

# Creativity and Interactive Innovation in the Banking Sector and its Impact on the Degree of Customers' Acceptance of the Services Provided

Dr. Marwan Al-Salaymeh

Faculty of Economics and Business. Jadara University of Excellence - Marketing Department  
- Jordan

**DOI Link:** <http://dx.doi.org/10.6007/IJARBSS/v3-i5/112>

**Published Date:** 07 May 2013

## Abstract

This study aims to identify the degree of care of commercial banks in Jordan in creativity and banking innovation in general, and the aspects of the process of service interaction with the customer in particular. For the purposes of this research questionnaire was designed and distributed to a sample of (500) customer and analyze their responses on the search tool to validate assumptions, has been reached following results:

- 1- There are the level of creativity and interactive innovation in the Jordanian banking sector
- 2- There are a statistically significant effect at ( $\alpha = 0.05$ ) between the views of members of the study sample about the creativity and interactive innovation on the degree of customers' acceptance of the banking services provided. Due to the different variables (qualification, age, income)

The study also recommended by a set of recommendations including (Simplifying ideas when facing different banking problems faced by the customers. , Providing an appropriate degree of decentralization to facilitate the process of taking decisions by the staff responsible for providing banking services to customers. , the distribution of careers between workers in the manner that achieves greater motivation for creativity in dealing with the client. , showing new methods for work performance and facilitating client services through taking care of physical and psychological aspects.)

**Keywords:** Creativity, interactive, innovation, The degree of acceptance of the services , customers.

## Introduction

After the accelerated technological developments witnessed by the contemporary economies, which are reflected clearly on the performance of various economic sectors in particular the banking sector, organizations working in the banking sector seek to achieve a

competitive advantage helping them to compete in the environment of businesses, which generates the organizations' desire to own the largest capacity of knowledge leading them to creativity and innovation in the services offered to their customers.

Generating the concepts of creativity and innovation in the banking businesses would activate this important sector and lead to the success of banking organizations to serve these same organizations in particular, increase the employment of workers and revitalize the national economy in general. Because of the limited studies which focus on creativity and innovation in the Jordanian banking sector, we have found it appropriate to examine the interests of Jordanian banking organizations in creativity and innovation, and measure the impact of creativity and innovation on the services in the banking sector from the point of view of customers.

### **The Problem of the study**

The problem with this study is to identify personal innovation and creativity in the banking services for the departments of banks operating in Jordan and their pivotal role in encouraging creativity and innovation in their work in particular, and the reflection of this on the overall output of the banking sector in the commercial banks in general as well as fighting against the obstacles they face in this regard so as to enhance the positives and treat the negatives to help banks in achieving tasks with creativity to support the financial stability and serve the national economy to the fullest. It is noticeable that the weakness of the directors of the Jordanian banking organizations in the aspects of creativity and banking innovation, particularly with regard to the process of interaction with the consumer or client to facilitate the aspects of the services provided to him. Therefore, the following questions can be regarded as the problem of the study:

1. What is the level of creativity and interactive innovation in the Jordanian banking sector?
2. Is there a statistically significant effect at ( $\alpha = 0.05$ ) for the creativity and interactive innovation on the degree of customers' acceptance of the banking services provided?

### **The importance of the study**

The importance of this study is to try to identify the degree of care of commercial banks in Jordan in creativity and banking innovation in general, and the aspects of the process of service interaction with the customer in particular, where the process of interaction is considered one element of the service marketing mix, while at the same time, it is considered one of the most important means of promoting banking services; the process of interaction in the service of organizations is part of the promotional process.

The importance of the study for the decision makers in the Jordanian commercial banks is to examine the ability of bank employees to identify the changing and renewable needs and desires of customers through a process of interaction to form a service basis of data and information in order to predict the future of banking in Jordan taking into account the successive technological developments globally.

### **Hypotheses:**

**The first hypothesis:** there is a medium level which is statistically significant at the level of significance ( $\alpha = 0.05$ ) of creativity and interactive innovation in the Jordanian banking sector.

**The second hypothesis:** there is a statistically significant effect at ( $\alpha = 0.05$ ) for the creativity and interactive innovation on customers' acceptance for the provided banking services.

