

The Impact of Managerial Creative Capabilities on Task Performance: Evidence from Saudi Arabian Companies

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Abstract

Purpose: This research examines the impact of managerial creative capabilities on task performance, addressing a significant gap in the current literature. By integrating the dynamic capability approach, this study considers managerial creativity as a dynamic capability that enables managers to enhance efficiency and foster innovation, ensuring organizational competitiveness in fast-evolving contexts. *Design/ methodology/ approach:* A quantitative approach was employed, utilizing a questionnaire distributed to 457 middle and senior managers across 87 organizations in Saudi Arabia. The study adopted a snowball sampling technique to ensure industry and organizational diversity. *Findings:* The results validate our hypotheses, emphasizing managerial creative capabilities' impact on task performance. The ability to sense creative opportunities significantly enhances task efficiency, aligning with prior studies on innovation's role in opportunity recognition. The ability to seize these opportunities translates them into actionable tasks, reinforcing the importance of timely decision-making and execution. Most notably, the study reveals that managerial creative reconfiguring exerts the strongest influence on task performance. This highlights the critical role of resource reconfiguration in leveraging opportunities, confirming its status as a cornerstone of dynamic capabilities. *Originality/ value:* This research advances the understanding of managerial creativity by framing it as a dynamic capability that influences task performance. The findings provide actionable insights for managers to balance creativity with productivity, fostering flexibility and innovation. By addressing an underexplored area, this study contributes to the development of practical strategies for sustainable organizational success..

Keywords: Managerial creative capabilities, Task Performance, Dynamic Capability Framework, Opportunity Sensing and Seizing, Creative Reconfiguration.

Introduction

To navigate a fast-paced and competitive landscape, organizations must continually innovate to satisfy their employees' growing needs and confront issues that threaten their stability. In this context, managers must go beyond conventional approaches. They must assume the role of creators of new management strategies, leveraging agility and creativity to improve their performance and remain in front of competitors (Al Wali et al., 2023; Munir et al., 2023). By incorporating these creative strategies, they frequently transform the work environment into a more dynamic and stimulating space. This contributes to enhancing the employees' motivation and performance. Hence, managers with their remarkable creative abilities, can motivate their teams to think creatively, driving innovative solutions and improved performance (Bradley et al., 2013; Greven et al., 2023; Somsing & Belbaly, 2017).

Defined as the ability of a manager to generate and implement innovative ideas, managerial creativity transcends simple idea generation and is a fundamental asset for enhancing performance within an organization (Helfat & Peteraf, 2015; Pavlenchuk et al., 2023; Somsing & Belbaly, 2017). Numerous research studies have explored the relationship between creativity and performance (Alhamami, 2024; Amabile, 1998; Amabile, 1997; Amabile et al., 2002; Amabile & Khaire, 2008; Amabile & Pratt, 2016; Anderson et al., 2014; Bradley et al., 2013; Ford & Gioia, 2000; Helfat & Peteraf, 2015; Pavlenchuk et al., 2023; Scratchley & Hakstian, 2001). However, these studies are largely focused on the strategic value of creativity as a mechanism for improving overall performance. Although this aspect is critical, it is often inadequate, particularly when its value is not discernible at the lower levels of the organizational hierarchy. At these levels, managers are frequently motivated by short-term productivity goals and tend to concentrate more on task performance, which may lead to the oversight of creative exploration in their operational management practices. Somsing and Belbaly (Somsing & Belbaly, 2017) pointed out that the effective use of managerial creativity to improve job performance while recognizing its multiple dimensions is still a field that is largely unexplored. This means that there are big chances for managers to come up with new ways to do things. Therefore, a significant gap persists in the literature, with

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most studies treating creativity as a monolithic concept and failing to explore its distinct impacts on various performance dimensions, particularly task performance (Ferreira et al., 2020; Houessou et al., 2023; Ovuakporie et al., 2021; Teece, 2014; Wong & Ngai, 2023). Such inadequate distinctions may cause a confusing or biased interpretation regarding the effect of managerial creativity on task performance.

This issue holds dual significance. First, in a competitive environment where organizations must continually innovate, analyzing if managerial creativity can enhance immediate performance and prepare the organization for future challenges is crucial. Second, investigating how managerial creativity affects task performance can lead to valuable insights for addressing conflicts in a company and fostering teams' flexibility and proactivity.

This research seeks to address this gap by applying principles derived from dynamic capabilities approach. This approach sees creativity as a strategic capability that helps managers sense, seize and reconfigure opportunities, which makes task completion faster and more efficient. By looking at these dynamics, this study gives managers practical insights that will help them incorporate creativity into their practices, ensuring a balance between creativity and productivity, while leading their organizations to achieve sustainable success.

Theoretical Background and Hypotheses

This literature review investigates how managerial creativity capabilities affect task performance. The intricacies of how these aspects are linked are not thoroughly articulated in the current body of research. We try in this review to merge insights from past research and create new approaches for future investigations in order to guide future research efforts and optimize management practices in shifting circumstances.

Managerial Creativity as a dynamic capability

Companies consider creativity as a vital tool for managing competition and responding to rapidly changing market dynamics. In order to remain viable and prosper, they must invest in new product ideas, enhance their operations, and address strategic and operational challenges (Amabile, 1998; Amabile & Pratt, 2016; Ferreira et al., 2020; Pavlenchyk et al., 2023). Research has consistently highlighted the important role managers have in fostering and managing creative efforts (Alsuwaidi & Omar, 2020; Bollinger, 2020). However, the relevance of creativity in management is still an area of active debate, as opinions differ on what it encompasses and its appropriate contexts for application (Damanpour & Aravind, 2012; Shalley, 2024). The emphasis on standardizing and instrumentalizing creativity dimensions and processes has led to a narrower view of organizations, focusing more on managing creativity rather than integrating creativity into management itself.

A variety of approaches have examined this issue, such as Amabile's componential theory (Amabile, 1988), the interactionist model proposed by Woodman et al. (Woodman et al., 1993), Ford's notion of evolving dynamics (Ford, 1996), and Ekvall's organizational climate view (Ekvall, 1996). These research efforts have explored creativity through various lenses, including individual, group and organizational dimensions (Amabile & Khair, 2008; Amabile & Pratt, 2016; Anderson et al., 2014), while identifying both dispositional and contextual factors that influence its impact on overall performance (Devine et al., 2022; Lu et al., 2024; Lua et al., 2024; Pavlenchyk et al., 2023). While creativity requires individuals who can think creatively, challenge established practices, and seek alternative solutions; it is equally important for managers to actively allocate resources, be open to taking risks, and seek innovative solutions to challenging issues. Managers should furthermore accept seeing organizational routines disrupted, or even integrate creativity into these routines (Bollinger, 2020; Bradley et al., 2013; Damanpour & Aravind, 2012; Roberts et al., 2016). While managers shouldn't be the exclusive source of new ideas, they must work to remove any structural barriers to creativity within their teams and foster ongoing, creative renewal across the three key dimensions: management activities, relationships, and processes (Pavlenchyk et al., 2023). Satisfying these demands can lead to paradoxical configurations that must be managed with great care. This could involve for instance balancing the support of employees' passions with the achievement of financial objectives or fostering personal initiatives while ensuring alignment with organizational goals and so on. Such challenges can become even more complex in a globalized environment, where cultural differences may amplify these paradoxes.

