

FUNCTIONAL EMPOWERMENT AND CREATIVE BEHAVIOR OF WORKERS IN THE UNITED ARAB EMIRATES

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ABSTRACT

Empowerment is giving employees greater authority and freedom in the field of the specific job, according to their job description, by granting freedom of participation, expressing opinion, and making decisions in matters related to the requirements and job context in the current study. Career with the creative behavior of employees, as the results of the study showed that job empowerment improves the creative behavior of workers in institutions and organizations in the United Arab Emirates by delegating authority to lead to the development of the capabilities and skills of creative and innovative individuals and develops the skill of creative problem-solving among workers and the ability to tame ideas and encourage creativity and generates Training is their desire to use the creative means that they are trained in to deal with problems to a large extent. And to be a starting point for research and development by interested people and researchers, and to contribute to providing practical and theoretical solutions that contribute to the level of excellence of workers, serve its strategic and organizational goals and the overall performance entrusted to it, and enhance the creative and innovative behavior of the human resources sector in the UAE.

Keyword: Empowerment, UAE, human resources, creative behavior, workers.

INTRODUCTION

In light of recent developments in the era of management and the new concepts and practices it produced in management, where functional empowerment is one of the modern administrative methods that enable the employee to exercise full authority in his field of work and also one of the basic building blocks in reaching excellence and creativity in the work environment. (Constantinides, 2014) Business organizations and institutions also adopt the concept of functional empowerment, which is based on the exchange of trust between workers and management, and work to involve workers in the decision-making process, building channels of communication and relations between them and superiors, in addition to their ability to transcend organizational boundaries between them and the workers and management, and thus they are in a position to bear responsibility.(Constantinides, 2014) In decision-making and participation with senior management in determining the future direction of the organization and supported by their creative decisions.(Hamza & Abdelmonem, 2018) Job empowerment is one of the most important elements of the success of organizations and distinguishing them from each other because it is the driving force for the functional and creative behavior patterns of various employees, which gives an impetus to the employee towards increasing his behavior towards achieving the goals of the organization and increasing productivity levels in it, especially in light of the

information age and the development of management concepts and smart organizations.(Allagui & Al-Najjar, 2018) Job empowerment is also the main driver in the process of unleashing creative energies, and this in turn is reflected in the employee's sense of satisfaction and motivation towards productivity, which leads to the success of the organization and its ability to develop and innovate and continue to perform its work and tasks.(Vale & Fernandes, 2018) The functional empowerment of workers has become crucial to the success of organizations because it has a set of characteristics that can give employees complete freedom to choose the methods that suit them in performing their tasks and the full authority to make decisions related to the work entrusted to them without the interference of any external parties.(Voorveld, 2019) They work, and their importance in the decision-making process related to the quality of their work and enhance the ability of employees to perform the tasks required of them in an optimal manner.(Nitsche, 2018) In addition to promoting concepts related to self-reliance in the face of all crises and problems that may encounter them. Enhancing the ability of employees to influence by highlighting their role and their ability to influence the processes of selecting appropriate alternatives, and taking the appropriate decision on issues related to the tasks assigned to them and the nature of their work. (Habes et al., 2023; King & He, 2006) In order for organizations to cross towards the future, they must adopt creative behavior, which is a mandatory requirement for organizations in the United Arab Emirates, which aspire to distinguish their institutions and motivate employees towards creative behavior and innovation at work.(Al-Shakhanbeh & Habes, 2022) Therefore, this study came to examine and analyze the impact of functional empowerment on creative behavior in the UAE. United Arab Emirates.

SCIENTIFIC OF STUDY

The scientific contribution of this research lies in the fact that it has dealt with a new dimension that has not yet received sufficient attention by researchers, which is the identification of functional empowerment and its relationship to the creative behavior of workers in the United Arab Emirates, in contrast to previous studies.(Alghizzawi, Salloum, et al., 2018; Elareshi et al., 2021; D. N. Tahat et al., 2020) Where there is a clear gap in the scarcity of studies that dealt with the field of study, and through this study, the researcher will try to discover the important positive role of job empowerment, creative behavior of employees and the relationship between them from the point of view of employees of government bodies and institutions in the Emirates.(Alhawamdeh et al., 2020; Habes, Ali, & Pasha, 2021; Qamar et al., 2021) The study also looks at the obstacles and negatives that they can cause to the functional empowerment of workers This study is also one of the recent studies in the local environment that looks at finding a relationship between job empowerment and creative behavior of workers and the relationship between them from the workers' point of view according to the strategic directions of the United Arab Emirates, and thus the study provides new statistical results and data to help researchers and scholars in this field.

