on the decision-making an Empirical Study on governmental-owned companies", the study found a strong

correlation between the administrative systems and the available information and making decisions (Eadan,2009).

3.2 Study by (Al thamaly, 2002), "the relationship between the organizational commitment and the internal environment", it's found that the followings; training programs, the centralized decision-making, and the teamwork, are increased the organizational commitment (Althamaly,2002).

3.3 Study by (Daúda & Tayeb, 2007), "the impact of internal and external environment analysis on the strategy formulation", it's found that the internal and external environment has a great significance affecting the formulation of any strategy in the organization. The greater knowledge of analyzing the internal and external environment leads to achieve the goals of the organization very effectively (Dauda, 2007).

3.4. Study by (Al-Qahtani, 2001), "the role of organizational internal environment on the loyalty", the study found that the incentives, administrative style, salary increases, and clarity of the roles for each employee, all of these play an important role in increasing the loyalty and organizational commitment (Alqahtani, 2001).

3.5 Study by (Alnosoh,2005)," the impact of environmental changes in the competitive position of the organizations ,an empirical study on private hospitals in Aden governorate of Yemen", The study reveals the presence of an effect of the internal environment on the competition to win a position in the hospitals in Aden, as well as a positive correlation between the internal environment variables and the increased market share, the study also found that the use of modern technology was one of the most important internal environmental factors that leads to increase the market share and improve the competitive situation (Alnosoh,2005).

3.6 Study by (Safaa, 2004), "the role of the effect of administrative empowerment on employees satisfaction", the study reached the following conclusion; the team spirit, participation in decision-making, fair promotion opportunities, providing the capabilities, and the presence of incentives, all of which have had strong impact on loyalty and organizational commitment (Safaa, 2004).

3.7 Study by (Mohammed hammadat, 2010), "knowledge of empowerment and its relationship to job satisfaction of the staff of the security forces in Riyadh", the study found that there's a positive relationship between the level of empowerment of the staff and the degree of job satisfaction of the security forces staff, The higher the level of empowerment, the higher the degree of job satisfaction.The study recommended giving greater opportunity to benefit from the capabilities of the staff with a focus on training to identify the personal potential in order to put the right man in the right place, and to increase the freedom of the staff in the ways of carrying out the work entrusted to them, which increases the motivation and encourage staff to create by paying attention to clarify the general lines of work and ensure their absorption (Mohammad,2010).

3.8 Study by(Sharif Ahmed Abbas, 2010),"the effect of transformational leadership in the Jordanian pharmaceutical companies on organizational creativity, as well as the availability of transformational leadership behaviors in those companies" ,The study found that there's an effect of the transformational leadership on the organizational creativity in the Jordanian pharmaceutical companies, and the need to strengthen the ability of leaders to Providing

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employees with new ways to deal with problems that require creative solutions and participation of decision makers (Sharif,2010).

3.9 Study by (Al Harhasha and others, 2006), "the attitudes of employees (engineers, technicians, and administrators) in Jordan Telecom towards the impact of administrative empowerment and organizational creativity behavior", the study found that there is an influence relationship between each of the independent study variables (administrative empowerment and organizational creativity) with the dependent variable (creative behavior),the study recommended that encouraged the employees to accept the idea of empowerment and the importance of the role they play in organizational success (Alharhsheh,2006).

3.10 Study by (Al-maani, and others, 2002)," the effect of administrative empowerment on the creativity of the employees of the University of Jordan",

The study found that employees at the University of Jordan feel an average level of administrative empowerment and that the University of Jordan is committed to the dimensions Empowerment at an average level, the employees at the University of Jordan feel a high level of creativity. The most important recommendations are to spread the culture of empowerment among Jordanian university employees and to reconsider the salary and wage scales in line with the cost of living (Almaani, 2002).