To manage these paradoxical issues and address possible shifts in the environment, dynamic capabilities theory (Teece, 2007, 2014, 2017, 2023; Teece et al., 1997) offers useful solutions. According to this theory, managers are viewed as responsible for optimizing and coordinating the company's assets, developing new business models, and undertake key investment choices that stimulate creativity and innovation (Helfat & Martin, 2015; Teece, 2023). Their creative capabilities help the organization learn, integrate resources, and adapt to changes, boosting competitiveness and performance. In this context, the manager's role extends past routine management tasks to also encompass the design and implementation of creative management systems (Ali et al., 2021; Ferreira et al., 2020; Garrido et al., 2020). As stated by Senge (Senge, 2006), managers must act as designers, teachers and stewards. A designer's role is to create an environment for learning and creativity. A teacher's role involves assisting individuals in altering their perspectives to envision new opportunities. Ultimately, a steward's role entails a leader's ability to inspire individuals toward a collective creative vision (Senge, 2006).

Teece (Teece, 2017, 2023) suggests that a company's dynamic capabilities, such as *sensing capabilities*, *seizing capabilities* and *reconfiguring capabilities*, are closely linked to managerial creativity. *Sensing capabilities* involves a manager's ability to recognize and interpret external ideas, trends and new opportunities to create value. Creative managers act as "trend observers" (Anderson et al., 2014; Bornay-Barrachina et al., 2023), that constantly monitor and scan environmental changes to capture weak signals and emerging trends (Ferreira et al., 2020; Helfat & Peteraf, 2015). The sensing process is not limited to simply identifying ideas; the creative manager plays a crucial role in interpreting and translating these external signals into potential opportunities for the organization (Smith & Tushman, 2005). *Seizing capabilities* reflect a manager's ability to select and develop ideas that are aligned with the organization's shared vision. Indeed, after identifying opportunities, managerial creativity drives the design and execution of innovative strategies. As Shalley point out, creative managers are architects of innovation, they can seize opportunities by developing new approaches, rethinking processes, and creating unique products or services (Shalley, 2024). *Reconfiguring capabilities* refers to the manager's ability to reorganize resources and processes to meet evolving needs or opportunities in the marketplace (Bornay-Barrachina et al., 2023; Helfat & Martin, 2015). Reconfiguring is a dynamic process that includes both incremental and radical changes in organizational structures, processes, and resources. In terms of creativity and innovation, this capability is particularly significant because it enables the firm to reshape its assets to support new ideas and strategies (Eisenhardt & Martin, 2000; Ferreira et al., 2020; Furnival et al., 2019; Kleynhans et al., 2021).

In our research, managerial creativity is considered a creative capability that enhances the organization's overall dynamic capabilities. It is defined as the ability to generate, select, and integrate new ideas and solutions, to improve, change and renew the processes and products of the organization, as well as to change the organization itself (Furnival et al., 2019; Parmentier & Szostak, 2016). According to Parmentier and Szostak (Parmentier & Szostak, 2016), such creative capabilities can only be understood through a multidimensional approach. Processes that foster their development include expanding the organization's boundaries and products, equipping teams with skills, methods, and tools for creative work, gathering and formalizing ideas from organizational members, and promoting the socialization of ideas to enrich them as they evolve. These processes remain underexplored and require further research to identify the specific organizational structures that support them.

Managerial Creativity and Task Performance: Leveraging Dynamic Capabilities

A key dimension extensively explored in managerial creativity research is its complex and variable impact on overall organizational performance. Contemporary literature has extensively examined how creativity influences performance, especially at the strategic and executive levels. It considers creativity as a dynamic capability that stimulates long-term innovation and shapes the organization's vision. Amabile (Amabile, 1997; Amabile, 2013) highlights the crucial role of organizational support in unleashing the creative potential of managers, who directly influence the organization's innovative vision. She explains that fostering creativity in company management not only generates innovative ideas but also enhances the organization's ability to adapt to changes. More recent studies by Gilson (Gilson, 2024) and Zhang et al. (Zhang et al., 2022) highlight that creative managers establish a culture of innovation that promotes sustainable transformation and strengthens company resilience in times of crisis. These studies collectively assert that creativity, beyond the simple generation of ideas, is crucial for developing effective strategies, ensuring competitiveness, and increasing organizational resilience and performance.

Findings from various expert and professional reports highlight the growing importance of managerial creativity as a strategic tool for long-term performance. According to the LinkedIn Workforce Report (LinkedIn-Learning, 2020), 42% of managers believe that creativity plays a crucial role in strategic learning. Additionally, a report from IBM (IBM-Institute, 2018) indicates that 60% of CEOs consider creativity the most crucial leadership skill in an evolving landscape. Another report conducted by Adobe and Forrester Consulting (Adobe-and-Forrester-Consulting, 2022) indicates that 94% of recruiters prioritize creativity in hiring for strategic roles. Deloitte's survey revealed that 78% of CEOs and 45% of HR managers view creativity as a key factor for both sustainable performance and recruitment (Evans-Greenwood et al., 2021).

Although creativity is highly regarded as a strategic asset at senior management levels, it tends to be less prioritized at lower levels. At these operational levels, creativity is often considered less significant, as individuals are primarily evaluated based on their productivity. This subsequently limited the opportunity to experiment with new ideas in daily activities. A Gallup study of over 16,500 employees found that only three out of ten feel their opinions truly matter at work, and 35% report having the opportunity to be creative only a few times a year or less (Wigert & Robison, 2018). McKinsey & Company reports that 80% of managers in top-performing companies associate creativity with competitiveness and sustainability, though it remains secondary in recruitment for lower-level roles (Beckenbauer et al., 2023).

Research has long explored the paradox between creativity and productivity, linking it to several factors. Amabile and Mueller (Amabile & Mueller, 2024), for example, offer a nuanced view, suggesting that these two dimensions, often seen as opposing, can actually complement each other. They argue that by creating an environment that fosters independence, innovation, and effective collaboration, organizations can enhance both creativity and productivity. Anderson et al. (Anderson et al., 2014) highlight that this relationship between creativity and productivity depends on organizational culture and employee autonomy. They emphasize the necessity of aligning lower-level creative initiatives with strategic objectives. Gilson (Gilson, 2024) underscores the role of leadership in promoting creative initiatives. They note that leaders who actively foster innovation create a dynamic organizational culture, even at lower levels of management. Jansen et al. (Jansen et al., 2006) and Fourné et al. (Fourné et al., 2016) relate this issue to the "exploration-exploitation tension", explaining that exploration requires creativity, risk-taking and learning, while exploitation focuses on efficiency and optimization. Barbour et al. (Barbour et al., 2022) explain that middle managers tend to prioritize immediate performance objectives due to the career pressures they face. This issue is intensified by traditional performance systems that reward efficiency and productivity more than creativity and innovation.

