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TRANSFORMATIONAL LEADERSHIP AND ITS ROLE IN ACHIEVING ORGANIZATIONAL CREATIVITY

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Zahraa Mhmood Abdalzahra

Al-Furat Al-Awsat Technical University, Technical Institute, Karbala, Iraq

ABSTRACT

This research aims to know the role of transformational leadership in achieving organizational creativity in the General Company for Soft Drinks in Baghdad. In addition to describing and diagnosing the dimensions of transformational leadership and the internal and external justifications for achieving organizational creativity and determining the relationship of influence between them, perhaps this is what gives it importance if we can reach a definition of the content of the essential effects of those dimensions in achieving organizational creativity and studying it according to scientific foundations and thus putting the organization on the right track after making appropriate changes and overcoming the resistance that may occur as a result of that and then achieving the organization's goals in growth, continuity and success. The researcher adopted the descriptive analytical approach in analyzing the research problem, and the research included two main hypotheses from which twelve sub-hypotheses emerged that were subjected to statistical tests, and a sample of (160) managers distributed at the upper, middle, and executive levels and employees in the company above was selected. The researcher also used the questionnaire as a primary tool for collecting data and information in addition to visits and structured interviews during the application period. The research reached a set of conclusions and recommendations, among which is a relationship of influence between transformational leadership and organizational creativity. The most prominent recommendations are: working to raise the level of participation of individuals working in the company by involving them in the administrative process and showing interest in their ideas and opinions, which will be reflected in their performance, and the necessity of the company's

management's interest in applying empowerment as a modern management strategy that seeks to encourage transformational leadership and its employees to abandon traditional management methods and systems to be able to achieve continuous improvement in the services provided and the impact of that on achieving creativity.

KEYWORDS

Transformational Leadership, Organizational Creativity.

INTRODUCTION

The current era is witnessing many rapid developments and multiple changes due to the information, communications, and technology revolution, which has made organizations suffer from challenges and difficulties in how to keep pace with them and adapt to them. This required finding modern ways to replace traditional methods and procedures and providing appropriate and flexible means to respond to them. This made current organizations consider finding more efficient leaders who were more suitable for this era, away from traditional leadership. Administrative studies and research, theoretically and in the field, have paid great attention to change through their interest in the environment surrounding the organization and the mutual influence between them. Undoubtedly, environmental changes in the organization's environment are usually accompanied by organizational changes at the organization level to ensure continuity and success. Modern organizations have found themselves facing a fateful issue represented in the necessity of keeping pace with the developments taking place in their environment and

searching for permanent renewal to keep pace with the various developments in society, as these rapid changes have forced the organizations' administrations, if they want to survive or maintain their market position, to speak one language, which is the language of the era, the language of change, and to make radical changes in their administrative methods and search for modern creative methods, by focusing on the human element, which is the essence of the administrative process, by preparing the appropriate administrative environment. From this standpoint, administrative change has become an inherent characteristic of all organizations, part of the administrative process, and a primary function of the successful leader, not a strategy that only appears during crises. Therefore, no administrative organization can succeed in following a policy of stability and stagnation; instead, it must adapt to the developments and events surrounding it.

Hence, this research came to identify the role of administrative leadership in achieving organizational creativity.

The first section: Study methodology

1-1: The problem of the study.

The topic of organizational creativity has received increasing attention from many writers, researchers, and specialists in research and analysis for its influential role in the sustainability and continuity of the organization and its success, as creativity and its management have become one of the effective means of confronting and responding to increasing environmental changes and facing and overcoming increasing competition, contingent on the availability of administrative leadership appropriate to the type of systems and the requirements and nature of its work. From here, the research problem can be formulated in the following questions:

- 1- What are the dimensions of transformational leadership, and what are the most used dimensions in the company under study?
- 2- What is organizational creativity? And to what extent is the company directed toward achieving organizational creativity?
- 3- What is the relationship between transformational leadership and achieving organizational creativity in the company?

4- What is the role of transformational leadership in achieving organizational creativity in the company?