4. The Importance of this Study:

Empowerment is one of the most important reasons for the development and growth of organizations, especially hospitals, as well as the emergence and discovery of successful leaders and administrators. The importance of this study is summarized by the following:

- To consider administrative empowerment as one of the new organizational concepts that modern hospitals attach great importance to, and considered as enabling factors for the excellence and success of hospitals.

- Empowerment has a key role in the access of workers to a high level of creativity and excellence through the scientific and practical information on the importance of empowerment.

-Optimal investment of human resources and increase their efficiency and effectiveness.

-Addressing this issue in the Jordanian Ministry of Health, which will shed light on the reality of the Jordanian health sector as one of the components of the Jordanian health system, which may increase the interest of researchers and scholars in this field.

- Knowledge of the effect of administrative empowerment on the organizational creativity of health directors in the Jordanian Ministry of Health.

-Taking advantage of the results of this study, which can be considered as a measure of other studies, as well as making appropriate recommendations which can benefit decision makers in the Jordanian Ministry of Health to increase interest in administrative empowerment in order to increase creativity and organizational loyalty.

5. Study objectives:

This study aims to achieve the following objectives:

-Provide an appropriate theoretical framework that illustrates the concept of administrative empowerment and organizational creativity.

-To identify the level of administrative empowerment and organizational creativity among health directors in the Jordanian Ministry of Health and to analyze the correlation between the independent variable (administrative empowerment) in all its dimensions (delegation authority, teamwork, training, motivation, and effective communication) and dependent variable(Organizational Creativity).

-To identify the impact of administrative empowerment on organizational Creativity among health directors in the Jordanian Ministry of Health.

-Provide some recommendations that could benefit the decision makers in the Ministry of Health in Jordan to increase interest in administrative empowerment.

6. The Problem of the study:

The problem of the study depends on the following questions: Is there an impact of administrative empowerment on the organizational creativity of the health directors in the Jordanian Ministry of Health (delegation authority, teamwork, training, motivation, and effective communication)?

To answer this question, the following set of sub-questions must be answered:

-Is there an impact of delegation authority on the organizational creativity among health directors in the Jordanian Ministry of Health?

-Is there an impact of teamwork on the organizational creativity among health directors in the Jordanian Ministry of Health?.

-Is there an impact of training on the organizational creativity among health directors in the Jordanian Ministry of Health?

-Is there an impact of motivation on the organizational creativity among health directors in the Jordanian Ministry of Health?

-Is there an impact of effective communication on the organizational creativity among health directors in the Jordanian Ministry of Health?

-Is there an impact of the Management Empowerment Dimensions (delegation authority, teamwork, training, motivation, and effective communication) on the organizational creativity among health directors in the Jordanian Ministry of Health due to Demographic variables; (Qualification, Experience, Marital status, Age, and Gender)?.

7. *Study hypothesis:* *this study consisted of seven hypotheses, as follows:*
7. 1 First hypothesis:

H0: There is no statistically significant impact of Management Empowerment Dimensions (delegation authority, teamwork, training, motivation, and effective communication) on the organizational creativity among health directors in the Jordanian Ministry of Health.

7.2 Second hypothesis:

H0: There is no statistically significant impact of delegation authority, on the organizational creativity among health directors in the Jordanian Ministry of Health.

7.3 Third hypothesis:
H0: There is no statistically significant impact of teamwork, on the organizational creativity among health directors in the Jordanian Ministry of Health.

7.4 Fourth hypothesis:
H0: There is no statistically significant impact of training, on the organizational creativity among health directors in the Jordanian Ministry of Health.

7.5 Fifth hypothesis:
 H0: There is no statistically significant impact of motivation, on the organizational creativity among health directors in the Jordanian Ministry of Health.

7.6 Sixth hypothesis:
H0: There is no statistically significant impact of effective communication, on the organizational creativity among health directors in the Jordanian Ministry of Health.

7.7 Seventh hypothesis:
H0: There is no statistically significant impact of Management Empowerment Dimensions (delegation authority, teamwork, training, motivation, and effective communication) on the organizational creativity among health directors in the Jordanian Ministry of Health. Due to demographic variables; (qualification, experience, marital status, age, and gender).