One reason for this dichotomy stems from a limited understanding of how managerial creativity impacts different performance dimensions, particularly task performance. Task performance is defined as the effectiveness with which employees carry out core duties outlined in their job descriptions (Dahinine, Laghouag, Bensahel, Alsolamy, et al., 2024; Jantunen, 2005; Motowidlo et al., 2014; Naldi et al., 2014; Nedzinskas et al., 2013). It encompasses behaviors that directly or indirectly support the organization's technical operations. The link between managerial creativity and task performance is actually well-documented, with research showing that creative managers can enhance task performance by inspiring individuals to adopt critical thinking, problem-solving, and take more responsibilities in their work (Al Wali et al., 2023; Amabile & Mueller, 2024; Amabile & Pratt, 2016; Ferreira et al., 2020; Makkonen et al., 2014; Nedzinskas et al., 2013; Wilden et al., 2013). However, much of the existing literature focuses on immediate and quantifiable indicators like efficiency or quality, resulting in a limited understanding of the overarching dynamics involved. Managerial creativity not only aids in identifying effective solutions but also initiates structural changes in team dynamics, collaboration, and daily innovation. By integrating the dynamic capabilities framework (Teece, 2007, 2014, 2017, 2023), we can deepen our analysis of the impact of managerial creative capabilities—such as creative sensing, creative seizing, and creative reconfiguring opportunities—on task performance. The key focus here is not only to demonstrate that managerial creative capabilities produce improved outcomes but also to understand the systemic dynamics they create. This encompasses, among other aspects, the adoption of new ideas, resource reorganization and enhanced employee engagement, all of which contribute to better task performance. By adopting this perspective, we can better understand both the immediate impacts and potential long-term effects on task performance.

Managerial sensing capabilities and Task Performance

Many research studies have shown how important it is for managers to be able to sense how to improve task performance by looking at a number of important factors.

It is crucial to first acknowledge the significance of inspiration and motivation. When managers inspire and motivate their employees to understand the broader context and identify potential opportunities, they encourage them to think creatively and explore innovative ideas. By *cultivating a creative workplace*, managers enable employees to deliberately contribute their unique ideas (Bornay-Barrachina et al., 2023; Bouguerra et al., 2021; Wilden & Gudergan, 2015). This fosters collaboration, encouraging creativity, and enabling agile adaptation to environmental changes by all team members. As noted by Amabile and Mueller (Amabile & Mueller, 2024), a creative manager creates a sense of support and psychological safety, allowing employees to fully invest in their tasks while promoting a culture of risk-taking and experimentation. According to Amabile and Pratt (Amabile & Pratt, 2016), a workplace designed to inspire creativity and innovation allows employees to perform their tasks more effectively, as it boosts their engagement and motivation.

Furthermore, sensing capabilities enable managers to optimize processes by identifying best practices and innovative techniques for performing tasks (Harvey, 2022; Jantunen, 2005; Naldi et al., 2014; Nedzinskas et al., 2013). As a result, workflows become more efficient and timesaving. For instance, by implementing innovative techniques or tools, managers can eliminate redundant processes and enhance productivity, enabling employees to perform their tasks more effectively (Helfat & Martin, 2015; Lin et al., 2020; Makkonen et al., 2014; Swain, 2023; Wilden et al., 2013; Wong & Ngai, 2023). In addition, they can observe and adapt innovative approaches used by other organizations to align with their own context. Similarly, if employees perceive that their managers acknowledge and value new suggestions and creative solutions, they are more motivated to adopt similar approaches and explore creative techniques in their work (Kleynhans et al., 2021; Kump et al., 2019). This aspect of organizational learning fosters continuous process improvement and boosts overall productivity.

Sensing also involves managers' ability to think creatively and formulate innovative solutions to resolve business problems (Ali et al., 2021; Ferreira et al., 2020; Pundziene et al., 2022). This enhances accordingly the effectiveness and efficiency of business operations. By fostering creative thinking, managers cultivate an environment where team members are motivated to express their unique ideas. This motivation is crucial for encouraging team collaboration and engaging in open communication. Such a collaborative mindset often results in more effective problem-solving, as diverse viewpoints contribute to more comprehensive and innovative solutions. According to Gilson (Gilson, 2024), managers exhibiting creative leadership foster the development of innovative concepts, which enhances problem-solving capabilities and boosts task performance. Similarly, sensing capabilities enable managers to promote both cognitive and behavioral flexibility, especially in environments with fewer rigid structures (Alhamami, 2024; Dahinine, Laghouag, Bensahel, Alsolamy, et al., 2024; Evans-Greenwood et al., 2021; Shalley, 2024; Wilden & Gudergan, 2015; Zhou & George, 2001). Cognitively, employees become more attuned to opportunities and able to connect external ideas to tasks. Behaviorally, they become more autonomous and proactive, constantly improving their approach. Wigert and Robison (Wigert & Robison, 2018) also note that creativity in management fosters autonomy, further motivating employees. Consequently, we can state the following hypothesis:

H1: The managerial ability to sense creative opportunities (managerial creative sensing capabilities) significantly impacts task performance.

Managerial seizing capabilities and Task Performance

When a new opportunity arises, it is important to seize it by developing new products, methods, or services. Creative managers leverage their seizing capabilities to convert abstract opportunities into innovative projects and operational initiatives, directly influencing task performance (Houessou et al., 2023). This process involves proactively recognizing, evaluating, and developing innovative solutions (Kump et al., 2019; Teece, 2023; Zahra et al., 2022). By implementing these solutions, creative managers can optimize processes, reduce costs, and enhance productivity. However, this requires a deep understanding of market dynamics, customer needs, and technological advancements. A creative manager must be highly sensitive to timing, acting promptly to capitalize

on emerging trends or ideas. Delays in recognizing and seizing these opportunities can lead to missed chances for innovation and performance gains (Bornay-Barrachina et al., 2023; Jantunen, 2005; Makkonen et al., 2014; Wilden et al., 2013). Furthermore, effectively capturing opportunities demands a willingness to take calculated risks, embrace uncertainty, experiment, and learn from failure (Ferreira et al., 2020). Managers need to think about the risks that come with pursuing creative ideas and come up with ways to lower these risks, all while keeping in mind how these ideas might affect task performance and the organization's overall goals (Helfat & Peteraf, 2015; Houessou et al., 2023; Parmentier & Szostak, 2016).

The ability to effectively seize opportunities depends not only on a manager and their team's capacity to transform ideas into actionable initiatives but also on their ability to adapt to the organizational context in which they operate. Organizations with a robust culture that encourages creativity, experimentation, and risk-taking are more likely to successfully seize opportunities and turn them into innovative initiatives (Munir et al., 2023; Wong & Ngai, 2023). Support from top management and a favorable organizational climate play a critical role in the success of opportunity-driven initiatives (Amabile & Khaire, 2008; Bassam Madi-Odeh & Yousef Obeidat, 2024). Additionally, the access to both internal and external resources is vital for the successful implementation of new ideas. This underscores the importance of a creative manager's ability to navigate the organizational landscape, acquire necessary resources, and strategically reallocate and invest them, prioritizing ideas with the highest potential for value creation (Eisenhardt & Martin, 2000; Fourné et al., 2016; Furnival et al., 2019). Moreover, the ability to leverage knowledge, information, and networks is crucial in seizing opportunities. A creative manager's capacity to utilize these resources and build strong stakeholder relationships can significantly strengthen the organization's ability to capitalize on emerging opportunities.

The selection and development of ideas also necessitate collaboration across departments or teams to foster synergy and minimize inefficiencies (Harvey, 2022; Pundziene et al., 2022; Roberts et al., 2016). This collaboration optimizes processes by facilitating better resource allocation and improving internal workflows through the mutual exchange of critical information and knowledge (Kleynhans et al., 2021). Additionally, it reduces inefficiencies by ensuring smooth communication between teams and addressing conflicts, allowing managers to eliminate redundancies and time wastage, ultimately boosting task efficiency (Somsing & Belbaly, 2017; Woodman, 2013). Furthermore, collaboration stimulates innovation by encouraging interaction among diverse teams, which promotes the generation and integration of new ideas, thereby enhancing creativity and operational performance. Consequently, we can state the following hypothesis:

H2: The managerial ability to seize creative opportunities (managerial creative seizing capabilities) significantly impacts task performance.

