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Impact of Administrative Creativity on Job Performance in Yemen's Ministry of Economy, Industry & Investment

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Abstract— *This study aimed to identify the impact of administrative creativity on improving job performance among employees at the General Bureau of the Ministry of Economy, Industry, and Investment. Furthermore, it sought to determine the level of administrative creativity among employees at the General Bureau of the Ministry of Economy, Industry, and Investment, and to ascertain their level of job performance. The study adopted a descriptive approach utilizing analytical methods. A field survey of the study population was conducted using a questionnaire as the primary data collection tool, following a comprehensive survey approach. The study population comprised employees at the General Bureau of the Ministry of Economy, Industry, and Investment, numbering (215) individuals. Data were collected through questionnaire distribution. The statistical software SPSS and AMOS were used for analysis. The findings revealed a positive and statistically significant relationship between administrative creativity and job performance, indicating that an increase in administrative creativity contributes to an improvement in job performance among ministry employees. The beta coefficient value was 0.340, suggesting that any enhancement in administrative creativity practices is associated with a corresponding performance improvement. The study concluded with a set of key findings, including the importance of fostering a culture of administrative creativity within the Ministry by establishing a unit to support administrative innovation. This also entails providing a flexible and stimulating work environment conducive to generating new ideas and enhancing both moral and material incentives for creative individuals. Furthermore, the study highlighted the importance of focusing on developing the fluency dimension through organizing training programs and workshops to enhance creative thinking skills. Additionally, it recommended improving the physical and psychological work environment and supporting human capacity development programs by adopting training plans and fostering problem sensitivity.*

Keywords— *Administrative Creativity, Job Performance.*

I. INTRODUCTION

Our modern era is characterized by rapid advancements in systems and technology, coupled with an escalating competitive environment within organizations striving to deliver excellence. It is imperative for every organization to keep pace with these successive and rapid developments and to offer its best. All these efforts aim to enhance individual job performance and increase productivity. Recently, attention has been directed towards the aspects of individuals working in these organizations, specifically their behavior within the organization and effective methods for motivating individuals, fostering administrative creativity, and strengthening their sense of belonging, commitment, and integration with the organization, alongside keeping abreast of modern technological developments and timely problem-solving in decision-making.

Administrative creativity specifically targets the internal organization of an institution and is directly related to its organizational structure and administrative process. Indirectly, it pertains to the core activities of the organization directed towards improving working relationships, implementing new ideas, or utilizing new technology to enhance employees' creative skills (Jalouli, 2013).

Job performance is considered a fundamental element for the survival and continuity of any organization, regardless of its form, because job performance is the process of accomplishing tasks assigned to each employee. This originates from the employee's behavior, which subsequently reflects in results embodied in the achievements attained (Sarrab, 2020).

Job performance is of utmost importance for any organization through the optimal utilization of its human resources and capabilities. Management is not merely a tool for control and imposing authority over employees, but rather a tool for accurate and objective diagnosis of all employees' performance. This is done to assist top management in making appropriate decisions and to provide the necessary information for efficient and effective resource management. This is achieved by improving, organizing, and utilizing available resources to enable the organization to develop and interact effectively with all changes that occur during work execution within the organization (Bougouita & Zawiya, 2023).

1.1 Study Problem:

Despite the clarity of the Ministry of Economy, Industry, and Investment's tasks according to the current structure and the development of its methods and approaches, this has not been accompanied by a parallel development in improving the work environment for its employees to the same extent, nor in adapting to modern technological changes. This has been observed during the subsequent years following the restructuring process by Ministerial Decision No. (222) of 2007, becoming evident through the absence of these tasks for various reasons, including the focus on the business environment sector and attracting and qualifying cadres within it due to financial incentives, neglecting other sectors despite their importance, as well as the absence of a clear and effective

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strategy for the ministry's leadership to improve the work environment, concentrating on routine ministerial tasks, and disregarding other duties. This impact was reflected in the lack of opportunity for personal initiatives in work development, increased absenteeism, numerous employee complaints, and a lack of creativity in task completion, among other issues that could affect the ministry's performance.

In light of the foregoing, the researcher believes that the Ministry suffers from a deficiency in keeping pace with digital and technological developments and from duplication in the tasks of some departments. Furthermore, the leadership of the Ministry of Economy, Industry, and Investment suffers from a low level of cognitive understanding and conscious awareness of the importance of this. Hence, the study problem can be highlighted in the following main question:

What is the impact of administrative creativity on improving job performance at the Ministry of Economy, Industry, and Investment?