1-2: The importance of the study

The importance of the study comes from the necessity of integration between transformational leadership and organizational creativity, especially in light of the rapid transformations from the traditional perspective (competition based on the logic of economies of scale) to the contemporary perspective (competition based on the logic of economies of scope, differentiation and superiority), especially after the removal of barriers between countries and the opening up of the world so that what is described as a small village has become through the information and communication technologies used, as most of the information has become available to everyone for an almost unbelievable period of time, which requires organizations to pay sufficient attention to this by responding to external changes and preparing for them and adapting to confront them, and here the importance of the role of transformational leadership in achieving organizational creativity for the company is evident, as the importance of the study is evident in the attempt to provide a theoretical and applied framework that links transformational leadership and achieving organizational creativity, as this link in itself may represent a modest scientific addition worthy of attention. 1-3: Study objectives:

The study sought in its theoretical and practical aspects to study the variables (transformational leadership, organizational creativity) and to know the effect between them to achieve the following objectives:

1- Describe and diagnose the dimensions of transformational administrative leadership and the internal and external causes of organizational creativity in the soft drink company in Baghdad.

2- Select the strong effect through regression models for transformational leadership dimensions on organizational creativity to identify the most influential dimension in organizational creativity in the company under study.

1-4: Study hypotheses:

The study is based on the main hypothesis that (there is a statistically significant influence relationship between transformational leadership and organizational creativity). The following sub-hypotheses branch out from it:

H1: There is a statistically significant influence relationship for the dimension of ideal influence in achieving organizational creativity.

H2: There is a statistically significant influence relationship for the dimension of inspirational motivation in achieving organizational creativity.

H3: There is a statistically significant influence relationship between the dimension of intellectual consultation in achieving organizational creativity.

H4: There is a statistically significant relationship between the dimension of individual consideration and achieving organizational creativity.

Second topic: The theoretical framework of the study

-1: Transformational Leadership

First: The concept of transformational leadership:

The beginnings of the emergence of transformational leadership go back to the studies of (Burns), who described leadership as a process related to internal relationships in which the leader influences his followers. Thus, the influence is withdrawn in changing (adapting) their behavior to face challenges. In this field, (Burns) defines transformational leadership as the process of significant changes affecting the trends and assumptions of the organization's members and building commitment to the goals, strategies, and mission of the organization, i.e., it is related to the leader's influence on his followers to enable them to participate in the process of change in the organization (Yuki, 1984, p. 269). The concept of transformational leadership received significant attention from management writers after the mid-eighties, especially when many organizations realized the need to make significant changes in the way of doing business to

confront changes in the environment. (26, Bass, 1985) proposed a more detailed theory to describe organizational transformational processes and distinguish between transformational, charismatic, and transactional leadership. Transformational leadership is defined as the leader who transforms the vision into reality and motivates followers to transform their interests for the benefit of the group (Bass, 1985, p. 27). Based on this, leaders transform followers by making them more aware of the importance and values of job outputs, meeting the needs and demands of followers, and convincing them to sacrifice. With their interests for the sake of the organization, and as a result, followers feel trust and respect towards the leader. They are motivated to accomplish more than initially expected (Yuki, 1984, p. 272). Transformational leadership is a contemporary approach that inspires leaders and followers to exceed their capabilities and increase their performance. It gives them self-confidence to provide the best service or product with efficient use of resources and clear support for their social and emotional needs (Cheung & Wong, 2010: 657). Transformational leadership plays a significant role in making organizational changes to enhance the achievement of the goal through the leader's endeavor to raise the level of his subordinates in order to achieve self-development and work on developing and advancing the workers and the organization as a whole (Sani & Maharani, 2012: 102). The latest developments in leadership theory have shifted attention from the

early theory of charismatic leadership, which considered the leader an exceptional or unusual person and the workers as parties dependent on the leader, to the modern theory of charisma (Neo-Charismatic) or the theory of transformational leadership, which relies on consensus and social characteristics, not personal characteristics, and develops workers and enables them to perform independently. A leader with charismatic characteristics is a transformational leader; therefore, transformational leadership is more comprehensive and meaningful than charismatic leadership (Jalab, 2011, p. 510). The new transformational leadership theory was known as (Full-Range et al.), which means the theory of full-range leadership as an attempt to expand the integrated understanding of transformational leadership (Bass & Avolio, 2004, p18) and expressed in the abbreviation (FRLT) and it distinguishes typical leaders. Leadership behavior is continuous and across three main axes or pillars: the effectiveness or influence of the leader, the type of activities and work methods, consistency, regularity, and balance in dealing with everyone in a constant and equal manner. The focus depends on the leader's activity in different cultures, so it is sometimes called leadership based on cultures (Wang et al., 2010), p2925, and Figure (1) shows that contemporary leadership is divided into three main and different types, which are: 1- The transformational leader 2- The transactional leader 3- The negative or neutral leader.