Managerial reconfiguring capabilities and Task Performance

In innovative contexts, the creative manager acts as a conductor, harmonizing the various transformations of organizational structures, processes, and resources to maximize the impact of seized ideas and opportunities. This capability is critical to adapting the organization to changing environments (Dothan & Lavie, 2016; Eisenhardt & Martin, 2000; Hawass, 2010; Helfat & Peteraf, 2015; Teece, 2017). Reconfiguring how an organization leverages its resources, capabilities, and procedures is crucial for seizing new opportunities. This assists the organization in excelling and rapidly responding to shifts in its environment. According to Zollo and Winter (Zollo & Winter, 2002), a company's performance is related to its dynamic capabilities. Their research revealed that firms with robust adaptability and flexibility achieved superior financial and strategic performance compared to others. Furthermore, in a study conducted by Lin et al. (Lin et al., 2020), specifically examined the impact of reconfiguring capabilities on innovation performance, the authors conclude that reconfiguring capabilities significantly influence a company's ability to generate innovative ideas.

Such reconfiguration involves the redistribution of tangible and intangible resources and their strategic allocation where they provide the most value and best support innovative tasks (Makkonen et al., 2014; Ovuakporie et al., 2021; Wilden et al., 2013). In doing so, managers create an environment conducive to innovation, in which team members have the tools and support needed to experiment and explore new ideas. According to Amabile and Mueller. (Amabile & Mueller, 2024), providing resources and ensuring their availability and adaptability to work needs is a key element of the manager's role in promoting creativity. According to Teece (Teece, 2017, 2023),

the optimized allocation of different resources allows employees to have the tools and support needed to perform their tasks efficiently. This improves their productivity. According to Lua et al. (Lua et al., 2024), an appropriate redistribution of different tangible and intangible assets helps reduce inefficiencies by eliminating duplication and focusing efforts on strategic activities. When poorly planned, such redistribution can lead to bottlenecks in underfunded departments, thereby affecting the quality of tasks.

Reconfiguration capabilities also allow managers to modify organizational structures and processes to encourage creativity. Indeed, the creative manager can introduce cross-functional teams, flatten hierarchies or implement agile methodologies to promote collaboration and rapid idea generation, thus allowing them to respond with great flexibility to market demands (Eisenhardt & Martin, 2000; Helfat & Martin, 2015; Ovuakporie et al., 2021; Schneider et al., 2023). According to Zhang et al. (Zhang et al., 2022), such simplification and standardization of organizational structures and processes can increase speed and reduce errors in task execution, thus generating increased efficiency. Therefore, by reconfiguring structural and process aspects, managers can have a direct impact on task performance by promoting a more innovative and responsive work environment.

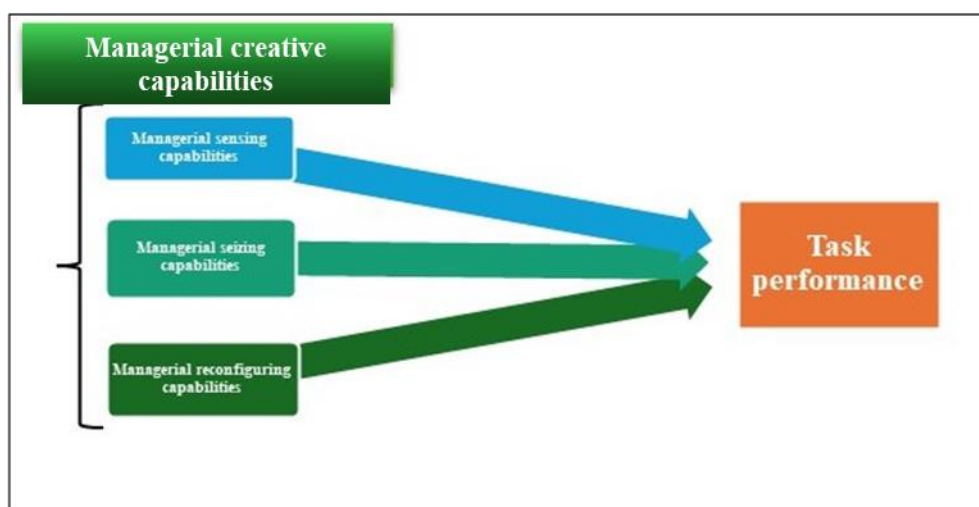
Reconfiguration capabilities lead managers to renew skills through employee training or talent recruitment to develop specific skills and fill gaps to effectively meet new task requirements. Indeed, trained employees can better master their tools and methods, thus increasing the quality and efficiency of tasks (Al Wali et al., 2023; Ferreira et al., 2020; Garrido et al., 2020; Wong & Ngai, 2023). In addition, investment in employee development improves employee satisfaction and strengthens their commitment and motivation, which results in better performance (Amabile, 1996). Therefore, the skills and expertise acquired by employees will improve the creativity of creative tasks because they help create an environment conducive to learning and innovation. Consequently, we can state the following hypothesis:

H3: The managerial ability to reconfigure resources and processes (managerial creative reconfiguring capabilities) significantly impacts task performance.

Research Methodology

This study employs a quantitative research design to investigate the impact of managerial creative capabilities on task performance through the lens of dynamic capabilities theory, specifically focusing on the components of managerial creative sensing, seizing, and reconfiguring capabilities. A questionnaire is used to collect data from managers across various firms, ensuring a representative sample. It applied a descriptive and analytical approach because its purpose was to explain the impact of managerial creative capabilities on task performance. The conceptual framework is illustrated as follows:

Figure 1: Conceptual Model



Data collection and sample

We conducted a quantitative approach by questionnaire, targeting middle and senior managers from 87 companies across various sectors in Saudi Arabia toward the end of 2023. An electronic questionnaire was distributed to 79 randomly selected managers (57 from small enterprises and 22 from large enterprises). Each recipient was encouraged to complete the questionnaire and share it with other managers within their professional networks. This snowball sampling technique aimed to increase the number of responses across industries by leveraging peer-to-peer invitations among managers. While a limitation of this approach was the inability to track the exact number of transmissions to additional respondents, the snowball method proved effective, yielding 457 fully completed responses. All the measures in our study utilized a 5-point Likert scale, where 1 indicated "strongly disagree" and 5 indicated "strongly agree."

Out of the 457 questionnaires, 42% were completed by CEOs, 31% by senior executives, and the remaining 27% by other managerial staff. Approximately 44% of the companies surveyed had fewer than 250 employees. Most respondents (68%) worked for organizations that had been operating for 10 years or more. The industry distribution of the sample was as follows: 14% in healthcare services, 13% in research and training organizations, 22% in banking and insurance, 17% in chemicals and related industries, 19% in transportation equipment, 10% in information technology and consulting, and 5% in pharmaceuticals. The sampling strategy we adopted successfully ensured maximum data variability, both in terms of industry sectors and company size.

