The Impact of Creative Thinking Application on Employees' Performance at Paramilitary Organizations

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ABSTRACT

This study investigates the impact of applying creative thinking on employee performance within paramilitary organizations. In particular, civilian police institutions have demonstrated growing interest in integrating creative thinking as a means to enhance operational efficiency. These organizations have adopted structured policies and decision-making frameworks aligned with innovation-driven training strategies to keep pace with rapid scientific and technological advancements. Effective employee performance in such environments necessitates a foundation of knowledge, coupled with soft and creative skills, within a competency-based training system. A quantitative methodology was employed to assess the influence of creative thinking application on employee outcomes in paramilitary settings. The study focused on a sample of 120 officers from the Palestinian Civil Police. Structural Equation Modeling (SEM) was utilized through the Amos software to analyze the relationship between the key variables. Findings indicate a significant positive effect of creative thinking application on employee performance. This suggests that performance enhancement in paramilitary contexts is closely tied to knowledge acquisition and creative capability development. To maintain service quality and sustain a competitive edge, organizations must assess employee competencies through scientifically grounded standards focused on functional efficiency and innovation.

Keywords: Creative Thinking Application, Employee Performance, Paramilitary Organizations

INTRODUCTION

Amid the accelerating global transformations across various domains, organizational efficiency is no longer sustained solely through discipline and compliance with directives. Creative thinking has emerged as a critical driver of performance enhancement and organizational excellence, even within traditionally rigid environments such as paramilitary organizations. (Elbyaly & Elfeky, 2023). Characterized by strict hierarchies and structured operational systems, these organizations often face challenges in integrating creativity into their workflow. However, the growing complexity and diversity of their missions—coupled with the continuous need to respond to evolving security and technological demands— necessitate a re-evaluation of the cognitive and behavioral strategies employed by personnel (Algiani, Artayasa, Sukarso, & Ramdani, 2023). Creative thinking, defined as the ability to generate non-traditional solutions and optimize work processes, has been linked in recent studies to improved performance, higher job satisfaction, and greater adaptability. This study therefore seeks to examine the impact of creative thinking application on employee performance in paramilitary settings, and to assess its compatibility with the organizational demands for discipline and operational efficiency.(Sternberg, Preiss, & Karami, 2023). The central hypothesis guides the research that fostering creative thinking among personnel can enhance job performance without undermining institutional order. To validate this, the study will adopt a mixed-method approach, combining quantitative and qualitative tools to gain a comprehensive understanding of the creativity-performance dynamic in this unique context.

PROBLEM STATEMENT

This study addresses the ongoing challenge of maintaining and enhancing employee performance within paramilitary organizations. Specifically, it explores the extent to which the application of creative thinking can contribute to performance development in security-oriented institutions. A key concern for such organizations lies in identifying professional, technical, and administrative gaps that hinder effective employee performance. Addressing these deficiencies requires strategic training programs aimed at fostering innovative thinking and enhancing task execution (Ningsih, Firdausijah, & Alamsyah, 2023). Security organizations increasingly recognize the long-term value of investing in employee development to sustain a competitive advantage in a dynamic operational landscape (Weiss & Hartle, 2023). Creative thinking is no longer viewed merely as a desirable trait, but rather as a critical organizational skill essential for driving innovation and solving complex problems. It

involves not only generating original ideas but also viewing challenges from multiple perspectives and implementing unconventional, yet effective, solutions.

Furthermore, the integration of creative thinking into the organizational culture has emerged as a priority for many security institutions. Embracing this mindset enables institutions to respond to internal and external challenges more effectively. As highlighted by (Pietruszka-Ortyl, Ćwiek, Ziębicki, & Wójcik-Karpacz, 2021), establishing a culture of creativity ultimately benefits the organization, positioning it as the primary beneficiary of enhanced employee capabilities. To effectively investigate the research problem, this study conducts a comprehensive review of relevant literature to identify the underlying hypotheses and derive empirical insights regarding the impact of creative thinking on employee performance in paramilitary settings.

OBJECTIVES

This study aims to explore the relationship between the application of creative thinking and employee performance within paramilitary organizations. Specifically, it seeks to assess the extent to which creative thinking contributes to enhancing individual performance and organizational effectiveness in high-demand, security-focused environments.