Table No. (1) Some definitions of transformational leadership

Definition	Year & Page	Researcher	N.
A leadership style that inspires followers to transcend personal interest and transform it to the benefit of the organization and is able to influence the interests of followers.	687 :2011	Shibru	1
A process based on motivating followers to transcend personal interest at the expense of the interests of the team or organization.	2 :2013	Bell	2
It is strategic leadership, and is considered the most important modern leadership model. It is of a special type that takes on the process of change and transformation in a way that suits the pressures of the changing internal and external environment and in a way that ensures the achievement of the organization's goals in their specific quantitative, qualitative and temporal dimensions.	762 :2013	Al-Qaisi and Al-Taie	3
This leadership style that shows the extent of the leader's influence on subordinates in terms of motivating and inspiring them and pushing them towards mastering work in a manner consistent with the organization's goals.	43 :2014	Al-Sudani	
It is the method adopted by the leader to influence the behavior of his followers (individuals or groups) in light of his possession of a clear vision of the organization's message, its changes and inspiration, and his ability to create excitement in his followers in a way that gains their trust and loyalty and motivates them	11 :2019	Al-Azzawi and Suleiman	4

- **Idealized Influence:** Through this characteristic, the transformational leader is a model that subordinates follow. They show persistence and determination in pursuing goals and display high levels of ethical behavior with a high sense that ideally raises subordinates' ethics, morale, and values to higher levels according to what is expected (Niekerk, 2005: 5).

Inspirational Motivation: Leaders act according to this characteristic in ways that motivate and inspire those around them by promoting the spirit of the group, showing enthusiasm and optimism, and making followers focus and think about attractive and multiple future situations and motivating them to study very different and desirable alternatives (Al-Ghamdi, 2001, p. 8).

This trait expresses the leader's ability to express himself attractively, arouse their motivations, and spread enthusiasm toward achieving goals (Goodwin et al., 2011, p. 411). Al-Ghazali points out that motivating subordinates is a process of focusing on the transformational leader's behavior and conduct, which makes subordinates love challenges and arouses feelings and emotions in employees (Al-Ghazali, 2012: 9). **Intellectual simulation:** Intellectual simulation is the leader's ability to challenge the status quo through the ability to search for new ideas and encourage employees to solve problems in creative ways and support new models in work methods. Leaders work to increase awareness, encourage the adoption of new

work methods, and address old situations in modern ways and viewpoints that keep pace with global developments, which generates innate confidence in developing employees as it is positively linked to leaders' positions. (AL-Swidi et al., 2012: 136 – 137)

- **Individualized consideration:** This characteristic refers to the leader's behavior, showing interest and care for his followers, working to achieve the comfort and permanent well-being of subordinates, and being directed to team members. Individual consideration has inspiring motives for the leader that are frequently linked to the future goals of the organization, which are viewed as significant and challenging for business and personal goals, and subordinates are motivated and inspired to achieve the goals of the organization

(Ismail et al., 2010: 96).

2-2: Organizational creativity:

First: The concept of organizational creativity:

It is defined as a special function of the entrepreneurial relationship through which current businesses, services, and new initiatives mature through the individual alone. It is the means by which the entrepreneur innovates new production resources of value or gives current resources the ability to enhance the generation of value (Al-Swidi, 2013: 33).

New can be adopted by the organization's employees or imposed on them by decision-makers, resulting in

some change in the organization's environment, processes, or outputs. The American Organization for Training and Development defines creativity as "producing ideas or real or imaginary things and putting them in new and valuable ways (Al-Rashidi, 2018, p. 542). Creativity is defined as the ability to create and find new things that did not exist, whether ideas, services, products, or methods of work used in the organization. It is also excellence in understanding things and the ability to provide unprecedented solutions to existing problems and develop methods and ways to achieve distinguished results (Hamoud, 2021, p. 341).

Second: Types of organizational creativity:

1- Programmed and unprogrammed creativity: Programmed creativity refers to pre-planned creativity, such as developing services or improving procedures, while unprogrammed creativity includes not planning.

2- Creativity based on means and ends: Creativity based on ends is characterized as a final creativity that is a goal in itself. In contrast, creativity related to means refers to the creativity that must be done to facilitate access to the desired creativity.

3—Creativity related to the degree of novelty or extremism: It is a radical creativity related to change that often faces resistance from many workers in organizations.

4—Individual creativity: This is done by individuals and depends on their characteristics and the surrounding environmental factors. Creativity here is a new idea that contributes to solving a problem or developing an existing work in a new, unconventional way.