Measurement of variables

- *Managerial Creative Sensing, Seizing, and Reconfiguring Capabilities*: To operationalize managerial creative capabilities, we built on existing scales by Kump et al., (Kump et al., 2019). This scale is developed using many studies: for sensing (*Sens*) (Danneels, 2008; Jantunen, 2005; Makkonen et al., 2014; Wilden et al., 2013) ; for seizing (*Seiz*) (Flatten et al., 2011; Jantunen, 2005; Makkonen et al., 2014; Naldi et al., 2014; Nedzinskas et al., 2013); and for reconfiguring (*Conf*) (Hawass, 2010; Nedzinskas et al., 2013; Wilden & Gudergan, 2015). Although, we adapted this scale items to focus on established managerial creative initiatives.

- *Task Performance*: Zhou and George (Zhou & George, 2001) developed a 13-item scale to measure task performance (*Perf*). This scale was chosen because it effectively bridges the concepts of creativity and task performance, aligning perfectly with the objectives of studying how managerial creativity influences task performance. Its empirical robustness, alignment with key dimensions of task performance, and widespread acceptance in creativity research further validate its use in this context. Although, we adapted this scale items to focus on employees' task performance, emphasizing their capacity for innovation, problem-solving, and enhancing task outcomes and job engagement.

Data Screening and Reliability

We carefully reviewed the data to ensure they met key assumptions for analysis, focusing on normality, outliers, and non-response bias. To test for non-response bias, factor scores within organizations were correlated with response latencies (time taken to respond). The results indicated no significant correlation between the factor scores and the response latencies. Correlations were close to zero, ranging from -0.06 to 0.00, with a median correlation of -0.02. This indicates that non-response bias did not affect the data quality.

The reliability of the factors was assessed using Cronbach's alpha, which measures internal consistency. All calculated values exceeded Nunnally's (Nunnally, 1978) minimum threshold of 0.70, indicating strong reliability. The computed values were:

- Sens (managerial creative sensing): 0.86
- Seiz (managerial creative seizing): 0.83

- Conf (managerial creative configuring): 0.89
- Perf (Task Performance): 0.95

Data Analysis and results

The primary objective of our research is to assess how well our predictors (*Managerial Creative Sensing “Sens”, Seizing “Seiz”, and Reconfiguring Capabilities “Conf”*) explain variations in Task performance (*Perf*) and evaluate their individual and collective contributions to the model's predictive power. To achieve this, the multiple regression model was examined using a comprehensive set of statistical metrics, including measures of model fit, statistical significance, and potential multicollinearity among the predictors. The analysis also explored the strength and direction of the relationships between the predictors and task performance, enabling a detailed understanding of their relative impact.

In the sections that follow, the results are broken down into important parts. These include descriptive statistics, an overview of the model's performance to see how well it explains differences in task performance and how well it works overall, and ANOVA results to see how statistically significant the model is. We also do a multicollinearity diagnostic to look for problems with multicollinearity between predictors that could hurt the model's reliability and a coefficient analysis to find out how much each predictor variable matters. Below, the results are explained in greater detail.

Table 1: descriptive statistics

N	Items	Mean	St Dev.
<i>Aggregate Score of Sens</i>	Managerial Creative Sensing	4.2017	0.66446
<i>Aggregate Score of Seiz</i>	Managerial Creative Seizing	4.1162	0.54864
<i>Aggregate Score of Conf</i>	Managerial Creative Reconfiguring	4.3308	0.66304
<i>Aggregate Score of Perf</i>	Task Performance	4.2270	0.69142

The descriptive statistics provided in Table 1 show some interesting patterns that help us understand the role of managers' creative sensing, seizing, and reconfiguring capabilities, as well as how they affect task performance. The results indicate a strong emphasis on creative sensing capabilities among managers, with an aggregated mean of 4.2017, suggesting a high overall effectiveness in leveraging creative strategies to identify market opportunities. With an aggregate mean of 4.1162, creative seizing capabilities also exhibit strong performance. Managers effectively integrate external knowledge into decision-making processes and capitalize on innovative ideas, as evidenced by consistently high scores across all items. Reconfiguring capabilities stand out as the most impactful factor, with the highest aggregate mean of 4.3308, signifying a superior ability to realign resources and processes creatively in response to market demands. Managers excel at fostering creative problem-solving and implementing plans for organizational change (mean = 4.3698 and 4.4182, respectively), demonstrating adaptability in the face of challenges. Task performance, as the dependent variable, exhibits a strong overall score (mean = 4.2270), emphasizing the effectiveness of managerial capabilities in driving superior outcomes. Managers' ability to foster creativity within their teams has led to measurable improvements in efficiency, innovation, and adaptability.

Based on the weighted means from Table 1, managerial reconfiguring emerged as the most highly rated variable, indicating that managers place significant importance on creatively reconfiguring resources and processes to adapt to changing market demands. This reflects their recognition of the critical role of innovative strategies and creative problem-solving in driving organizational adaptability and resilience. Managerial sensing followed, highlighting the value managers place on identifying market opportunities through creative approaches such as leveraging best practices, staying updated on market dynamics, and observing competitors' activities. Lastly, Managerial seizing ranked third, signifying the managers' acknowledgment of the importance of integrating external knowledge and transforming it into actionable innovations, although it was perceived as slightly less

impactful compared to the other two capabilities. These results collectively emphasize the centrality of creativity in sensing, seizing, and reconfiguring to enhance task performance.

Table 1: Evaluating the Predictive Strength and Fit of the Regression Model

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.890 ^a	0.792	0.790	0.35558	0.792	573.264	3	453	0.000
a. Predictors: (Constant), Sens, Seiz, Conf									

The metrics displayed in Table 1 underscore the strength, accuracy, and reliability of the model in predicting the task performance. The Multiple Correlation Coefficient (R) is exceptionally high at 0.890, indicating a strong positive relationship between the observed and predicted values of task performance. This means that the effect of managers' creative sensing (Sens), seizing (Seiz), and reconfiguring (Conf) together is very similar to the changes in task performance (Perf). Furthermore, the R-Square (coefficient of determination), at 0.792, indicates that these predictors account for 79.2% of the variability in task performance (perf). This substantial proportion emphasizes the model's capacity to capture the core dynamics influencing Task performance, leaving only 20.8% of the variability attributable to other factors outside the model's scope.

The adjusted R-square value of 0.790, which is very close to the R-square value, shows that all three predictors make useful contributions to the model without being too similar or redundant. This makes it even more likely that creative sensing (Sens), seizing (Seiz), and reconfiguring (Conf) as variables used to explain things are valid. The Standard Error of the Estimate (SEE), measured at 0.35558, indicates a low degree of residual error, meaning that the model's predictions are tightly clustered around the observed values of Task performance (Perf). This low SEE affirms the precision of the regression model, enhancing its reliability in practical applications. Additionally, the R-Square Change of 0.792 and the F-Change statistic of 573.264 ($p < 0.001$) confirm that the inclusion of managerial creative sensing (Sens), seizing (Seiz) and reconfiguring (Conf) significantly improves the model's explanatory power. The statistically significant F-change indicates that these predictors collectively have a profound and meaningful impact on Perf, reinforcing the model's validity. The results show that managerial creative sensing (Sens), seizing (Seiz), and reconfiguring (Conf) play a key role in determining task performance (Perf). They also suggest that the model is a good way to understand and predict changes in task performance in both real-life and research settings.