### **Theoretical framework**

#### **The concept of creativity and innovation:**

Torrance, 1993: p46 defines creativity as: "the process of realizing the problems and awareness of the weaknesses, gaps and inconsistencies, lack of information and the search for solutions, and the transfer of results to others.

Jarwan, 2002 defines creativity as: "a combination of personal capacities, preparations and characteristics which, if do not find an appropriate administrative environment can live up to the mental operations to result in original outcomes that are useful for the previous expertise of the individual, institution, society or the world, if such outcomes were creative breakthroughs in one of the fields of human life."

Al-Awwad, 2005 defines administrative innovation as: "a set of procedures, processes and behaviors that lead to improving the general atmosphere in the organization and activating the creative performance through motivating employees to solve problems and make decisions in a more creative and unusual way of thinking."

The creativity of individuals working in the organization including all its sections and internal and external environment conditions in addition to the interaction of these two environments is the factor that leads to a creative process characterized by complexity. As for innovation, it is considered a part of the creative process that occurs in a comprehensive way to develop new products or services. Such innovation is transferred into an economic concept in the business organizations, which is reflected in the development of new goods or services (Al-Sarn, 2000).

As for innovation, it is a part of the creative process that occurs in a comprehensive way to develop new products or services. Such innovation is transferred into an economic concept in the business organizations, which is reflected in the development of new goods or services; the relationship between innovation and creativity is clarified by the following equation. (Al-Sarn, 2000)

Creativity = theoretical and behavioral concept + technical and artistic innovation + feasibility of commercial investment.

#### **Innovation in Banking:**

It means the existence of creativity in any activity or process related to the service either in terms of the preparation and delivery of services provided or in terms of the development of processes and activities in which services are performed. Creativity in banking services is indicated through the new goods and services which are provided by the business expenses from time to time to increase meeting the current needs and desires or satisfy the needs and desires of unsaturated customers. (Al-Sarn,2000).

**Innovation in banking services:** it is known as (new services that are provided to meet the needs of a user or an external market; the new services are the ones which are not previously provided or submitted such as the invention of a new service, the amendment of a current service or the provision of a service produced by a competitor; from the marketing perspective, it is preferable to adopt the new concept from the new point of view of the market- any service that is put on the market for a particular segment of customers for the first time is considered new, as a new type of investment funds, membership cards, or a new type of personal loans and so on. (Naji, 2003).

**The concept of quality of service:** ISO 9000:2000 defines quality as the degree of meeting the set of properties inherent in the product according to the customer's requirements. Al-Agili, 2001 defines quality in its general sense as the organization's production of a commodity of a high level of quality by which it can meet the needs and desires of customers in the form that is consistent with their expectations and satisfaction. This is done through pre-established standards for the production of goods. The American Association for Quality Control defines quality as: a set of properties and specifications of the goods or services that are related to their ability to meet the requirements of existing requirements or those whose existence is supposed (from the point of view of the customer, not the organization).

### **Previous studies**

Al-Sheikh, 2004 attempted to analyze the culture of innovation in small businesses in Jordan and reached to the fact that there is no indication of small enterprises in Jordan, which make sufficient efforts to provide sufficient training for solving problems by innovative means, which requires a lot of efforts and arrangements that must be undertaken to provide an atmosphere of innovation. Furthermore, there is a greater availability of the culture of innovation in the oldest institutions in terms of age; more efforts must be directed to care for the owners of innovation from owners of such institutions to make them viable and excellent.

Van heerde et al 2004 have focused on the dynamic impact of innovation on the market structure; the study resulted in considering creativity as an infection spread between banks, which is a major component of the marketing strategy of these banks. Since creativity is considered an influencing factor in the markets, there is an urgent need to develop models that enable the company to respond to the environmental changes taking place in the markets. The model developed by researchers is compatible with the challenges produced by the dynamic marketing environment described as having instable data over time. Creativity is also responsible for increasing the contrast or differences in banks.