5—Collective creativity: This is achieved through combining efforts and working in a team spirit, adopting the individual's creative idea and working to achieve it. The group's failure and inability to implement the work resulting from the creative ideas of individuals kill these ideas and do not achieve the desired benefit (Ben Awda, 2019: 312).

6- Administrative creativity: This includes organizational structure, rules, tools, procedures, work redesign, new policies, strategies, and control systems, along with creative activities that aim to improve individual relationships and interaction between them to achieve the desired goals. 7- Technical, artistic creativity: It includes inventing new products or services, developing old products, and making changes through the organization's means and tools. 8- Creativity at the individual level: Workers have creative creativity to develop the work through innate characteristics, such as intelligence and talent, or through acquired characteristics, such as solving problems, for example. These characteristics can be trained and developed. 9- Creativity at the group level: So there are specific groups at work that cooperate to implement the ideas they carry and change things for

the better. 10- Creativity at the institutional level: Some institutions are distinguished in their level of performance and work, and the work of these institutions is often exemplary and ideal for institutions (Al-Sudi, 2016: 61). The third section is the practical aspect

3-1: First: General information of the sample

The researcher randomly selected the research sample, and this sample included a number of the board of directors and employees working in the

industrial company for food products in Baghdad and the results were as follows:

1- Gender: The statistical results shown in Table (2) showed that the percentage of females in the sample is (28%) compared to (72%) for males. This shows that the employees in the industrial company for food products are primarily males and a few females, and this is because male employees can bear the burdens of work pressure more than female employees Table No. (2) shows these percentages.

Table (2) Description of the research sample Gender

Percentage	Repetition	Target Sample	Variables
%72	54	Male	Gender
%28	21	Female	
%100	75	Total	

Source: Prepared by the researcher based on the questionnaire form.

2- Description of the research sample according to the length of service: The statistical results shown in Table (3) showed that (52%) of the research sample members had service ranging between (5-10 years) and this sample represented the highest percentage, then comes the category (more than ten years) as the percentage of this category reached (32%) and finally

the category (1-5 years) with a percentage of (16%). It is clear that the food products company has multiple experiences, and it is noticeable that the percentage is less than that of those with little experience due to the nature of the work in it. Table No. (3) shows these percentages.

Table No. (3) Description of the research sample according to the length of service

Percentage	Repetition	Target Sample	Variables
%16	12	1-5 Years	Length Of Service
%52	39	5-10 Years	
%32	24	More Than (10) Years	
% 100	75	Total	

Source: Prepared by the researcher based on the questionnaire form.

1- Description of the research sample according to academic qualification: The statistical results shown in Table (4) indicate that (74.6%) of the sample are holders of a bachelor's degree, as this category represented the highest percentage in terms of academic qualification, followed by the category of individuals researched who hold a master's degree, as

the percentage of this category reached (16%), while the category of doctorate or equivalent reached (9.5%), while the other categories represented (0%), which means that the research sample has the ability to the nature of the work, which is positively reflected in the final results of the study, and Table No. (4) shows these percentages.

Table No. (4) Description of the research sample according to academic achievement

Percentage	Repetition	Target Sample	Variables
%0	0	Diploma	Academic Qualification
%74.6	56	Bachelor's	
%16	12	Master's	
%9.3	7	PhD	
%0	0	Other	
% 100	75	Total	

Source: Prepared by the researcher based on personal information in the questionnaire.

Second: Results of descriptive statistics for the independent variable (transformational leadership):

Measuring the level of importance of the main variable, transformational leadership, and its sub-variables according to the arithmetic mean: The research variables were arranged and classified according to the

questions specific to each variable, and using statistical indicators (arithmetic means, standard deviations, ranks, and level of importance of the main variable, transformational leadership, and its sub-variables according to the responses of the research sample members) in Table No. (5).

Table (5): Shows the arithmetic means, standard deviations, relative importance, and ranking of the dimensions of transformational leadership

Importance Level	Rank	Standard Deviation	SMA	Dimension	N.
High	1	0,911	4,56	Ideal Influence	1

High	2	0,764	4,41	Inspirational Motivation	2
Medium	3	0,885	3,12	Intellectual Stimulation	3
Medium	5	0,543	3,01	Individual Consideration	4
Medium		0,775	3,77	Total Dimension	

Source: Prepared by the researcher based on the results of the SPSS program.v26

Table No shows the final statistical results of the total arithmetic means of the transformational leadership traits are. (5) showed that the total arithmetic mean of the responses of the research sample in the researched company regarding the primary independent variable of transformational leadership traits reached (3.77) on the five-point Likert scale, which is higher than the hypothetical mean of (3) and with a standard deviation of (0.775), and with an average level of importance, indicating that the administrative leaders in the company enjoy transformational leadership at an average level according to the opinions of the research sample.