1.3 Study Questions:

1. What is the level of administrative creativity prevalent in the Ministry?
2. What is the measured level of job performance among employees in the Ministry?
3. What is the nature of the relationship between administrative creativity and the improvement of job performance among ministry employees?
4. What are the practical recommendations to enhance administrative creativity in a way that contributes to raising performance efficiency in the Ministry?

1.4 Study Significance:

- Practical Significance:

Providing practical results that can help the Ministry restructure or modify its organizational systems to stimulate administrative creativity.

Contributing to improving the Ministry's overall performance by fostering an administrative environment that supports innovation.

1.5 Study Objectives:

Based on the study problem, the following objectives can be identified:

1. To analyze the level of administrative creativity practiced in the Ministry of Economy, Industry, and Investment.
2. To measure the level of job performance among ministry employees from their perspective.
3. To explore the impact of administrative creativity on improving job performance in the work environment.
4. To provide practical recommendations for enhancing administrative creativity in a way that contributes to raising the efficiency of job performance in the Ministry.

1.6 Conceptual Model:

The study variables are represented as shown in Figure (1) as follows:

- Independent Variable: Represented by Administrative Creativity and its dimensions: (Originality, Fluency, Problem Sensitivity).
- Dependent Variable: Represented by Job Performance and its dimensions: (Abilities, Task/Role Perception, Effort, Work Environment).

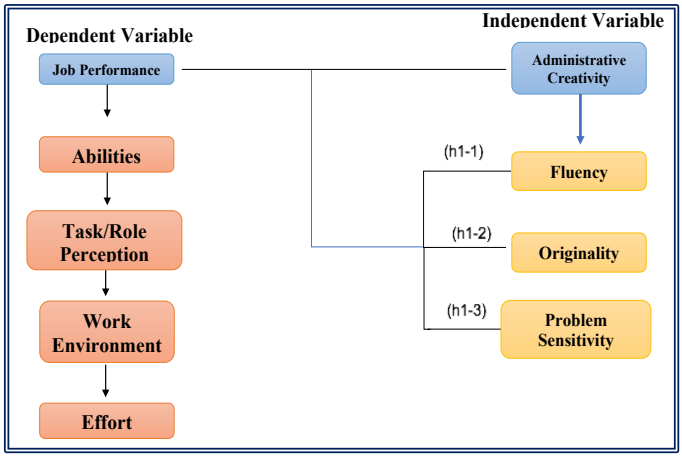

Figure 1. Conceptual model

1.7 Hypotheses:

This study is based on the following hypotheses:

A. Main Hypothesis (H1): There is a statistically significant impact of administrative creativity on the level of job performance among employees of the Ministry of Economy, Industry, and Investment. This main hypothesis branches into the following sub-hypotheses:

1. There is a statistically significant impact of Originality on the level of job performance.
2. There is a statistically significant impact of Fluency on the level of job performance.
3. There is a statistically significant impact of Problem Sensitivity on the level of job performance.

1.7.1 Operational Definitions of Study Terms:

Job Performance: It is the process of accomplishing the tasks assigned to each employee, based on the behavior performed by the employee, which is later reflected in results embodied in the achievement reached (Hassouna, 2011).

Administrative Creativity: It is the creativity that targets the internal organization of the institution and is directly related to the organizational structure and the administrative process within the institution, and indirectly to the basic activities of the institution directed towards improving work relations or applying new ideas or using new technology to enhance the creative skills of employees (Jalouli, 2013).

1.7.2 *Study Limitations:* The study limits are as follows:

- Substantive Limitations: This study will be limited to the topic of administrative creativity with its dimensions (Originality, Fluency, Problem Sensitivity) in improving job performance with its dimensions (Abilities, Role Perception, Work Environment, Effort).
- Geographical Limitations: The study is limited to the General Bureau of the Ministry of Economy, Industry, and Investment and does not include its other affiliated offices in the governorates.
- Human Limitations: This study is limited to its population, consisting of the leadership and employees

of the General Bureau of the Ministry of Economy, Industry, and Investment.