Al-Sweiti, 2012 aims to investigate the reality of administrative creativity of the departments of banks operating in the West Bank. To achieve this goal, the researcher prepared a

questionnaire distributed to (74) directors in the senior management of these banks of which (52) questionnaires were retrieved that are valid for analysis. The results of the study showed that the departments of the banks operating in the West Bank applied the elements and aspects of this administrative innovation by a high degree; also, the most important obstacles that limit the administrative creativity for the departments of these banks included work pressures and the lack of incentives for innovators in general. To apply the administrative innovation effectively, the need requires training senior management to absorb technology and advanced communication technologies, increase granting moral and material incentives for innovators, encourage teamwork and develop the process of administrative decision-making so as to encourage the administrative creativity of the departments of these banks.

## **Method and Procedures**

### **The limitations of the Study**

This study is limited to the customers of the banks operating in the governorate of Irbid as well as limited to the data collected through the study tool; therefore, it is difficult to generalize the results outside the scope of the information that has been collected and outside the scope of the study population. This does not diminish the importance of the study because its results will show the impact of creativity and interactive innovation in the banking sector on the degree of customers' acceptance of the services provided

### **The study population**

The research community is composed of all the customers of commercial banks in the governorate of Irbid.

### **The study sample**

In order to select a sample representative of the research community, an exploratory sample composed of (100) items of the research community used a questionnaire. After data collection, the researcher calculated the value of the standard deviation of their answers which amounted to (0.52), and then applied the following equation to determine the appropriate sample size according to the varied answers of the questionnaire:

$$n = \frac{z^2 \sigma^2}{e^2}$$

Where:

n: sample size to be calculated.

z: the area selected under (1-2/a) and equals (1.96).

σ: standard deviation which is (0.52).

e: error rate which equals (0.05).

After applying the above equation, it was found that the value of the required sample representing the community for the purposes of applying the research amounted (415) participants, which is a good representation of the research community; the research tool consisting of (500) questionnaires was distributed on the customers of five Jordanian commercial banks (Arab, housing, Cairo Amman, Jordan Islamic, and Jordan) to conduct the statistical analysis (Khalil, 2008). Table (1) shows the distribution of the sample members depending on the personal variables.

**Table (1) :Distribution of the sample members depending on the personal variables**

Variable	Level	frequency	percentage
<b>Age</b>	less than 25 years	84	16.8
	26-35 years	176	35.2
	36 to 45 years	147	29.4
	46 years and over	93	18.6
	Total	500	100.0
<b>Educational level</b>	secondary education level or below	50	10.0
	Diploma	87	17.4
	BA	270	54.0
	Graduate	93	18.6
	Total	500	100.0
<b>Income level</b>	Less than 200 dinars	33	6.6
	201-400 dinars	159	31.8
	401-600 dinars	160	32.0
	601 to 800 dinars	75	15.0
	800 dinars and over	73	14.6
	Total	500	100.0
<b>Times of dealing with the bank</b>	Daily	74	14.8
	Weekly	64	12.8
	Twice a week	37	7.4
	Three times a week	12	2.4
	Monthly	132	26.4
	Twice a month	90	18.0
	Three times a month and over	91	18.2
	Total	500	100.0

Table (1) shows that the highest percentage for the distribution of the sample members according to the variable of age was (35.2%) for the age group of (26-35 years old), while the lowest percentage was (16.8%) for the age group (less than 25 years), and the highest percentage for the distribution of the respondents according to the variable of the level of education was (54.0%) for (BA). However, the lowest percentage (10.0%) was for (high school

or less) and the highest percentage for the distribution of the sample members according to the variable of the level of income was ( 32.0%) for (401-600 dinars), while the lowest percentage (6.6%) was for (less than 200 dinars), and the highest percentage for the distribution of the sample members depending on the variable of the number of times of dealing with the bank was (26.4%) for the category (monthly) while the lowest percentage (2.6%) was for the category (three times a week).