Research Objectives

1. To examine the Impact of Creative Thinking Application on Employee's Performance at Paramilitary Organizations.

2. To assess the importance of Applying Creative Thinking at Paramilitary Organizations.

Research Questions

1. What is the Impact of Creative Thinking Application on Employee's Performance at Paramilitary Organizations?

2. Why is the application of creative thinking considered important in paramilitary organizational contexts?

LITERARY REVIEW

The relationship between creative thinking and employee performance has been widely explored in organizational and behavioral studies. Research by Schmidt et al. (2016) highlights the critical role of creative thinking in enhancing individual competencies within organizational settings. The implementation of creative approaches in decision-making processes requires functional competencies that ultimately improve the speed and quality of organizational decisions.

Barrett et al. (2011) emphasize the role of leadership vision in sustaining creative thinking practices across organizations. A visionary leadership style supports innovation, improves work outcomes, and enhances overall profitability by fostering a performance-driven and creative workforce. Creative thinking enables employees to approach existing resources and challenges from novel perspectives, thereby serving as a catalyst for innovation (Algiani et al., 2023).

However, innovation within the workplace is not an automatic process—it necessitates deliberate preparation and training. According to Motlokoa, Sekantsi, and Monyolo (2018), creativity training must focus on developing the ability to think outside the box, equipping employees to solve work-related problems through multiple solution pathways. This type of training is closely tied to employee motivation and engagement.

Boyce et al. (2015) argue that innovative employees demonstrate greater adaptability in problem-solving, which in turn reduces workplace errors and increases their confidence in expressing competencies. As employees sharpen their creative skills, they become more capable of handling job-related challenges and improving service quality.

Further, Redifer, Bae, and DeBusk-Lane (2019) point out that cultivating innovative employees provides long-term benefits for organizations. Employees who feel a sense of belonging and fairness within their institution are more likely to act as partners rather than subordinates, enhancing collective commitment to innovation. Resistance to change is often tied to low innovation engagement, whereas a strong culture of creativity promotes progressive production policies.

Rosadi et al. (2024) suggest that embedding creative thinking into the organizational strategy must be accompanied by a supportive creative culture. When employees are convinced of the value of innovation, their performance and productivity increase accordingly. Zhang et al. (2023) further highlight the importance of cultivating a culture of innovation as a key

managerial objective. Their research underscores the value of dedicated internal units, such as media or communications departments, in promoting creative initiatives across the organization.

Overall, the literature converges on two critical drivers of creative thinking in organizational contexts: leadership vision and structured training. Both factors are essential for unlocking the potential of creative thinking and enhancing employee performance across various organizational levels.

THEORETICAL FRAMEWORK

This study is grounded in Victor Vroom's Expectancy Theory of Motivation, which posits that an individual's motivation to perform a specific task is based on the expected outcome or reward resulting from that effort(Oladejo & Adenuga, 2023). According to this theory, motivation is influenced by three key elements: expectancy (belief that effort leads to performance), instrumentality (belief that performance leads to outcomes), and valence (value placed on those outcomes).In the context of paramilitary organizations, employees are more likely to invest in creative efforts if they believe these efforts will result in higher performance and if that performance is recognized and rewarded appropriately. Vroom's theory suggests that performance improvement is largely driven by the perceived benefits that employees expect to receive in return for their creative contributions (Mose, 2023).

Organizational leaders play a crucial role in fostering this process by creating supportive policies and training programs that encourage and develop creative competencies (Anayo, Itodo, & Onuora, 2024). emphasize the need for managerial commitment to stimulating creativity in the workplace, aligning employee expectations with tangible performance outcomes.

Further support comes from (Robinson Onuora Ugwoke) who argues that top-level management must implement strategic decisions aimed at enhancing employees' creative capacities. Likewise, (Okonkwo, 2023), point out that achieving high-quality service delivery—particularly in security institutions—requires structured training and educational initiatives that emphasize the practical application of creative thinking.

In alignment with modern trends in scientific and technological advancement, organizations must continuously stimulate creative performance through targeted development programs (Nmadu, Idris, Aidelokhai, & Adamu, 2021). This includes not only recognizing individual

contributions but also embedding innovation as a core component of organizational goals. (Cai, Khapova, Bossink, Lysova, & Yuan, 2020).. Ultimately, motivating employees toward creativity is essential for building long-term institutional capabilities and maintaining operational effectiveness

METHODOLOGY

A research methodology is a process or set of tools designed expressly to find, pick, analyze, and analyze data related to a study topic. A researcher must follow the research methodology to complete their work.

Research Design

This study employed an explanatory quantitative research design to investigate the relationship between creative thinking application and employee performance within paramilitary organizations. The goal was to test hypotheses and explore causal relationships through statistical analysis. The research focused on gathering empirical evidence to clarify how creative thinking influences individual and organizational performance within a security-based work environment (Cooper, 2023). A survey-based approach was used to collect data and analyze findings quantitatively (Zahlan, Ranjan, & Hayes, 2023)(Kirby, 2023).