Table 2: ANOVA Results: Assessing the Statistical Significance of the Regression Model

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	217.440	3	72.480	573.264	.000 ^b
	Residual	57.275	453	0.126		
	Total	274.715	456			
a. Dependent Variable: Perf						
b. Predictors: (Constant), Sens, Seiz, Conf						

The ANOVA results show how well the regression model explains the dependent variable, Task Performance (Perf), by looking at how the independent variables (managerial creative sensing Sens, seizing Seiz, and reconfiguring Conf) affect each other. The F-statistic, calculated at an impressive value of 573.264, accompanied by a highly significant p-value ($p < 0.001$), underscores the robustness of the model. These results show that using managerial creative sensing (Sens), seizing (Seiz), and reconfiguring (Conf) as predictors greatly lowers the remaining variation in task performance (Perf), proving that they are all important for understanding and predicting the task performance.

The substantial F-value reflects the strength of the relationship between the predictors and PM, while the associated p-value eliminates any doubt about the reliability of these findings. All of these measurements show that the model is not only based on facts, but it also does a good job of capturing the underlying dynamics that affect task performance.

Table 3: Regression Coefficients Analysis - Evaluating the Predictors' Impact and Statistical Significance on Task Performance

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	-0.226	0.092	-	-2.449	0.015	-	-	-
	Sens	0.294	0.041	0.276	7.109	0.000	0.804	0.317	0.152
	Seiz	0.250	0.041	0.248	6.047	0.000	0.812	0.273	0.130
	Conf	0.486	0.039	0.441	12.532	0.000	0.835	0.507	0.269
a. Dependent Variable: Perf									

In Table 3, the regression coefficients are shown. These give a detailed picture of how the independent variables (managerial creative sensing *Sens*, seizing *Seiz*, and reconfiguring *Conf*) help predict the dependent variable (task performance). The unstandardized coefficients (B) show that task performance (*Perf*) goes up by 0.294, 0.250, and 0.486 units for every one-unit increase in managerial creative sensing (*Sens*), seizing (*Seiz*), and reconfiguring (*Conf*). This shows that managerial creative reconfiguring (*Conf*) has the most direct effect on task performance. The precision of these estimates is affirmed by their low standard errors (ranging from 0.039 to 0.041), reflecting high reliability in the model's predictions. Furthermore, the standardized coefficients (Beta values) allow for comparison across variables, revealing that managerial creative reconfiguring (*Conf*) (with Beta = 0.441) is the most impactful predictor, followed by managerial creative sensing (*Sens*) (Beta = 0.276) and managerial creative seizing (*Seiz*) (Beta = 0.248), both of which exhibit moderate but significant effects.

The t-statistics and corresponding p-values of these predictors, all below 0.001, reinforce their significance and confirm the statistical robustness of the relationships between the predictors and task performance. Among them, managerial creative reconfiguring (*Conf*) stands out with the highest t-statistic (12.532), emphasizing its critical role in shaping task performance. Correlation analysis shows that managerial creative reconfiguring (*Conf*) has the strongest zero-order correlation with task performance (0.835), as well as the strongest partial correlation (0.507) and unique contribution, as shown by the part correlation (0.269). These measurements show that managerial creative reconfiguring (*Conf*) plays the most important part in the regression model. However, managerial creative sensing (*Sens*) and seizing (*Seiz*) also play a big but less important role. Finally, the predictors exhibit acceptable levels of independence, ensuring the stability and reliability of the regression coefficients.

The robustness of these findings highlights the effectiveness of the regression model in capturing the intricate relationships between the predictors and the dependent variable.

This finding supports the first hypothesis **H1**, suggesting that the ability of managers to sense creative opportunities (*Sens*) is a vital driver of task performance. Previous research has underscored the importance of opportunity recognition as a precursor to innovation, and these results further confirm its relevance in enhancing task performance. This supports furthermore the second hypothesis **H2**, highlighting that the ability to seize creative opportunities (*Seiz*) translates sensed opportunities into actionable tasks, thereby enhancing task performance. Prior studies have emphasized the role of timely decision-making and execution in leveraging innovation for improved outcomes, which aligns with these findings. But, by demonstrating the strongest impact on task performance, the managerial creative reconfiguring (*Conf*) validates the third hypothesis **H3**. This finding underscores the critical importance of reconfiguring resources and processes to capitalize on opportunities effectively. Existing literature consistently highlights that dynamic capabilities—especially reconfiguration—are

essential for maintaining competitiveness and achieving superior performance in rapidly changing environments. The importance of managerial creative reconfiguring lies in its ability to match the organization's resources with opportunities that are seen and seized. This makes it the most important skill for creative managers.

Discussion

The findings of the study provide strong support for the proposed hypotheses, offering deep insights into the relationships between managerial creative capabilities—sensing, seizing, and reconfiguring—and task performance (as shown in Table 4).

Table 4: Summary of hypothesis tests

Hypothesis	Results
Hypothesis 1: The managerial ability to sense creative opportunities (managerial creative sensing capabilities) significantly impacts task performance.	Supported
Hypothesis 2: The managerial ability to seize creative opportunities (managerial creative seizing capabilities) significantly impacts task performance.	Supported
Hypothesis 3: The managerial ability to reconfigure resources and processes (managerial creative reconfiguring capabilities) significantly impacts task performance.	Supported

When analyzed in conjunction with existing research, these results highlight key theoretical and practical implications, allowing for critical evaluation of their contributions to the field.

Managerial Creative Sensing Capabilities and Task Performance (H1)

The first hypothesis suggested that creative managers' ability to sense opportunities would significantly improve task performance. Our results support this idea, showing that creative sensing capabilities contribute positively and significantly to task performance. This aligns with previous studies that emphasize the crucial role of opportunity sensing in enhancing organizational innovation processes and producing superior outcomes (Teece, 2023; Zahra et al., 2022). Creative managers who have a strong ability to sense existing and latent opportunities can increase task efficiency, ensure strategic success, and achieve better performance (Eisenhardt & Martin, 2000; Harvey, 2022; Teece, 2023). This result is not consistent only with previous research, but also with the Saudi Arabia's rapidly evolving economy, with its focus on diversification and sustainability, that underscores the importance of managerial creative sensing capabilities. As denoted by Tarifi (Tarifi, 2024), managers with these capabilities are well-positioned to adapt to the fast-changing demands of sectors such as technology, renewable energy, and logistics, ensuring strategic responsiveness and task efficiency.

Different aspects of sensing are considered by managers. First, managers mainly confirm that their ability to capture and communicate external ideas can indeed inspire their teams to express new ideas and solutions. This motivates employees to share their knowledge, which ensures the improvement of their own performance. This finding aligns with the fact that many Saudi companies promote a collectivist culture, rooted in shared values and teamwork. This traits provide a high support to managers in sensing opportunities by encouraging team members to share ideas and collaborate (Alotaibi & Campbell, 2022; Dahinine, Laghouag, Bensahel, Alsolami, et al., 2024; Rashad, 2024; Yang et al., 2024). The emphasis on interpersonal trust and strong relationships provides fertile ground for managers to leverage internal and external networks for identifying emerging opportunities. By fostering open communication across teams, Saudi managers can amplify the flow of creative ideas, motivating employees to actively participate in identifying and solving problems, which ultimately enhances task performance (Alsheddi, 2020). Roberts et al. and Kleynhans et al. confirm our finding by showing that exploiting various information channels, leveraging data analytics, and fostering a culture of open communication and knowledge sharing, managers can successfully capitalize on emerging opportunities and integrate them into the organization (Kleynhans et al., 2021; Roberts et al., 2016).