1.8 Previous Studies.

- Algerian Study (2017)
  Explored how administrative creativity affects employee performance in North African mining companies. Found varying positive impacts across companies.
- Atwat et al. (2016)
  Analyzed the role of creative work climate in higher education. Found it positively influences job performance.
- Al-Jamous & Kaheel (2016)
  Investigated the relationship between creativity and performance among school principals in Damascus. Found a positive correlation.
- Rafiq (2015)
  Focused on administrative creativity in Yemen's Ministry of Higher Education. Showed a direct improvement in performance due to creativity.
- Taboli & Zaerizdeh (2016)
  Studied individual creativity and ethical leadership in an Iranian university. Both had a positive impact on performance.
- Rwavas (2015)
  Found strong links between creative performance, job performance, and organizational citizenship behavior.
- Zhang et al. (2019)
  In Pakistan, both administrative and technological innovation improved organizational performance, with sustainability as a partial mediator.

- *1.8.1. Theories Explaining the Relationship Between Administrative Creativity and Job Performance*
  - Amabile's Three-Component Theory of Administrative Creativity (Amabile, 1996) Amabile's theory is one of the most prominent theories that explains creativity in an organizational context. It posits that creativity does not occur by chance, but is rather the product of an interaction between three components: professional expertise, individual creative skills, and intrinsic motivation. This theory implies that stimulating creativity requires empowering employees and providing an environment that allows them to think freely.
  - Vroom's Expectancy Theory in Explaining Job Performance (Vroom, 1964) This theory provides a comprehensive framework for understanding individuals' motivations towards performance through three relationships: expectancy, instrumentality, and valence. It is widely used in explaining performance in the public sector.

1.9: Concept of Creativity

- Creativity Linguistically: Derived from the Arabic verb "bada'a", meaning to initiate or create (Lisan al-Arab dictionary). In the Al-Munjid dictionary, "bada'a" means to originate or create. Al-Qahtani (2007) believes it is derived from the verb "abda'a" meaning to invent or originate something. In the Holy Quran, it is stated: "Originator of the heavens and the earth. When He decrees a matter, He only says to it, 'Be,' and it is." (Surah Al-Baqarah, Ayah 117).
- Creativity Terminologically: Chen & Yung (2010) view creativity as the process of producing new and useful ideas. Olila (2012) believes that creativity is the ability to produce work that is characterized by being new. Gupta (2008) defined it as the ability to perceive the existence of a problem that requires processing, and then the ability to think differently and creatively to find the appropriate solution. Noman (2018) defined it as "Creativity is the innovation of new and socially acceptable ideas for implementation, and there is agreement that creativity is breaking away from the familiar."
- Concept of Administrative Creativity:) Ramadan (2009): he defined administrative creativity as a set of practices carried out by some individuals within the organization related to aspects of the administrative process, including planning, organizing, communication, leadership, and decision-making, in a way that creates a distinctive organizational climate. Al-Rahim and Hassan (2010) define administrative creativity as the sum of changes occurring in administrative activities, events, and methods followed by the organization in a manner that suits the achievement of the organization's goals. Al-Huwihi (2015, p. 10) defined administrative creativity as a set of: fluency, flexibility, originality, and sensitivity to problems, aimed at the ability to innovate diverse and new methods and means in work by investing in challenging familiar and stereotypical thinking.
- Dimensions of Administrative Creativity: Researchers have identified several dimensions of administrative creativity. Here, we will focus on the points specific to our study, which are as follows:
  1. Fluency: Fluency is the ability to recall the largest possible number of appropriate creative ideas for a specific situation within a relatively short period, (Al-Sairafi, 2009, p. 264).
     - Types of Fluency: Fluency is divided into three types: a. Ideational Fluency b. Associational Fluency c. Expressional Fluency
  2. Originality: This means that the creative person does not think with the ideas of those around them; therefore, they always have new ideas (Al-Sairafi, 2009, p. 265). Originality includes three main aspects (Al-Khatib, 1995 in Al-Ajalah, 2009, p. 27):
     - Uncommon Response (the ability to produce rare ideas).
     - Remote Response (the ability to state remote, indirect associations).
     - Skillful Response (the ability to produce responses judged as skillful), which is a crucial criterion for originality.

3. Problem Sensitivity: It means clearly seeing many problems in a single situation, precisely defining their size, dimensions, and effects, and being aware of errors and deficiencies within them. (Naasani, 2008, p. 75).