8. Study model:

Organizational Creativity	⇐	**Management Empowerment Dimensions;** -Delegation Authority. -Teamwork. -Training. -Motivation. - Effective Communication.
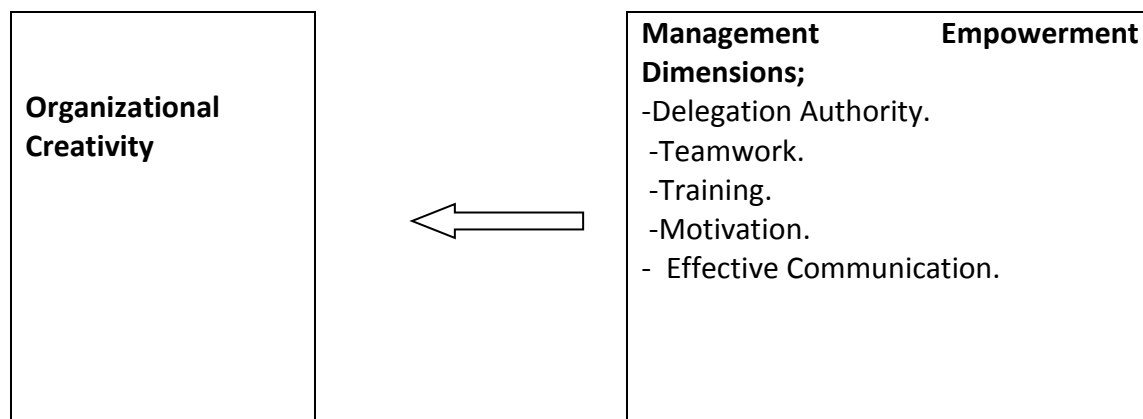
9. Methods and Procedures:

9.1 Study's Methodology: to build a theoretical framework through different sources of books and scientific journals, and the Internet. The preliminary data will be obtained through a questionnaire design consisting of (30) clauses that reflect the dependent and independent variables, in addition to the demographic variables.

9.2 Population and Study sample: the study's population consists of all the Health Manager's in Ministry of Health in Jordan, which are (around 500 managers in all the governorate in Jordan), the questionnaire was distributed to the study sample, which are (150 Health Manager from all the Health Manager's in Ministry of Health in Jordan).

9.3 Data Collection Methods: questionnaire was the main instrument of this study, it was developed after reviewing previous studies in this field it consisted of 30 clauses reflecting the

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dependent and independent variables, it was designed according to likart scale, with the answers (strongly disagree, disagree, don't know, agree, strongly agree,), given the weights (1, 2, 3, 4, 5). The higher the mean, indicates to higher degree of consent on the clause.

9.4 Internal Consistency: Correlation coefficient was used Cronbach's alpha to get associated Management Empowerment dimensions, which are; delegation authority, teamwork, training, motivation, and effective communication, with the dependent variable; organizational creativity.

As well as the stability of the data was used to determine coefficient of honesty, the sincerity of the scale were the results according to the table no. (1), it's indicated a high value of Cronbach's alpha reliability coefficient and a high value of Honesty Factor.

The scale	Cronbach's alpha Reliability coefficient	Honesty Factor
Management Empowerment (total diminutions)	0.84	0.89
- Delegation of authority.	0.82	0.80
- Teamwork.	0.82	0,81
- Training.	0.82	0.79
- Motivation.	0.87	0.87
- Effective communication.	0.85	0.82
-Organizational creativity	0.85	0.83

Table no. (1) Shows the Cronbach's alpha Correlation coefficient for the
Stability of the data and coefficient of honesty.

9.5 Statistical Methods Used: the following statistical methods were used for statement attributes the study sample and examine hypotheses: frequencies, percentages for the distribution of the demographic characteristics of a statement of the study sample, Means, standard deviation, (ANOVA), and linear regression.