Second, managers consider continuous learning environment to be crucial for effectively detecting opportunities. Although many Saudi organizations operate according to hierarchical structures, which can sometimes limit the

flow of creative ideas from lower levels, but we noticed from the managers' responses that there is a high empowerment of middle managers as well as skilled employees to make decisions and invest in creative ideas. This is in line with Vision 2030, which emphasizes innovation and managerial empowerment as key drivers of national economic transformation (Alhamami, 2024). This will enhance managers' ability to sense and act on emerging opportunities. Through this empowerment, managers can foster a learning environment and encourage creative ideas, equipping their teams with the necessary abilities to uncover new opportunities and modify their work in response to shifting demands. This makes things work better and people more productive. This aligns well with the findings of Amabile and Pratt (Amabile & Pratt, 2016) and Swain (Swain, 2023), which show that supporting learning and empowering environment enable employees to respond quickly to market shifts, thereby improving both efficiency and productivity.

Another essential aspect of sensing that managers appreciate is promoting collaboration among various departments and teams. Saudi Managers confirm that when they emphasize group harmony, loyalty, and shared goals, they can foster collaboration and create an environment where team members feel motivated to share ideas without fear of judgment. This fits well with the findings of AlMulhim (AlMulhim, 2023) and Alsheddi (Alsheddi, 2020), confirming that the strong emphasis on interpersonal relationships within Saudi organizations further supports open communication and collaboration, making it easier for managers to gather diverse perspectives and integrate them into creative problem-solving processes.

Furthermore, efficient sensing supports managers in making prompt and agile choices. According to Helfat & Peteraf (Helfat & Peteraf, 2015), Bouguerra et al. (Bouguerra et al., 2021), and Wong & Ngai (Wong & Ngai, 2023), when managers recognize opportunities at an early stage, they can optimize resource allocation and concentrate on critical activities that address market requirements. As stated by Harvey, (Harvey, 2022), having good sensing abilities enables managers to improve their decision-making processes and lower risks by being aware of potential challenges and evolving customer demands. This leads the organization to act proactively to avoid issues instead of simply reacting to them (Harvey, 2022; Helfat & Peteraf, 2015; Roberts et al., 2016).

However, this research also sheds light on a crucial insight relevant to Saudi Arabian companies: although managerial creative sensing capabilities are essential to detect opportunities, their influence on task performance is not as pronounced as reconfiguring capabilities. In the context of Saudi Arabia's dynamic economic transformation, recognizing opportunities alone is insufficient without robust processes to exploit and capitalize on them. studies, such as those conducted by Helfat and Peteraf (Helfat & Peteraf, 2015) and Somsing & Belbaly (Somsing & Belbaly, 2017), support this perspective, suggesting that managers must combine creative sensing capabilities with other dynamic capabilities for optimal effectiveness.

Furthermore, this study contributes new insights by highlighting the specific role of managerial *creative* sensing capabilities, which are an enhanced form of traditional sensing that emphasizes imaginative thinking and ideation. This enriches the understanding of sensing capabilities, particularly in contexts where innovation and creativity are critical for success.

Managerial Creative Seizing Capabilities and Task Performance (H2)

The second hypothesis proposed that managers' ability to creatively seize opportunities significantly influenced employees' work success. The findings support this relationship and confirm that possessing the appropriate creative seizing capabilities enables managers to transform identified opportunities into actionable plans, resulting in improved performance. This aligns with the findings of Garrido et al., (Garrido et al., 2020) and Furnival et al. (Furnival et al., 2019), which emphasize the significance of making agile decisions and effectively reallocating resources for enhancing task performance, particularly in dynamic and uncertain markets.

This can be achieved through several approaches. Initially, leveraging their seizing abilities enables managers to align significant opportunities with the organization's objectives. In the context of Saudi Arabian companies, organizational culture often emphasizes alignment with national strategies, such as Vision 2030, which prioritizes innovation and diversification. Saudi managers confirm that with strong creative seizing capabilities they can connect identified opportunities to these overarching goals, ensuring their relevance and strategic impact. Managers also confirm that the dynamic nature of Saudi markets are directing companies to leverage their seizing

capabilities to act swiftly and allocate resources efficiently. By doing so, they can minimize risks and optimize outcomes. Alhassani and Al-Somali. (Alhassani & Al-Somali, 2022) explained in this regard, that in Saudi companies, the emphasis on agility and innovation aligns with the cultural expectation for managers to act decisively and efficiently, particularly in sectors undergoing rapid transformation. This is confirmed also by Ferreira et al. (Ferreira et al., 2020) and Ali et al. (Ali et al., 2021), highlighting that when managers identify new opportunities promptly, they can adjust their resource utilization to capitalize on these prospects rather than sticking to outdated strategies that may be ineffective.

In addition to facilitating task completion through resource reallocation and alignment, these capabilities also improve the decision-making process. Managers who recognize valuable opportunities are more inclined to promptly determine how to allocate resources and innovate new products. Although their organizational hierarchical structures that can slow decision-making processes, managers confirm that with effective seizing capabilities they can navigate these structures by streamlining resource reallocation and building cross-departmental consensus. Various research efforts, including the work of Greven et al. (Greven et al., 2023) and Houessou, et al. (Houessou et al., 2023) often illustrate the potential risks and advantages of diverse opportunities seizing. Their research suggests that seizing capabilities enable agile decision-making, resulting in substantial savings in both time and costs.

According to our results, creative seizing capabilities enhance task performance, but their impact pales in comparison to sensing and reconfiguring capabilities. In the context of Saudi Arabian companies, this insight holds particular relevance as businesses navigate the rapid economic diversification driven by Vision 2030. While seizing capabilities allow organizations to capitalize on opportunities, their effectiveness in Saudi companies depends heavily on the alignment and restructuring of resources and processes to ensure seamless execution. According to research conducted by Teece (Teece, 2023), Pundziene et al. (Pundziene et al., 2022), and Ferreira et al. (Ferreira et al., 2020), having strong seizing capabilities is crucial for improving task performance, but their potential can only be maximized when supported by robust sensing mechanisms and adaptive reconfiguration. This reveals the synergy among these three capabilities and underscores the critical role that their smooth combination plays in enhancing task performance.

Consequently, unlike traditional frameworks, which focus on efficiency and effectiveness, managerial creative seizing prioritizes the importance of originality and innovation in seizing available opportunities. By adopting this viewpoint, we gain a clearer insight into how to identify seizing opportunities, especially in contexts where differentiation and innovation are key success factors.

Managerial Creative Reconfiguring Capabilities and Task Performance (H3)

The third hypothesis is similarly strongly validated. The findings indicate that a manager's ability to reconfigure resources and processes plays a crucial role in promoting task performance. This is particularly relevant for Saudi Arabian companies as they navigate the transformative economic and developmental goals set forth by Vision 2030. Compared to sensing and seizing capabilities, managerial reconfiguring capabilities have the most pronounced impact on operationalizing opportunities and aligning organizational resources with emerging market demands in Saudi companies.