RESEARCH METHOD

The method in scientific research is the mainstay of each study, as it is the path leading to revealing the study's problem and achieving its objectives, by means of a set of general rules that define scientific research processes to reach a specific result. (Alghizzawi, Ghani, et al., 2018; Ali, Habes, et al., 2021; Alnawafleh et al., 2019)The methodology includes the research plan, data collection tools, and previous studies that dealt with the same current methodology. (Ali, Qamar, et al., 2021) In addition to explaining the meanings and defining the study community, the methodology is the art of revealing a fact that

others are ignorant of using a series of ideas in a correct and orderly manner. Given the nature of the study objectives that deals with the relationship between functional empowerment and the creative behavior of workers, the study will follow the comparative approach by analyzing previous studies on the subject of the study.

LITERATURE REVIEW

The concept of job empowerment

The issue of job empowerment is receiving increasing attention from all business organizations in the United Arab Emirates, and this interest comes from the high ability to face the challenges and modern developments in the current century, and to provide the appropriate environment to encourage subordinates and find creative people, and there is no doubt that the federal government institutions in The United Arab Emirates exercises its functions in an organized and planned manner and under various administrative directives. (Haq et al., 2020) The changes in the administrative business environment and the organizations' pursuit of applying unified and global foundations for quality and institutional excellence, and openness to the world, have prompted them to possess a sustainable competitive advantage, as one of the elements of survival in the present time.(Constantinides, 2014) Functional empowerment includes the essential elements to achieve administrative creativity in all administrative organizations, and management scholars agree that contemporary organizations live in changing and complex conditions, which make them need creative behavior, through tea(Liyanage, 2020)mwork, participation in decision-making, and contribution to solving problems and confronting crises. Therefore, it was important to strengthen the principle of functional empowerment, whose relationship with the human element or precious human resources, and to activate their capabilities, energies and talents in the process of continuous improvement in the organization.(Huis et al., 2017). Empowerment according to Lockett and Lockett, (2018)is the philosophy of giving more responsibilities and decision-making authority to individuals at the lower levels. Al-Dhaleen also defined empowerment as the process of giving employees an appropriate degree of freedom at work and independence in performing the tasks assigned to them, while providing them with the necessary information.(Mellado & Barría, 2016) Functional empowerment can be defined procedurally as the process of giving authority to employees that makes them feel independent to exercise self-control, and to take responsibility for investing their abilities in the optimal way, by providing them with the necessary information and encouraging them to take appropriate decisions to achieve the objectives of the authority, without interference from management or higher authorities.(Alsharhan et al., 2021) Almansoori et al., (2021)finds that individuals can develop themselves through their capabilities as actors in the process of social change and not just beneficiaries without any participation, because the ability of individuals to act for themselves and for the benefit of society as a whole is important to achieve human development, empowered people I am able to participate in the decisions that shape their lives.(Alghizzawi, Salloum, et al., 2018) The study (Salloum et al., 2018) also confirmed that empowering employees gives job satisfaction, which helps to expand their perceptions, and enhance their creative behavior at work, to give them wide authority in carrying out their tasks. It was agreed with him (Baqbas, 2018 AD) that the process of job empowerment contributes to raising workers' resistance to work pressures, enhancing their loyalty to the organization, and achieving job satisfaction.(Habes et al., 2020) He also agreed with them (Qureshi, 2015) that empowerment reduces work errors, increases productivity, and reduces operating costs within the organization. It develops employees' creative abilities, motivates them to work, and increases their level of job satisfaction. So,

job empowerment has a major role in reducing the feelings of job burnout, because of its interest in the subordinate, and support him in performing his tasks and functions. (Lim et al., 2007)

Levels of functional empowerment

Functional empowerment has become a critical element in the field of organizing individuals and pushing them towards achieving outstanding performance and controlling the work entrusted to them at the individual, collective and organizational levels, and on this basis, the task of success of empowerment falls on the shoulders of the Human Resources Department. (Ngwenya & Aigbavboa, 2017) Daft points out that workers in the first production lines are always better than their managers on how to improve work, satisfy customers and provide solutions to production problems. (Al Douri, 2009).