### **Statistical Treatments**

The researcher uses the following statistical methods:

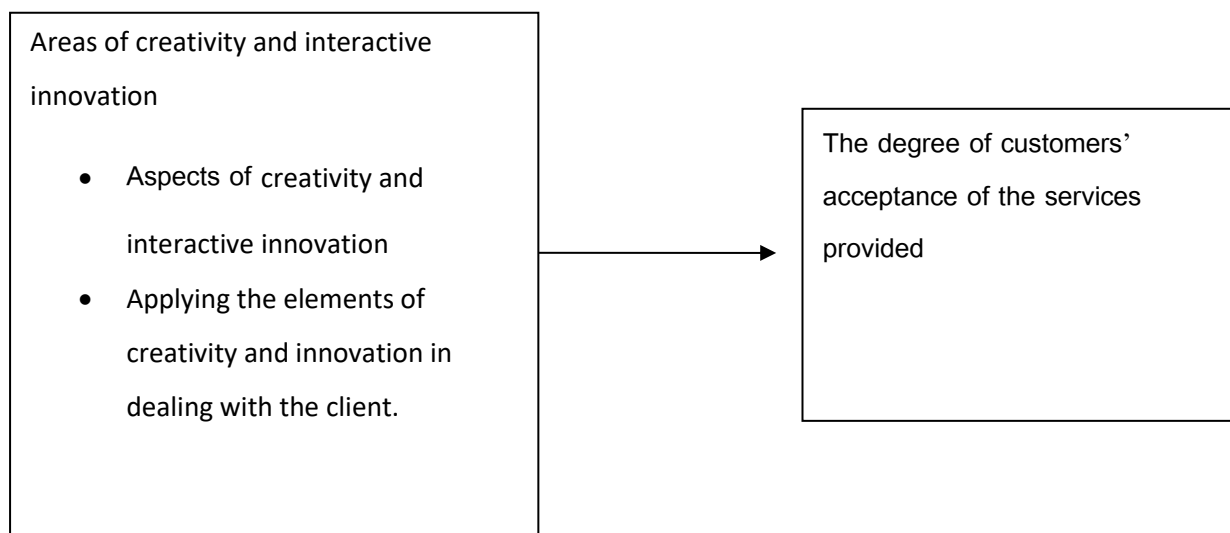
- 1 – the frequencies and percentages for the distribution of the members of the research sample.
- 2 - arithmetic means and standard deviations for all the items of the search tool.
- 3 - Multiple regression analysis to study the effect of creativity and interactive innovation in the banking sector on the degree of customers’ acceptance of the services provided

### **Study tool**

For the purpose of conducting this study, a questionnaire was designed to survey the views of customers regarding creativity and interactive innovation in the banking sector and its impact on the degree of customers’ acceptance of the services provided. Afterwards, the questionnaires were judged by the specialists, and accordingly, the necessary alterations and improvements were conducted to reach to the final form of the questionnaire consisting of (15) items distributed on (5) areas as follows:

- aspects of the administrative and organizational innovation, which include (5) items.
- the application of the elements of creativity and innovation in dealing with the customer, which includes (5) items.
- customers’ acceptance of the banking services, which includes (5) items.

### **Model of the study**



•

**Aspects of the administrative and organizational creativity****Table (2): Mean and Std. Deviation for items aspects of the administrative and organizational creativity**

No	Item	Mean	Std. Deviation	Degree
1	There is a preparation for the administrative and regulatory climate appropriate for creativity in dealing with the consumer.	3.95	0.92	High
2	the organizational structure in the bank ensures the use of modern technologies.	3.29	1.01	Medium
3	providing an appropriate degree of decentralization to facilitate the process of taking decisions by the banking staff responsible for providing banking services to customers.	3.38	1.17	Medium
4	there is a distribution of the careers between workers in a way that achieves a greater motivation for creativity in dealing with the client.	3.14	1.28	Medium
5	There are indications of training employees on the methods of creative thinking in dealing with the client.	3.06	1.29	Medium

Table (2) shows that mean range between (3.06 – 3.95), being the higher mean for " There is a preparation for the administrative and regulatory climate appropriate for creativity in dealing with the consumer ", but the Lowest mean was for " There are indications of training employees on the methods of creative thinking in dealing with the client ".