In Saudi Arabia, where industries are experiencing prompt transformation and diversification—such as renewable energy, tourism, and technology—reconfiguring capabilities are critical. Managers must continuously adapt resource allocation and redesign processes to remain competitive in this dynamic environment. Cox (Cox, 2020) thesis confirm this insight relating to Saudi companies case. He discusses how Saudi organizations face unique challenges due to hierarchical structures, cultural factors, and rapid economic transitions. He deduces that such constraints necessitate strong reconfiguring capabilities to adapt resources and processes to emerging opportunities and to enhance both immediate task performance and long-term resilience. Furthermore, the author introduces the role of external enablers, such as government support under Vision 2030, which significantly impacts the development and success of managerial reconfiguring capabilities in Saudi companies. Alhassani and Al-Somali (Alhassani & Al-Somali, 2022) similarly support this perspective, highlighting that reconfiguring capabilities enable Saudi companies to maintain adaptability and competitiveness through effective resource realignment and system restructuring. This is crucial in Saudi Arabian companies, where businesses face

a dual challenge of embracing innovation while preserving cultural and organizational values rooted in collective responsibility and long-term planning.

Other research confirms consistently this finding, like Hawass (Hawass, 2010) and Dothan and Lavie (Dothan & Lavie, 2016) highlight that while managerial creative sensing and seizing capabilities are essential for identifying and planning responses to opportunities, it is through reconfiguration that these plans are operationalized. This explains their crucial role in aligning the organization's resources with emerging opportunities.

Reconfiguring capabilities, as asserted by Madi-Odeh & Obeidat (Bassam Madi-Odeh & Yousef Obeidat, 2024) and Ovuakporie et al. (Ovuakporie et al., 2021), assist managers in reallocating resources, redesigning processes, and restructuring systems to address new challenges and maintain organization's adaptability and competitiveness.

This robustly underpins essential theories in strategic management, especially the dynamic capabilities framework developed by Teece (Teece, 2007, 2014, 2017, 2023). This framework highlights the importance of reconfiguring capabilities to effectively navigate complex and evolving circumstances. Schneider et al. (Schneider et al., 2023) along with (Bornay-Barrachina et al (Bornay-Barrachina et al., 2023) suggest that reconfiguring capabilities turns insights from sensing and seizing into actionable strategies. This makes it the basis of an organization's ability to adapt.

The notable effect of creative reconfiguring capabilities in Saudi companies, as demonstrated in this research, corroborates earlier studies and suggests new perspectives. Prior research conducted by Teece (Teece, 2007, 2014, 2017, 2023) and Eisenhardt and Martin (Eisenhardt & Martin, 2000) demonstrated that reconfiguring capabilities are vital components of dynamic capabilities. This study illustrates concrete proof that reconfiguring capabilities enhance task performance more than the creative sensing and seizing capabilities. This aligns with Saudi Arabia's focus on fostering organizational agility and innovation as a cornerstone for economic transformation. For Saudi managers, the ability to reconfigure is not only a means of achieving immediate task efficiency but also a foundation for building long-term resilience and adaptability. This highlights the importance of managers' initiatives to enhance creative managerial capabilities in resource reallocation, process optimization, and strategic restructuring. By doing so, organizations can better position themselves to capitalize on the opportunities presented by Vision 2030, ensuring sustained growth and competitiveness in a rapidly changing global landscape. Such result underscores the significance of dynamic capabilities arranged in a hierarchical manner. It indicates that although sensing and seizing are crucial initial steps, their effectiveness is largely dependent on the manager's ability to dynamically adapt organizations' resources and processes.

Theoretical and Practical Contributions

From a theoretical standpoint, this research contributes to the growing body of literature on dynamic capabilities emphasizing the differential impact of each capability, where reconfiguring exerts the strongest influence on task performance, offering critical insights into their hierarchical importance. Unlike traditional approaches that focus primarily on sensing and seizing, this study underscores that reconfiguring serves as the operational backbone for aligning resources and processes with strategic objectives. This suggests that while sensing and seizing are necessary precursors, their effectiveness is contingent upon the organization's ability to adapt resources and processes dynamically (Bassam Madi-Odeh & Yousef Obeidat, 2024; Ovuakporie et al., 2021).

Moreover, this study addresses an existing gap in the literature by contextualizing these capabilities within Saudi Arabian organizations, offering valuable insights on the impact of these creatives' capabilities on task performance. This provides a foundation for future research exploring dynamic capabilities in other emerging markets.

In practice, this research offers actionable strategies for Saudi organizations to enhance managerial creative capabilities, particularly in light of Vision 2030's goals. The findings stress that fostering a culture of creativity and adaptability is paramount. Organizations must provide managers with the tools and authority to dynamically reconfigure resources and processes, ensuring alignment with rapidly evolving market conditions. Saudi companies should also continue to cultivate a culture of innovation by intensifying structured training programs

that focus on developing dynamic capabilities. These programs should focus more on the practical aspects of reallocating resources, redesigning processes, and making decisions under uncertainty. Such initiatives are in line with Vision 2030's emphasis on building a knowledge-based economy (Alhassani & Al-Somali, 2022; Alotaibi & Campbell, 2022).

The findings emphasize moreover the need for Saudi organizations to not only improve immediate task performance but also foster long-term resilience through a culture of flexibility and continuous improvement (Alhamami, 2024; Alsheddi, 2020). By integrating dynamic capabilities into performance evaluation systems and leadership development programs, Saudi organizations can build robust structures that withstand market volatility while driving sustained growth.

Limitations and Future Research Directions

While the findings provide robust evidence for the hypotheses, they also raise important questions for future research that could deepen our understanding of managerial creative capabilities in both global and Saudi Arabian contexts.

Initially, the relatively lower contribution of sensing and seizing compared to reconfiguring capabilities suggests potential moderating or mediating factors. Indeed, future research could explore the impact of organizational culture, leadership styles, and external environmental factors (like market uncertainty, regulatory frameworks...) on the relationship between managerial creative capabilities and different dimension of performance (task performance, contextual performance, adaptive performance). In Saudi companies, for instance, hierarchical organizational structures and collectivist cultural norms may act as enablers or constraints, shaping how creative sensing, seizing, and reconfiguring capabilities are developed and can affect performance. Comparative studies across different cultural or industrial settings could provide a richer understanding of these dynamics.

Additionally, the study's reliance on quantitative measures, while rigorous, may overlook qualitative aspects of managerial creativity, such as manager's intuition, adaptability and experience, which are difficult to capture numerically but are often critical in practice. Case studies in Saudi Arabia, particularly in sectors like healthcare, logistics, tourism, and renewable energy that are central to Vision 2030, could illustrate how these creative capabilities manifest in practice. Future research could explore these dimensions through longitudinal studies or mixed methods approaches, providing a more comprehensive understanding of how these capabilities evolve and interact over time.

As Saudi companies adopt more digital tools for their decision-making, future investigations could examine how technology shapes the development of managerial creative capabilities that contribute to their adaptability and success. By leveraging AI, big data, and other digital tools in Saudi firms, we can evaluate the ways in which these innovations affect the creative capabilities of managers.

Conclusion

The results demonstrate clear evidence that managerial creative capabilities play a vital role in enhancing task performance, validating all three suggested hypotheses. These findings illustrate the intricate synergies between sensing, seizing, and reconfiguring capabilities, both in collaboration and independently, and their impact in driving superior task performance. By relating its findings to earlier research and theories, this study highlights the importance of cultivating creative managerial capabilities for success in rapidly evolving and competitive workplaces.

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