2.0: Concept of Job Performance

- Performance Linguistically: "Adda", "yu'addi", "add, "ta'diyya, meaning to perform, execute, or fulfill a task (Mohamed, 2008, p. 43). "Adda ta'diyyameans to deliver or discharge; for example, fulfilling a trust or a right (Al-Jammassi, 2016, p. 30).
- Performance Terminologically: It is the degree to which a developmental activity or developmental partner performs their work according to specific standards, specifications, and guiding principles, or in achieving results according to declared goals or plans (Al-Wabaki, 2010, p. 17).
- Job Performance: It is the execution by an employee of their duties and responsibilities assigned to them by the organization or the entity to which their job is linked (Hilal, 2006, p. 11).
- Al-Faidi (2008, p. 81) defines it as the actual outcome of the efforts exerted by an individual. This is influenced by the extent to which the individual utilizes their energy and potential, and at the same time by the individual's desire to perform the work.
- *Dimensions of Job Performance:*
  - Abilities: These are the personal characteristics that an employee uses in performing their work, (Okasha, 2008, p. 34). Abilities are divided into two categories:
    - Mental abilities
    - Physical ability
- Role Perception: Perception appears as a mental process of recognizing and understanding people, situations, and things, but rather as a response to sensory changes that have occurred. It defines the complex psychological process of sensory assimilation from the external world (Shurooq, 2018, p. 14).
- Work Environment: An appropriate work climate must be provided that leads to satisfying the individual's needs, which are a reflection of their motivation towards work. It consists of:
  - Internal factors
  - External factors
- Effort: Refers to the amount of physical and mental energy exerted by the employee during the performance of their tasks. This includes focus, time, and resources used to achieve work objectives efficiently and effectively. The level of effort varies depending on the nature of the work, the work environment, and job requirements.

Study Procedures

Introduction: This chapter discusses the field study procedures by addressing the study variables, study methodology, population and sample, data collection tools and information, stages of designing and constructing the study instrument (questionnaire), measurement criteria, validity and reliability of the questionnaire, how to calculate the verbal estimation, and finally the adopted study procedures and the statistical methods used, and the statistical treatments relied upon by the researcher in analyzing the study and testing its hypotheses.

Firstly, Study Variables:

The study relied on the following variables:

- Independent Variable: Administrative Creativity, which includes three dimensions (Fluency, Originality - Problem Sensitivity).
- Dependent Variable: Job Performance, which includes four dimensions (Abilities - Role/Task Perception - Work Environment - Effort).

Secondly: Study Methodology:

- Primary Sources (Field): A questionnaire was prepared as a tool for collecting data and information, and it was the main tool for the study, including several statements and dimensions that reflected the study's objectives and hypotheses, to address the analytical aspects of the study topic. Primary data were collected and analyzed.
- Secondary Sources (Desk): Such as books, periodicals, academic theses, unpublished research, and official documents and reports related to the topic

Population and Sample:

Study Population: The study population consisted of employees at the General Bureau of the Ministry of Economy, Industry, and Investment, totaling (215) individuals.

Study Sample: Given the small size of the population, which comprised (215) individuals, the entire population was targeted using a comprehensive enumeration method to generalize the results. Table (1) illustrates the number of distributed, retrieved, and valid questionnaires for analysis.

TABLE (1): Number of Distributed, Retrieved, and Valid Questionnaires for Analysis

Number of Distributed Questionnaires	Retrieved Questionnaires	Percentage of Retrieved to Distributed	Number of Invalid Questionnaires for Analysis	Valid Questionnaires for Analysis	Percentage of Valid to Retrieved Questionnaires
215	209	97.2%	2	207	99.0%

Unit of Analysis: The study adopted the company as its unit of analysis, represented by the Ministry of Economy, Industry, and Investment in the Republic of Yemen at its various functional levels.

Data Collection Tool: The data collection tool comprised two sections as follows:

Firstly: Personal Data

Secondly: Study Axes and Dimensions The questionnaire consisted of two variables encompassing (35) items, distributed across (7) dimensions within these two variables, as detailed in Table (2).