(Alansari & Javed, 2021) agreed that the process of empowerment aims to find an effective and feasible administrative level within the organization, by allowing the workers to do what they deem necessary and needed for the organization, which requires From the institution to apply administrative empowerment in the various stages of the process. Where (Wang, 2016) suggested three levels of empowerment as follows: (Chen et al., 2019) The first level (integration into the proposal) encourages individuals to present ideas aimed at developing work and is rewarded for that, and empowerment at this level takes its content from the formal acceptance of the ideas of workers without Bring about a change of management.(Siwale et al., 2020)

- The researcher believes that this level enhances the individual's belief that he has an impact on the decisions that are taken and the policies made by the organization, especially those related to his work, and the impact on the system in which he operates.
- The second level (integration into work) At this level, individuals can develop and use skills, and individuals have independence in their work, while supervisors' role is limited to focusing on their tasks rather than enabling guidance.
- We conclude that the level reflects the individual's sense of freedom in the way he performs his work, the sense of purpose and personal connection to work, which leads to the individual's belief in his ability to perform his tasks skillfully.
- Level Three (High Inclusion) This level is achieved when the organization gives employees a sense of participation in its overall performance.

The researcher believes that this level aims to provide an opportunity for workers to unleash creativity and innovation. Enabled individuals who have information and power in decision-making seek to use all means available to them to provide the best levels of performance, which increases competitiveness between organizational levels, which benefits the organization and develops work teams. (Ali, Qamar, et al., 2021)By effectively delegating business performance to them, helping teams acquire new skills, enriching their knowledge, enhancing management's sense of management confidence in employees to perform at their best, and using experts who have knowledge that management may not have.(Keller, 2017)

Types and stages of the creative behavior process

In order for there to be creativity, it must meet the initial criteria, and then prove that it is appropriate, or effective, to reach the highest level of creativity (Siwale et al., 2020)Therefore, the process of creative behavior passes through several different stages, and it includes what the researchers indicated (Shafiu et al., 2019; Somogyvári, 2019; Ziani et al., 2021) divides the realization stage: The basic step for

successful creativity begins with a new idea or a full conception of technical capabilities and required needs, in addition to studying the expected benefits at the cost of production or service. The second basic, where the content is designed, which includes defining the expected demand and the potential technology for creating the design, and this is a creative and creative work to unify all the factors required to be approved, and here is also the evaluation process that accompanies the creativity management in all the required stages, as it is decided to continue or stop working. The stage of addressing the problem and it accompanies the creative process on an ongoing basis, where some problems or obstacles appear, regarding which possible treatments must be taken, where the project may be stopped or work to be canceled. The solution stage: If the solution stage succeeds for problems, this stage comes when creativity has been found and the success of the project is achieved. (Ali, Khalid, et al., 2021) If the project is achieved through the available technical capabilities, this creative type is called adoption. But if the available technical resources do not achieve the possibility of implementation, the organization resorts to adopting the other stage of creativity, which is the stage of development. (Ifeyinwa, 2020)

Development stage: This stage represents one of the forms of uncertainty faced by the creator, as the possibility of measuring the expected technical need to complete the project is usually unknown, so the creator tries to solve the problems of uncertainty by taking into account the market need, and the accompanying productive obstacles, nor Creativity can only be achieved when the outputs of the organization are presented to the market. (Alghizzawi et al., 2019; Brand & Anastasio, 2006) The stage of use or spread This stage represents the final step in the creativity process, where creativity is used and the spread of its idea and the results achieved from it, and often the first period of running the project (implementation of the idea) is high cost, because of the investment and operational costs incurred by the organization, and the possibility of energies Excess productivity, awaiting higher use in the future. (Sinha et al., 2020) Hence, it is clear that creativity processes are not monotonous cases of thinking, but rather they are perceptions aimed at detonating the human energies inherent in the individual, the group and the organization alike, and that their results are of effective developmental dimensions to serve the community and the organization. (Habes et al., 2018)

The functional empowerment process as an input to enhance the creative behavior process

Creative work in institutions and bodies depends on a set of basic pillars that must be available in working employees, and the work environment around them. For the members of the organization to achieve their ambitions and help them to exploit their capabilities, participate in decision-making, and also work to satisfy their desires, use the right planning method, free from traditional tendency, and go in the path of creativity and excellence, so the work environment determines whether it will support the employee or limit of his ambition. (Olwan, 2019) Therefore, creative behaviors reflect the creation of new or different things, a behavior towards change, so empowering workers stimulates the creative energies of workers, as the availability of independence for workers makes them feel less restricted than others, and from here we will address the impact of the dimensions of functional empowerment (self-motivation - delegation Authority - Training - Participation in Decision Making) on the Creative Behavior of Workers. (Porkelsson, 2018) Distinguished administrative organizations are based on their identification of an organizational environment that gives creative trends their importance, and crystallize them in a scientific and intellectual approach. (M. & Durai, 2017; Salloum et al., 2021). Incentives are a main ingredient in creative organizations, and a basic foundation for the existence and development of creativity in this field. (Chen et al., 2019) It should not be just by setting incentives, but