10. Results and Testing Study Hypothesis:

Table No. (2) Appears that the higher percent (80%) are male, the greater percent (**47%**) form those whom age between (51-60) years old, the lowest percent (**4%**) whom age 61 years and above. It is also noticed that the higher percent (87%) are married, (37%) of the study sample have (11-15) years' experience, notes that (33%) have (16) year experience and more, the lower percent (25%) have Bachelor degree, and the higher percent (47%) have PhDs. from my opinion the result is completely accepted, because the Rules and regulations in the ministry of health retired those whom are greater than 60 years old, and the seniority is the base to choose the heath managers in the ministry.

Demographic variables	Sample no. (total)(150)	Percentage (100%)
Gender		
Female	**30**	**20%**
male	**120**	**80%**
Age		
Less than 30 years	**14**	**9%**
31-40years	**34**	**23%**
41-50 years	**26**	**17%**
51-60 years	**70**	**47%**
61 years and above	**6**	**4%**
Marital status		
Married	**130**	**87%**
Single	**18**	**12%**
Divorced / Widowed	**2**	**1%**
Experience		
1-5 Years	**10**	**7%**
6-10 Years	**35**	**23%**
11-15 year	**55**	**37%**
16 years and more	**50**	**33%**
Qualification		
Bachelor	**38**	**25%**
Master	**42**	**28%**
PhDs	**70**	**47%**

Table (2) Show General Characteristics of the members of the study sample.

Table No. (3) Appears that There is an impact of the Management Empowerment (total Dimensions) (combined) on the Organizational creativity, where is (R) equal (0.810) with (0.001) significant, and (R2) equal (0.484), which mean that the change in the Management Empowerment (total Dimensions)) (combined) lead to the change in the Organizational creativity. To be sure from this result, the (T) accounted value (8.4) greater than the tabled value, which it confirmed to rejected the null hypotheses and accepted the alternative hypotheses, there is statistically significant impact of the Management Empowerment Dimensions (delegation authority, teamwork, training, motivation, and effective communication) on the organizational creativity among health directors in the Jordanian Ministry of Health.

Also table no. (3), Shows that there's an impact for each Management Empowerment dimensions separately on organizational creativity, with significant less than (0.05), the most effect decreasingly according to (R) results, training (0.776), Motivation (0.684), Delegation authority (0.493),and the lowest impact is Effective communication (0.520).which mean rejected all the null hypotheses, To be sure from this result, the (T) accounted value for all the separated dimensions are greater than the tabled value. Which mean There is statistically

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significant impact of the Management Empowerment Dimensions separately (delegation authority, teamwork, training, motivation, and effective communication) on the organizational creativity among health directors in the Jordanian Ministry of Health, (from hypotheses 7.2 –to 7.6).

Variables	(R)	R2	B	T	Sig
Management Empowerment (total dimintions)	**0.810**	**0.484**	**0.580**	**8.4**	**0.001**
- Delegation of authority.	**0.592**	**0.476**	**0.442**	**8.231**	**0.002**
- Teamwork.	**0.584**	**0.501**	**0.390**	**6.743**	**0.000**
- Training.	**0.766**	**0.512**	**0.396**	**9.870**	**0.001**
- Motivation.	**0.684**	**0.466**	**0.419**	**9.110**	**0.002**
- Effective communication.	**0.493**	**0.501**	**0.390**	**6.743**	**0.000**

Table No. (3) Show the linear regression analysis for the effect of the Management Empowerment (total dimensions) (combined) at the Organizational creativity.

Table no. (4) Shows the (ANOVA) analysis for feeling of Management Empowerment on the Organizational creativity due to demographic variables separately (Qualification Experience, Marital status, Age, and Gender). Gender; (F) value (4.777) it is greater than the tabular value (2.63), with (0.000) sig, which means there's a difference in Management Empowerment on the Organizational creativity due to gender. Age; (F) value (4.884) it is greater than the tabular value (2.63), with (0.002) sig, which mean there's a differences in Management Empowerment on the Organizational creativity due age. Marital status; (F) value (8.631) it is greater than the tabular value (2.63), with (0.000) sig, which mean there's a differences in Management Empowerment on the Organizational creativity due to marital status.