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TABLE (2): Study Variables, Their Dimensions, and Number of Items

No.	Variables	Dimensions	Number of Items
1	Administrative Creativity	Fluency	5
		Originality	5
		Problem Sensitivity	5
2	Job Performance	Capabilities	5
		Role/Task Perception	5
		Work Environment	5
		Effort	5
Total			**35**

Statistical Analysis Methods: Statistical analysis and hypothesis testing were performed using advanced tools and software suitable for the nature of the data and study variables. Specifically, the Statistical Package for the Social Sciences (SPSS) and AMOS software were utilized for data analysis. Additionally, several appropriate statistical methods were used for data processing, summarized as follows:

- Frequencies and Percentages: To calculate the frequency and percentage of general demographic data for study participants.
- Mean: To calculate the arithmetic mean of respondents' answers for each item in the questionnaire, determining the extent of high or low responses.
- Standard Deviation: Considered one of the best measures of dispersion, used to ascertain the extent of deviation of study sample members' responses from their mean for each statement.
- Simple Linear Regression Analysis: To test the study hypotheses.
- Descriptive Analysis of Study Variables and Dimensions:
- Descriptive Analysis of Demographic Variables:

Table (3) indicates that the majority of the study sample members are male, accounting for (66.7%) with a frequency of (138). It also shows that the majority of the study sample members fall into the age category of (30 to 45 years), representing (48.3%) with a frequency of (100), followed by the age category of (46 years and above) at 38.6% with a frequency of (80). The majority of the educational level category is (Bachelor's) at 70% with a frequency of (145), followed by the educational level category (Postgraduate Studies) at 15.5% with a frequency of (32). Furthermore, the table reveals that the job title category (Department Manager) ranked first with 33.3% and a frequency of (69), followed by the job title category (Expert) at 18.4% with a frequency of (38). As for the years of service category, (20 years and above) came in first place with 46.9% and a frequency of (97), followed by the years of service category (10 to less than 20 years) at 30.9% with a frequency of (64).

TABLE (3): Descriptive Analysis of Demographic Variables

Variables	Category	Count	Percentage
Gender	Male	138	66.7%
	Female	69	33.3%
	Total	207	100.0%
Age	Less than 30 years	27	13.0%
	30 to 45 years	100	48.3%
	46 years and above	80	38.6%
	Total	207	100.0%
Educational Level	High School or less	30	14.5%
	Bachelor's	145	70.0%
	Postgraduate Studies	32	15.5%
	Total	207	100.0%
Job Title	Consultant	23	11.1%
	General Manager	25	12.1%
	Senior Specialist	18	8.7%
	Department Manager	69	33.3%
	Specialist	34	16.4%
	Expert	38	18.4%
	Total	207	100.0%
Years of Service	Less than 10 years	46	22.2%
	10 to less than 20 years	64	30.9%
	20 years and above	97	46.9%
	Total	207	100.0%

Descriptive Analysis of Study Variables:
Descriptive Analysis of the Independent Variable: Administrative Creativity

TABLE (4): Means and Standard Deviations for Dimensions of Administrative Creativity

No.	Dimensions	Mean	Std. Deviation	Percentage	Level	Rank
1	Fluency	3.96	0.590	79.2%	High	3
2	Originality	4.07	0.574	81.4%	High	1
3	Problem Sensitivity	4.05	0.639	81.0%	High	2
	Overall Administrative Creativity	4.03	0.523	80.6%	High	

Table (4) indicates that the level of administrative creativity practice at the General Bureau of the Ministry of Economy, Industry, and Investment achieved an overall mean of (4.03), reflecting a high level of administrative creativity availability.

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The overall percentage of (80.6%) supports this finding, with a standard deviation of (0.523), which indicates a moderate degree of dispersion, reflecting significant consistency in the opinions of the sample members. The "Originality" dimension ranked first in terms of availability and at a high level, with a mean of (4.07), a standard deviation of (0.574), and a percentage of (81.4%). In contrast, the "Fluency" dimension ranked last at a high level, with a mean of (3.96), a standard deviation of (0.590), and a percentage of (79.2%).