rather it must be linked to performance and creativity, so that specific, fair and objective standards are set, so that these incentives yield the desired fruits, and when incentives are linked to specific goals, they It becomes an important impact on creativity, but if the relationship between incentives and performance related to creativity weakens, its impact will be weak or non-existent. (Alhawamdeh et al., 2020) Also, the core axis of distinguished administrative organizations is based on their adoption of a regulatory environment that gives creative trends their legitimacy, and crystallizing them in intellectual and scientific approaches based on functional values and practices that instill and root creativity as a renewed and required goal and rooted that through hooves, methods and systems that deepen the belief of workers in these principles.(Alnaser et al., 2020).

The impact of participation in decision-making on the creative behavior of employees

Undoubtedly, bureaucracy has become a method of non-participation of workers in decision-making and decision-making, despite the many advantages of participating in the decision-making process. appropriate information, or information needed to make this decision. (Chijioke & Chinedu, 2015)When participating in decision-making or participating in collective decisions, the decision-making authority or authority is granted to the whole group, working to develop creative trends among workers with the ideas it carries that must be used to achieve the goals of the organization, and the goals of the workers, the success of the group in performing its tasks, And solving its problems in a creative way, depends on the degree of ease of communication between its members, and what enables them to exchange information and the freedom to participate and express their opinions. (Wang, 2016) The main objective of effective participation is to develop and stimulate creative ideas and suggestions, and this is done by participating in decision-making between work groups and management, so that creative suggestions and ideas flow in a way that helps renewal and development and the success of individuals in performing their work in solving problems in a creative way without obstacles, this matter Contributes to the effectiveness of creative performance. (Guidetti et al., 2022; Habes, Ali, Elareshi, et al., 2021; K. M. Tahat et al., 2020; Tian et al., 2020; Ziani et al., 2021) We conclude from the above that the participation of the organization's employees in making various administrative decisions by expressing their opinions and suggestions, in all aspects of work, as well as matters related to the reconciliation and interests of the organization, and providing an atmosphere of trust, respect and frankness in discussing various topics and exchanging data and information between the organization's management and its various employees, with the aim of stimulating creative behavior and continuously improving services, in line with the interests of the organization.(Polese et al., 2018)

CONCLUSION

The results of the study showed that the dimensions of functional empowerment on creating creative behavior for workers were through delegation of authority that leads to the development of the creative and innovative abilities and skills of individuals and the development of creative problem-solving skills among workers and the ability to tame ideas and encourage creativity and training generates a desire for them to use the means of creativity that they train She has to deal with problems to a great extent. (Eytan, 2011; Habes et al., 2020) The results of the study showed that participation in decision-making and work to raise the morale and increase the sense of confidence among the affiliates to show their creative abilities did not constitute a large dimension to create creative behavior among employees. It is noted that the results of this axis show the importance and extent of the impact of the tired administrative empowerment factors and their impact on individuals, as the college follows in its

departments in developing the creative behavior of employees through a set of factors and indicators that aim to raise the levels of creativity and innovation among workers in its affiliated institutions in the Emirates, which It allows employees to achieve their ambitions, helps them to exploit their capabilities, participates in decision-making, and also works to satisfy their desires, uses the right planning method, and frees itself from traditional tendency. The study recommends working to enhance job empowerment within the UAE institutions by providing workers with knowledge and multiple skills, especially the skills of compatibility between employees, conflict resolution, leadership and confidence building, through training and development aimed at developing work through integration in the proposal and developing the feeling of employees' job satisfaction and making more creativity Excellence The study recommends activating participation in decision-making among workers to raise their morale and increase the feeling of confidence among workers in the Emirati labor sector, which encourages them to show their ability and creative behavior, which leads to better results, effectively and innovatively. The study also recommends that Emirati institutions adopt a policy of delegating powers and authorities to workers in their field of work, providing the necessary support and assistance to them, creating administrative training programs that are commensurate with the nature and working conditions, establishing an effective system for motivating and encouraging workers in Emirati institutions and developing the creative behavior of employees through a set of factors and indicators. Which aims to raise the levels of creativity and innovation.

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