Population and Samples

The target population comprised employees of a security institution, specifically the Palestinian Civil Police. The total population consisted of approximately 2,400 personnel occupying various administrative and operational roles. A random sampling technique was used to select participants, and Richard's formula was applied to determine an appropriate sample size, resulting in a final sample of 120 respondents (Rahman, 2023). The sample included individuals from three job categories: security officers, officers, and heads of security, with diverse educational backgrounds, years of service, and age ranges.

Instrument

A structured questionnaire served as the primary data collection tool. The instrument was developed based on an extensive literature review and designed to measure both independent and dependent variables. The independent variable was Creative Thinking Application (CTA), while the dependent variable was Employee Performance (EP). Each construct was

measured using 10 items on a five-point Likert scale, ranging from "strongly disagree" to "strongly agree" (Robinson, 2024)

The reliability of the instrument was assessed using Cronbach's alpha. The overall reliability coefficient was 0.76, with subscale reliability scores of 0.70 for Creative Thinking Application and 0.74 for Employee Performance, indicating acceptable internal consistency (Hussey, Alsalti, Bosco, Elson, & Arslan, 2023).

DATA ANALYSIS

Demographic characteristics

A total of 120 responses were analyzed, representing a 96.6% response rate. The majority of participants were male (86.7%), and the most common job title was "officer" (42.2%). More than half of the respondents held a diploma (60.7%), while a significant portion had 10–20 years of work experience (46.7%). The largest age group was between 30 and 40 years (44.4%).

Table 1: *Demographic Profile of Respondents (n = 120)*

Variable	Frequency (%)
Gender	
Male	104 (86.7)
Female	16 (13.3)
Position	
security officer	21 (17.8)
officer	51 (42.2)
head of security	42 (40.0)
Education	
High school	9 (20.0)
Bachelor's	27 (60.7)
Master	9 (20.0)
Years of experience less than 30 years	23 (13.3)
10 -20 years	55 (46.7)
over 20 years	42 (40.0)

Age	
less than 30 years	24 (20.0)
30-40 years	53 (44.4)
over 40 years	43 (35.6)

Assessment of Normality for All Latent Constructs

To assess whether the data were suitable for factor analysis, Kaiser–Meyer–Olkin (KMO) and normality tests were conducted. The skewness and kurtosis values for both latent constructs (CTA and EP) fell within acceptable ranges, confirming the dataset's suitability for further statistical procedures (Joseph Hair, Anderson, Babin, & Black, 2010; Kline, 2014).

Table 2: *Assessment of Normality for All Latent Constructs*

Construct	No. of items	Min	Max	Skew	Kurtosis
CCA	10	1.00	5.00	- 1.028	1.229
EP	10	1.00	5.00	- 1.075	1.072

Factor Loadings, AVE, and CR for the CCA , EP Construct

A Confirmatory Factor Analysis was performed to evaluate the construct validity of the measurement model. All factor loadings exceeded the acceptable threshold of 0.50, and both constructs demonstrated strong Composite Reliability (CR) and Average Variance Extracted (AVE) values.

Table 2: *Factor Loadings, AVE, and CR for the CCA , EP Construct*

Items	CCA	Items	EP
AVE		**AVE**	
CR	**0.927**	**CR**	**0.912**
Items abbreviations	**Factor loadings**	**Items abbreviations**	**Factor loadings**
CCA 1	0.622	EP1	0.722
CCA 2	0.761	EP2	0.786

CCA 3	0.796	EP3	0.834
CCA 4	0.816	EP4	0.874
CCA 5	0.774	EP5	0.798
CCA 6	0.796	EP6	0.794
CCA 7	0.798	EP7	0.842
CCA 8	0.784	EP8	0.794
CCA 9	0.723	EP9	0.753
CCA 10	0.682	EP10	0.723
AVE: average variance explained; CR: composite reliability; CCA		AVE: average variance explained; CR: composite reliability; EP	

Structural Model Results

The structural equation modeling (SEM) analysis revealed a significant and positive relationship between Creative Thinking Application and Employee Performance. The standardized regression coefficient was 0.642, with a critical ratio (t-value) of 7.437 and a p-value < 0.001, indicating statistical significance

Table 3: *Structural Path Estimates*

Path	Estimate[a]	C.R.[b]	P-value[c]	Result
CCA →EP	0.642	7.437	< 0.001	Significant

(a) Standardized regression path coefficient.; (b) C.R.: Critical ratio (t-value); (c) Calculated using 5,000 bootstrap replications procedure.