- *Descriptive Analysis of the Dependent Variable: Job Performance*

TABLE (5): Means and Standard Deviations for Dimensions of Job Performance

No.	Dimensions	Mean	Std. Deviation	Percentage	Level	Rank
1	Capabilities	3.39	0.762	67.8%	High	3
2	Role/Task Perception	3.55	0.760	71.0%	High	2
3	Work Environment	3.12	0.878	62.4%	Medium	4
4	Effort	3.76	0.757	75.2%	High	1
	Overall Job Performance	3.46	0.660	69.2%	High	

Table (5) indicates that the level of job performance at the General Bureau of the Ministry of Economy, Industry, and Investment achieved an overall mean of (3.46), reflecting a high level of job performance. This result is supported by the overall percentage of (69.2%), with a standard deviation of (0.660), which indicates a moderate degree of dispersion, reflecting significant consistency in the opinions of the sample members. The "Effort" dimension ranked first in terms of availability and at a high level, with a mean of (3.76), a standard deviation of (0.757), and a percentage of (75.2%). In contrast, the "Work Environment" dimension ranked last in terms of availability and at a moderate level, with a mean of (3.12), a standard deviation of (0.878), and a percentage of (62.4%).

Hypothesis Testing:

Testing the Main Hypothesis: "There is a statistically significant impact of administrative creativity on improving job performance." The following sub-hypotheses stem from this: H1a: There is a statistically significant impact of Fluency on improving job performance. H1b: There is a statistically significant impact of Originality on improving job performance. H1c: There is a statistically significant impact of Problem Sensitivity on improving job performance.

- *Results of Testing the Main Hypothesis:*

TABLE (6): The Role of Administrative Creativity in Improving Job Performance

Correlation Coefficient (R)	R-Square	F-statistic	Significance Level (p-value)	Beta (β)	T-statistic
0.270	0.073	16.1	0.000	0.340	4.01

The data presented in Table (6) indicate a statistically significant impact of administrative creativity on improving job performance at the General Bureau of the Ministry of Economy, Industry, and Investment. The correlation coefficient was (0.270). The R-Square value explains (0.073) of the variance in job performance improvement at the General Bureau of the Ministry of Economy, Industry, and Investment as a result of administrative creativity. Furthermore, the Beta coefficient value was (0.340), meaning that a one-unit increase in administrative creativity leads to a (0.340) improvement in job performance at the General Bureau of the Ministry of Economy, Industry, and Investment. The significance of this impact is confirmed by the calculated F-value, which was (16.1) and is significant at a level less than (0.05). This means accepting the main hypothesis, which states that "there is a statistically significant impact of administrative creativity on improving job performance at the General Bureau of the Ministry of Economy, Industry, and Investment."

- *Results of Testing the First Sub-Hypothesis (H1a):*

TABLE (7): The Role of Fluency in Improving Job Performance

Correlation Coefficient (R)	R-Square	F-statistic	Significance Level (p-value)	Beta (β)	T-statistic
0.295	0.087	19.6	0.000	0.331	4.23

The data presented in Table (7) indicate a statistically significant impact of fluency on improving job performance at the General Bureau of the Ministry of Economy, Industry, and Investment. The correlation coefficient was (0.295). The R-Square value explains (0.087) of the variance in job performance improvement at the General Bureau of the Ministry of Economy, Industry, and Investment as a result of fluency. Furthermore, the Beta coefficient value was (0.331), meaning that a one-unit increase in fluency leads to a (0.331) improvement in job performance at the General Bureau of the Ministry of Economy, Industry, and Investment. The significance of this impact is confirmed by the calculated F-value, which was (19.6) and is significant at a level less than (0.05). This means accepting the first sub-hypothesis, which states that "there is a statistically significant impact of fluency on improving job performance at the General Bureau of the Ministry of Economy, Industry, and Investment."

- *Results of Testing the Second Sub-Hypothesis (H1b):*

TABLE (8): The Role of Originality in Improving Job Performance

Correlation Coefficient (R)	R-Square	F-statistic	Significance Level (p-value)	Beta (β)	T-statistic
0.164	0.027	5.7	0.018	0.189	2.39

The data presented in Table (8) indicate a statistically significant impact of originality on improving job performance at the General Bureau of the Ministry of Economy, Industry, and Investment. The correlation coefficient was (0.164). The R-Square value explains (0.027) of the variance in job performance improvement at the General Bureau of the Ministry of Economy, Industry, and Investment as a result of originality. Furthermore, the Beta coefficient value was (0.189), meaning that a one-unit increase in originality leads to a (0.189) improvement in job performance at the General Bureau of the

Ministry of Economy, Industry, and Investment. The significance of this impact is confirmed by the calculated F-value, which was (5.7) and is significant at a level less than (0.05). This means accepting the second sub-hypothesis, which states that "there is a statistically significant impact of originality on improving job performance at the General Bureau of the Ministry of Economy, Industry, and Investment."