The ideal influence trait as one of the sub-dimensions achieved the highest arithmetic mean of (4.56), with a standard deviation of (0.911), and with a high level of importance, indicating that the company's administrative leaders possess good influence and an attractive personality that enables them to influence

subordinates to bring about fundamental changes and achieve organizational creativity.

They were followed by the attribute of inspirational motivation with an arithmetic mean of (4.41), a standard deviation of (0.764), and a high level of importance, indicating the ability of administrative leaders to inspire subordinates and push them to improve performance towards achieving organizational creativity.

Then came the attribute of intellectual stimulation, with an arithmetic mean of (3.12), a standard deviation of (0.885), and an average level of importance, indicating the ability of administrative leaders in the company to excite subordinates and motivate them to make more efforts for the company's success.

Finally, the attribute of individual prestige came in last place with an arithmetic mean of (3.01), a standard deviation of (0.543), and an average level of

importance, indicating that the company's management works to empower subordinates and involve them in the administrative process at an average level.

This indicates that the sample members agree that transformational leadership is essential for achieving organizational creativity.

Third: Descriptive statistics results for the dependent variable (organizational creativity):

Measuring the level of importance of the dependent variable organizational creativity according to the arithmetic mean:

The research variables were arranged and classified according to the questions specific to each variable, and using statistical indicators (arithmetic means, standard deviations, ranks, and level of importance of the dependent variable organizational creativity according to the responses of the research sample members) in Table No. (6).

Table (6) shows the arithmetic means, standard deviations, and the order of relative importance of organizational creativity.

Importance Level	Rank	Standard Deviation	Sma	Dimension	N
High	High	0,94	3,9	Developing The Organizational Level	1
High	High	0,91	3,68	Organizational Effectiveness According To International Methods	2
High	High	0,64	4,22	Standards And Procedures Followed	3
High	High	0,56	4,16	Distribution Of Workers	4
High	High	0,59	4,04	Control And Follow-Up	5
High	-	0,73	4	Total Dimension	

The final statistical results of the total arithmetic means of organizational creativity are shown in Table No. (4), showed the following:

The total arithmetic mean of the responses of the research sample in the company under study regarding the adopted variable of total quality management reached (4) on the five-point Likert scale, which is higher than the hypothetical mean of (3) and with a standard deviation of (0.73), and with an average level of importance, indicating that the company's management is working to achieve organizational creativity.

The principle of standards and procedures followed as one of the sub-dimensions achieved the highest arithmetic mean of (4.22), with a standard deviation of (0.64), and with a high level of importance, indicating that the company's management adheres to the standards and procedures and pays great attention to them.

The principle of distributing workers was followed, with an arithmetic mean of (4.16), a standard deviation of (0.56), and a high level of importance, indicating that the company's management is interested in distributing workers at a very good level.

Then, monitoring and follow-up with an arithmetic mean of (4.04), a standard deviation of (0.59), and a high level of importance indicates the company's management's interest in the level of employees and

the continuous monitoring and follow-up at an excellent level.

The principle of developing the organizational level came in fourth place with an arithmetic mean of (3.9), a standard deviation of (0.94), and a high level of importance, which indicates that the company's management adopts the development of the organizational level of its work as a permanent philosophy and at a reasonable level.

The principle of organizational effectiveness according to international methods came in fifth place with an arithmetic mean of (3.68) and a standard deviation of (0.91), and a high level of importance, which indicates the company's management's commitment and support for organizational effectiveness at a reasonable level.

This indicates that the sample members agree that the company's management is working to effectively achieve organizational creativity.

3-2 The third section: Testing research hypotheses

This axis aims to test the relationships of influence between the independent variable (transformational leadership) and the dependent variable (organizational creativity), and in light of the central hypothesis that states (there is a statistically significant influence relationship between transformational leadership and organizational creativity), from which

four sub-hypotheses emerged, using the simple linear regression model. The levels of analysis were taken as sub-levels and total levels to know the significance of the influence of each sub-variable of the independent variables in each sub-variable of the dependent variables.