- **Applying the elements of creativity and innovation in dealing with the client:**

**Table (3): Mean and Std. Deviation for items Applying the elements of creativity and innovation in dealing with the client**

No	Item	Mean	Std. Deviation	Degree
1	The bank employee tries to apply new methods to solve any problem we face as clients.	3.11	1.34	Medium
2	the employee cares of the views which are contrary to his own with a possibility of taking advantage of the views of customers.	3.87	1.01	High
3	the employee is keen to show new methods of work performance and facilitating the client services	3.33	1.22	Medium

4	Ideas are simplified when facing different banking problems faced by customers.	3.28	1.30	Medium
5	Customers get detailed information before and after the service.	3.43	1.22	Medium

Table (3) shows that mean range between (3.11 – 3.87), being the higher mean for " the employee cares of the views which are contrary to his own with a possibility of taking advantage of the views of customers ", but the Lowest mean was for " The bank employee tries to apply new methods to solve any problem we face as clients ".

- **Degree of customers' acceptance of the services provided**

**Table (4): Mean and Std. Deviation for items Degree of customers' acceptance of the services provided**

No	Item	Mean	Std. Deviation	Degree
1	You can manage your account from anywhere and at most times.	3.76	1.14	High
2	you feel comfortable and safe during your banking procedure.	3.96	0.93	High
3	you feel confident when you use the ATM in your banking.	3.35	1.42	Medium
4	you ask assistance from the bank when facing any difficulties in the implementation of your operation.	3.10	1.45	Medium
5	you accept the banking services offered to you by the bank.	3.23	1.43	Medium
6	you feel easiness in conducting the financial transactions via the bank's branches.	3.25	1.47	Medium
7	you feel comfortable when completing your financial transactions with total secrecy.	3.08	1.50	Medium
8	you do the withdrawal and deposit operations by electronic banking services without any hesitations.	3.12	1.56	Medium
9	you use the electronic banking services you need most of the time.	3.81	1.16	High

Table (4) shows that mean range between (3.08 – 3.96), being the higher mean for " you feel comfortable and safe during your banking procedure ", but the Lowest mean was for " you feel comfortable when completing your financial transactions with total secrecy ".

**This part including the result of study depend on it's hypotheses**

**The first hypothesis:** there is a medium level which is statistically significant at the level of significance ( $\alpha = 0.05$ ) of creativity and interactive innovation in the Jordanian banking sector.

To investigate study hypotheses, one sample T-test for (aspects of the administrative and organizational creativity, Applying the elements of creativity and innovation in dealing with the client) was applied, Table (5) shows that :

**Table (5)**

**Result of one- sample T- test for (aspects of the administrative and organizational creativity, Applying the elements of creativity and innovation in dealing with the client)**

	<i>Mean</i>	<i>Std. Deviation</i>	<i>T</i>	<i>df</i>	<i>Sig.</i>
aspects of the administrative and organizational creativity	3.36	0.67	12.09	499	0.00
Applying the elements of creativity and innovation in dealing with the client	3.41	0.66	13.70	499	0.00

Table (5) shows that there are significant creativity and interactive innovation in the

Jordanian banking sector whenever, T. values reached (12.09, 13.70), by Sig. (0.00) this indicate there is a medium level which is statistically significant at the level of significance ( $\alpha = 0.05$ ) of creativity and interactive innovation in the Jordanian banking sector.

**The second hypothesis:** there is a statistically significant effect at ( $\alpha = 0.05$ ) for the creativity and interactive innovation on customers' acceptance for the provided banking services.

To investigate study hypotheses, Pearson Correlation was computed between (aspects of the administrative and organizational creativity, Applying the elements of creativity and innovation in dealing with the client, Degree of customers' acceptance of the services provided) and Multiple Regression was applied, Tables (6-7) shows that

**Table (6): Results of correlation coefficient**

<b>Variable</b>	Degree of customers' acceptance of the services provided	
	<b>Pearson Correlation</b>	<b>Sig.</b>
aspects of the administrative and organizational creativity	0.13	0.00
Applying the elements of creativity and innovation in dealing with the client	0.17	0.00

Table (6) shows that correlation coefficients scores between aspects of the administrative and organizational creativity and Degree of customers' acceptance of the services provided reached (0.17), by Sig. (0.00). Also, Pearson Correlation Value between Applying the elements of creativity and innovation in dealing with the client and Degree of customers' acceptance of the services provided reached (0.17) by Sig. (0.00) These indicate there is significant correlation between creativity and interactive innovation and customers' acceptance for the provided banking services, and thus accept the hypothesis.