- *Results of Testing the Third Sub-Hypothesis (H1c):*

TABLE (9): The Role of Problem Sensitivity in Improving Job Performance

Correlation Coefficient (R)	R-Square	F-statistic	Significance Level (p-value)	Beta (β)	T-statistic
0.243	0.059	12.8	0.000	0.251	3.58

The data presented in Table (9) indicate a statistically significant impact of problem sensitivity on improving job performance at the General Bureau of the Ministry of Economy, Industry, and Investment. The correlation coefficient was (0.243). The R-Square value explains (0.059) of the variance in job performance improvement at the General Bureau of the Ministry of Economy, Industry, and Investment as a result of problem sensitivity. Furthermore, the Beta coefficient value was (0.251), meaning that a one-unit increase in problem sensitivity leads to a (0.251) improvement in job performance at the General Bureau of the Ministry of Economy, Industry, and Investment. The significance of this impact is confirmed by the calculated F-value, which was (12.8) and is significant at a level less than (0.05). This means accepting the third sub-hypothesis, which states that "there is a statistically significant impact of problem sensitivity on improving job performance at the General Bureau of the Ministry of Economy, Industry, and Investment.

Conclusions, Recommendations, and Suggestions

Introduction: Through the study of the role of administrative creativity in enhancing job performance among employees of the Ministry of Economy, Industry, and Investment, and by reaching the study's results, achieving its objectives, and testing its hypotheses, the study has arrived at several conclusions, the most important of which are as follows:

Firstly: Conclusions

Conclusions Related to the Level of Study Variables:

1. A positive and statistically significant relationship exists between administrative creativity and job performance. This indicates that an increase in the level of administrative creativity contributes to improving the level of job performance among ministry employees. The beta coefficient value was (0.340), which signifies that any improvement in administrative creativity practices is associated with a corresponding performance improvement.
2. The impact of administrative creativity dimensions on job performance varied as follows:
   - The Fluency dimension was the most influential, explaining (8.7%) of the variance in job performance. This highlights the importance of the ability to generate a large number of ideas in enhancing performance quality.
   - The Problem Sensitivity dimension ranked second in terms of influence, clearly contributing to increasing employees' awareness of deficiencies and improving their practical responsiveness.
   - The Originality dimension ranked relatively last; however, it showed positive statistical significance, reflecting the importance of innovative and unconventional thinking in improving practical outcomes.
3. The results of the descriptive analysis showed that the level of administrative creativity was high among employees, with an overall mean of (4.03 out of 5) and a percentage of (69.2%).

Secondly, Recommendations

Based on the aforementioned conclusions, the study recommends the following:

1. Enhance the culture of administrative creativity within the Ministry by providing a flexible and stimulating work environment conducive to generating new ideas, and by supporting freedom of opinion and suggestions without bureaucratic restrictions.
2. Focus on developing the Fluency dimension by organizing training programs and workshops aimed at improving collective creative thinking skills and generating the maximum number of solutions for administrative problems.
3. Improve the physical and psychological work environment, including technical aspects (such as infrastructure and tools) and social aspects (such as peer relationships and administrative support), as these represent the weakest dimensions of job performance in the study.
4. Support human capacity development programs through the adoption of periodic training plans aimed at improving professional and administrative skills, thereby enhancing employee effectiveness in performing their roles.
5. Work on developing Problem Sensitivity among employees by establishing specialized internal teams to monitor administrative problems, propose solutions, and foster analytical and critical thinking methods.
6. Enhance moral and material incentives for creative individuals by incorporating creativity components into annual job appraisal systems and establishing awards or regular incentives for the best creative initiatives.

Thirdly: Suggestions for Future Research

1. Conduct comparative studies on the impact of administrative creativity on job performance across different ministries in the Republic of Yemen, or between the public and private sectors, to identify similarities and differences in creativity practices.
2. Investigate the relationship between administrative creativity and other organizational variables such as organizational commitment or organizational culture to explore the psychological and behavioral dimensions associated with creativity.
3. Focus on the role of the work environment as a mediating or moderating variable in the relationship

between administrative creativity and job performance, given the relatively low scores observed for this dimension in the study's results.

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