The central hypothesis of the research (There is a statistically significant influence of leadership on organizational creativity) and four sub-hypotheses branched out from this hypothesis, as shown in Table (5)

Table (5): It shows the influence of transformational leadership on organizational creativity

Decision	Morale	Calculated F value	Coefficient of determination R2	Beta coefficient β	Constant limit (a)	Dimensions of transformational leadership
There is an effect	.642	3.981	.015	.128	1.775	Ideal influence
There is an effect	.012	15.994*	.714	.661	.756	Inspirational motivation
There is an effect	.095	4.508	.305	.349	2.949	Intellectual consultation
There is an effect	.219	5.775*	.182	.381	1.616	Individual considerations

* The tabular (F) value at the 0.05 level = (3.89)

1- Analysis of the ideal effect on organizational creativity: It is clear from Table (5) that the calculated (F) value reached (3.981), which is greater than the tabular (F) value of (3.89) at the significance level (0.05), and at a significance level of (.642). This means that the dimension (ideal effect) affects the dependent

variable of organizational creativity. Through the same Table, the value of the constant (1.775a =) can be observed. This means there is an ideal effect of (1.775) even if the amount of organizational creativity equals zero. As for the value (128) means that a change of one unit in the ideal effect will lead to a change in

organizational creativity (128.). As for the value of the coefficient of determination (R^2), it was (.015), which means that the ideal effect explains (0.15%) of the variance in organizational creativity. 2- Analysis of the effect of inspirational motivation on organizational creativity: It is clear from Table (10) that the calculated value of (F) reached (15.994), which is greater than the tabular value of (F) of (3.89) at a significance level of (0.05), and at a significance level of (0.012). This means that inspirational motivation exists as a dependent variable of organizational creativity. Through the same Table, the value of the constant (0.756 = a) can be observed, which means that there is an existence of inspirational motivation of (0.756) even if the amount of organizational creativity is equal to zero. As for the value of (661) means that a change of one unit in inspirational motivation will lead to a change in organizational creativity (661.). As for the value of the coefficient of determination (R^2), its value was (.714.), which means that inspirational motivation explains a percentage of (0.71 %) of the variance in organizational creativity. 3- Analysis of the impact of intellectual consultations on organizational creativity: It is clear from Table (10) that the calculated value of (F) reached (4.508), which is greater than the tabular value of (F) of (3.89) at a significance level of (0.05), and at a significance level of (0.095). This means that intellectual consultations impact the dependent variable of organizational creativity. The value of the Tableant (2.949=a) can be observed through the same

Table, which means that intellectual consultations exist (2.949) even if the amount of organizational creativity equals zero. As for the value of (349) means that a change of one unit in intellectual consultations will lead to a change in organizational creativity (349.). As for the value of the coefficient of determination (R^2), its value was (.305.), which means that intellectual consultations explain (0.30%) of the variance in organizational creativity. 4- Analysis of the impact of individual considerations on organizational creativity: It is clear from TTable(10) that the calculated value of (F) reached (5.775), which is greater than the tabular value of (F) of (3.89) at a significance level of (0.05), and at a significance level of (.219). This means that individual considerations impact the dependent variable of organizational creativity. Through the same TTable, the value of the constant (1.616=a) can be observed, which means that there is a presence of individual considerations of (1.616) even if the amount of organizational creativity is equal to zero. The value of (381) means that a change of one unit in individual considerations will lead to a change in organizational creativity (381.). As for the value of the coefficient of determination (R^2), its value was (.182.), which means that the presence of individual considerations explains (0.18%) of the variance in organizational creativity. Based on the above results, I have collected them, and given the acceptance of the four sub-hypotheses, the central hypothesis is accepted.

CONCLUSIONS AND RECOMMENDATIONS

4-1: CONCLUSIONS:

1- The dimensions of transformational leadership have received significant attention and growth from specialists in line with modern leadership theories that focus on harmony and adaptation to the existing environmental circumstances, whether through the organization's internal capabilities (human, information, and material) or external variables with their various factors.

2- Encouraging organizational creativity helps solve problems and create flexibility at work.

3- There is an influential relationship between transformational leadership and organizational creativity.

4- 2: RECOMMENDATIONS:

1- Work on raising the level of participation of individuals working in the company by involving them in the administrative process and showing interest in their ideas and opinions, which will be reflected in their performance,

2- The necessity of the company's management's interest in applying empowerment as a modern management strategy that seeks to encourage transformational leadership and its employees to abandon traditional management methods and

systems to achieve continuous improvement in the services provided and the impact of this on achieving creativity.

3- Promote a culture of continuous improvement gradually to avoid resistance to change

4- Promote a culture of investing in employees through training courses

5- Promote standard work in the organization by establishing clear work procedures.

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