DISCUSSION AND FINDING

The findings of this study indicate a statistically significant and positive relationship between the application of creative thinking and employee performance in paramilitary organizations. The structural model revealed that a one-unit increase in creative thinking application

corresponds to a 0.253 standard deviation increase in employee performance, with a t-value of 2.464 and a p-value of 0.018, which confirms the significance of the relationship.

These results support the argument that fostering creative thinking within security institutions enhances employees' problem-solving abilities, adaptability, and overall job performance. As observed, when employees are encouraged to think creatively, they are better equipped to manage challenges, offer innovative solutions, and contribute to organizational effectiveness. These findings are consistent with the broader literature on organizational innovation and creativity.

The study aligns with previous empirical research by Huang, Sardeshmukh, Benson, and Zhu (2023), who found that promoting creative thinking within small organizations significantly improves employees' innovative performance. Their findings highlight the importance of leadership commitment and financial investment in innovation-focused training programs. Similarly, Alzghoul, Algraibeh, Khawaldeh, Khaddam, and Al-Kasasbeh (2023) demonstrated that workplace innovation practices, supported by creative thinking, enhance both individual and collective performance outcomes.

Redifer, Bae, Zhao, and Instruction (2021) also provided supporting evidence, emphasizing the link between creative thinking and improved workplace performance. They argued that environments which support experimentation and tolerate mistakes allow employees to approach challenges innovatively, ultimately fostering a culture of continuous improvement and creative confidence.

In the context of paramilitary institutions, where operational challenges are frequent and often unpredictable, encouraging creativity can contribute to service quality and strategic agility. Building such a culture requires leadership vision, cross-organizational collaboration, and structured training interventions aimed at developing creative competencies among personnel.

Moreover, the findings emphasize the value of establishing partnerships with external innovation-driven institutions to share expertise and resources. This approach can further embed a creative mindset within the organization and support sustainable performance growth. Allowing employees the freedom to explore new approaches without fear of punitive consequences fosters innovation, empowerment, and accountability.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study concludes that the application of creative thinking has a significant and positive influence on employee performance in paramilitary organizations. The findings demonstrate that fostering a culture of creativity not only enhances the innovative capacity of employees but also contributes to the overall efficiency and quality of services delivered by the organization. The integration of creative thinking into training programs, leadership practices, and organizational strategies is essential for empowering personnel to respond effectively to complex and evolving operational demands.

The study highlights the necessity for paramilitary institutions to move beyond traditional command-and-control models by embracing innovation as a strategic pillar. Encouraging employees to think creatively enables problem-solving through alternative perspectives and supports the development of strategic initiatives that improve long-term organizational resilience and adaptability.

Furthermore, the study underscores the importance of organizational support systems that promote experimentation, tolerate failure as part of the learning process, and reward innovative behaviors. In doing so, organizations create an environment where employees are motivated to contribute proactively to institutional development and service excellence.

Recommendations

Based on the findings, the following recommendations are proposed:

1. **Institutionalize Creative Thinking in Training Programs:** Security and paramilitary organizations should incorporate creative thinking modules into both initial training and ongoing professional development. These programs should include scenario-based exercises, innovation labs, and workshops on problem-solving techniques.

2. **Foster a Culture of Innovation:** Leadership should actively cultivate an environment that values creativity and experimentation. This includes empowering employees to

take initiative, propose new ideas, and engage in continuous improvement efforts without fear of failure or reprisal.

3. **Leverage Strategic Partnerships:** Organizations should establish partnerships with academic institutions, innovation centers, and think tanks to benefit from external expertise and best practices in creative problem-solving.

4. **Utilize Media and Communication Platforms:** Internal and external communication channels should be used to highlight success stories, promote a culture of innovation, and reinforce the strategic value of creative thinking across all levels of the organization.

5. **Enhance Infrastructure and Resources for Creativity:** Organizations must invest in the tools, technologies, and physical spaces that support collaborative thinking and innovative practices. This includes digital platforms, brainstorming environments, and cross-functional innovation teams.

6. **Monitor and Evaluate Creative Performance Metrics** Establish performance indicators that measure creative contributions and innovation outcomes. Align performance evaluation systems with creativity-driven goals to ensure accountability and strategic alignment.

By implementing these recommendations, paramilitary organizations can significantly enhance their operational effectiveness and maintain a competitive edge in a dynamic security landscape.

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