Experience; (F) value (5.371) it is greater than the tabular value (2.63), with (0.002) sig, which mean there's a differences in Management Empowerment on the Organizational creativity due to experience. Qualification; (F) value (7.645) it is greater than the tabular value (2.63), with (0.001) sig, which mean there's a differences in Management Empowerment on the Organizational creativity due to qualification. According to (F) values the highest differences in Management Empowerment on the Organizational creativity related to Marital status, Qualification, ,Experience, Gender, and Ages .so we accepted the alternative hypothesis; There are statistically significant impact of the Management Empowerment Dimensions (delegation authority, teamwork, training, motivation, and effective communication) on the health manager's organizational creativity in the Ministry of Health in Jordan due to Demographic variables; (Qualification, Experience, Marital status, Age, and Gender).

	Sum of squares	freedom level	Averages squares	(F) value	Sig.
Gender	4.212	3	1.626	4.777	0.000
Age	3.430	3	0.921	4.884	0.002
Marital status	5.123	3	2.310	8.631	0.000
Experience	3.157	3	0.955	4.371	0.002
Qualification	5.225	3	1.577	7.645	0.001

Table no. (4) Show the (ANOVA) analysis for the Management Empowerment Dimensions (delegation authority, teamwork, training, motivation, and effective communication) on the health manager's organizational creativity in the Ministry of Health in Jordan due to Demographic variables; (Qualification, Experience, Marital status, Age, and Gender).

11. Results of the study and Recommendations:
11.1 The results of this study are the following:
-The higher percent (80%) are male, the greater percent (47%) form those whom age between (51-60) years old. the higher percent (87%) are married, (37%) of the study sample have (11-15) years' experience, the higher percent (47%) have PhDs.

- There is an impact of the Management Empowerment (total Dimensions) (combined) on the Organizational creativity, where is (0.001) significant, and (R^2) equal (0.484), which mean that the change in the Management Empowerment (total Dimensions) (combined) lead to the change in the Organizational creativity.

-There is statistically significant impact of the Management Empowerment Dimensions (delegation authority, teamwork, training, motivation, and effective communication) on the organizational creativity among health directors in the Jordanian Ministry of Health.

- There's an impact for each Management Empowerment dimensions separately on organizational creativity, with significant less than (0.05), the most effect decreasingly according to (R) results, training (0.766), - Motivation (0.684), Delegation authority (0.592), and the lowest impact is Effective communication (0.493).

- There is statistically significant impact of the Management Empowerment Dimensions separately (delegation authority, teamwork, training, motivation, and effective communication) on the organizational creativity among health directors in the Jordanian Ministry of Health.

- There are statistically significant impacts of the Management Empowerment Dimensions (delegation authority, teamwork, training, motivation, and effective communication) on the health manager's organizational creativity in the Ministry of Health in Jordan due to Demographic variables; (Qualification, Experience, Marital status, Age, and Gender.

11.2 The study Recommendations: on light of the results of the study, the researcher suggests the following recommendations :
- Increase the attention of top management on the Management Empowerment (all Dimensions) in order to maximize the Organizational creativity.

-The Jordanian Ministry of Health management must more focus on delegation authority, teamwork, training, motivation, and effective communication).

- The health directors in the Jordanian Ministry of Health must made an organizational creativity system depending on Management Empowerment, and encourages the employees in participation and cooperation to developed the ministry.

- The top management must Increase their attention on the lowest impact on organizational creativity, which is Effective communication.

- Reorganized the Demographic variables; (Qualification, Experience, Marital status, Age, and Gender. In order to increase their satisfaction related to Management Empowerment to maximize the organizational creativity.

- Further studies on the Management Empowerment and linked it with other variables.

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