**Table (7): Result of Multiple Regression between creativity and interactive innovation with customers' acceptance for the provided banking services**

Variable	$\beta$	T	Sig.	R	R- Square	F	Sig.
aspects of the administrative and organizational creativity	0.10	2.17	0.03	0.20	0.04	10.12	0.00
Applying the elements of creativity and innovation in dealing with the client	0.15	3.38	0.00				

Table (7) shows that correlation coefficients reached (0.20), R- Square value reached (0.04), F value reached (10.12) by Sig. (0.00), this indicate to there is relationship between (creativity and interactive innovation with customers' acceptance for the provided banking services) Also, table (7)  $\beta$ . Value high reached (0.15) for Applying the elements of creativity and innovation in dealing with the client,  $\beta$ . Value reached (0.10) for aspects of the administrative and organizational creativity, and thus accept the hypothesis.

The reason for this goes to the fact that decision makers in the Jordanian commercial banks are interested in studying the changing and renewable needs and desires of customers to form a service basis of data and information in order to predict the future of e-banking in Jordan, taking into account the successive technological developments. This result is consistent with (Al-Sweiti, 2003) and (van heerde et al 2004) while it was inconsistent with (Al-Sheik, 2004).

## Conclusions and recommendations

### First: conclusions

1 - The results of the statistical analysis of the data on the level of creativity and interactive innovation in the Jordanian banking sector showed that the level of creativity and interactive innovation from the point of view of the study respondents was higher than the hypothetical mean; the reason might be the desire of the commercial banks in expanding and creating significant competitive opportunities in their markets by attracting the largest amount of deposits, so, such banks are interested in creativity and interactive innovation to attract the greatest number of customers.

2 - The results of the statistical analysis of the data on the impact of creativity and interactive innovation on the customers' acceptance of the provided banking services that there is an impact of creativity and interactive innovation on the customers' acceptance for the provided banking services from the point of view of the respondents of the study. The reason might be the interest of banks in creativity and interactive innovation to identify and meet the needs of customers.

### Recommendations:

The researchers recommended the following:

- 1 - Simplifying ideas when facing different banking problems faced by the customers.
- 2 - Providing an appropriate degree of decentralization to facilitate the process of taking decisions by the staff responsible for providing banking services to customers.
- 3 - the distribution of careers between workers in the manner that achieves greater motivation for creativity in dealing with the client.
- 4 – showing new methods for work performance and facilitating client services through taking care of physical and psychological aspects.

## **References**

### **First: Arabic references**

1. Abu Jumaa, Naeem Hafez. 2003. Innovative marketing, the Arab Organization for Administrative Development, Cairo: 39-4
2. Jarwan, Fathi Abdel Rahman (2002). Creativity. Amman: Al-Fekr House for printing, publishing and distribution.
3. Al-Sweiti, Shibli 2012. The reality of administrative innovation for the departments of banks operating in the West Bank, Al-Quds Open University / Palestine.
4. Al-Sheikh, Fouad Najib, 2004. The culture of innovation in small businesses in Jordan, Arab Journal of Management, (24) (1): 47 - 73.
5. Al-Surn, Ra9id Hassan .2000. Managing Creativity and Innovation, the first part, Al-Reda series of information, Damascus, Syria, 10 - 11.
6. Aqili, Omar Wasfi 2001. the Integrated methodology for total quality management, a point of view, V. 1, Wael House for printing and publishing, Amman: 17.
7. Al-Awad, Abdullah bin Mohammed (2005). The reality of administrative creativity and methods of development. Unpublished Master Thesis, Al-Riyadh: Naif Arab University for Security Sciences.
8. Naji, Abdo 2003. Marketing banking services: foundations and practical application in banks, Union of Arab Banks, Cairo: 213.

### **Second: English References.**

1. Taylor, C.W. (1993). Various approaches to and definitions of creativity. New York: Press Syndicate of the university of Cambridge.
2. Van Heerde HJ Carl FM and Manchanda P (2004) The dynamic effect of innovation on market structure, Journal of Marketing Research.