

LEADERSHIP METHODOLOGIES AND THEIR IMPACT ON ORGANIZATIONAL CREATIVITY (FIELD STUDY ON AL- MUTHANNA UNIVERSITY)

Mohammed Hamed Albander

AL- Muthanna University, Iraq

Abstract

The twentieth century witnessed a great era with the launch of the flame of Science in both its human and applied aspects, which was kindled by researchers and scientists on their various interests, scientific research has always been the Pioneer towards a new hypothesis or theory as a summary of a phenomenon and a mixture of thought and therefore it is a window with Horizons towards a new universe and conclusion (Abdelbaki, 2004: 3).

Keywords leadership, administrative leadership, creativity, organizational creativity, Muthanna University.

INTRODUCTION

The twentieth century witnessed a great era with the launch of the flame of Science in both its human and applied aspects, which was kindled by researchers and scientists on their various interests, scientific research has always been the Pioneer towards a new hypothesis or theory as a summary of a phenomenon and a mixture of thought and therefore it is a window with Horizons towards a new universe and conclusion (Abdelbaki, 2004: 3). Along with this understanding, our study came to study, extrapolate and analyze, and then to reach its desired result, and to be a qualitative addition in the field of studies that specialized in studying the impact of leadership styles on the level of administrative creativity in educational institutions, perhaps what distinguishes this study is also its exposure to administrative leaders in one of the important educational sectors that

Administrative creativity is today the newest field that has captured the attention of specialists, and cast a shadow over the world of Business Administration, which has become the true orientation of contemporary researchers and organizations alike, and this transformation comes as a result of motivating factors, the most important of which is the clear transition to the knowledge economy, the emergence of knowledge societies, and the transition of the advantages of creativity and competition. Thus, administrative creativity has become an urgent necessity for business organizations in general and for higher education organizations and institutions in particular after the great trend witnessed by societies through adopting modern methods and methods in administrative leadership to modify their behavior in managing their operations represented by administrative and organizational

creativity, so attention to senior administrative leaders to achieve administrative creativity is extremely important and a goal to which all business organizations and their operations, strategies and fundamental knowledge are important for creativity and competitiveness.

METHODOLOGY

The Research problem:

Organizations face many challenges, which makes them urge the pace in order to build a strong management and prepare high-level leaders to deal with these variables, by adopting advanced management and organizational concepts and methods, most of which are related to the humanitarian aspects. A person who holds an administrative position, assumes a leadership role with an analytical mind, has good training and preparation, and provides high-level smart ideas, is not a good administrator and leader unless he has the commitment of his subordinates to the tasks assigned to them in order to achieve the desired goals. Accordingly, the current study aims to address a problem with two dimensions, the first theoretical and the other practical, as the theoretical dimension of its study is central to the pattern of leadership styles, administrative creativity and organizational development, while the practical side is to target this research to the higher education sector in Iraq (Muthanna University), which is one of the most important educational sectors important, Through the study, investigation and research, it was noted that there is a difference in the leadership style followed by administrative leaders, with a difference in the level of administrative creativity and organizational development of employees at this university and as a result of the lack of awareness of the importance of administrative leadership in higher education institutions and Muthanna university research sample in achieving the required administrative creativity, the research problem crystallizes by raising the following main question :

(What is the role and impact of administrative leadership methodologies in administrative creativity and organizational development at

Muthanna University) and emerges from this question The following sub-questions:-

1-What are the prevailing leadership styles at Muthanna University?

2-What is the level of importance of the research variables represented by the change of administrative leadership and organizational creativity at Muthanna University?

3-What are the types of organizational creativity And what kind of organizational creativity is currently most common in the University from the point of view of the university leaders?

4 - What is the relationship and impact between the administrative leadership variable and the organizational creativity variable?

Research Purpose:

The research aims to achieve the following:

1-Definition of the importance of organizational creativity as an important variable in the management of educational institutions in Iraq.

2-To know the extent of awareness and understanding of the research sample at the university under study and the importance of successful administrative leadership in achieving organizational creativity.

3-Statement of the impact of organizational creativity in the development of educational institutions .

4-Reaching a realistic model of organizational creativity for the development of educational institutions from the Iraqi field reality.

Third: community and research sample: the research sample identified those to whom the questionnaire was deliberately directed on the basis of senior administrative positions at the University, represented by deans of faculties, their assistants and heads of scientific and administrative departments . (80) forms were distributed directly to the research sample, of which (77) were retrieved, thus the recovery rate reached (96%), noting that the study community is (77) individuals . Below are the details of the research sample, as shown in the following table :

Percentage ratio	Number of people	Details	Specifications
%73	56	Ph. D. in	Collection Academic
%27	21	Masters	
%100	77	Total	
%14.3	11	Dean	Location
%31.2	24	Associate dean	
%54.5	42	Head of Department	
%100	77	Total	
%25.9	20	10 - 1	Career
%33.8	26	20 -11	
%23.4	18	30 -21	
%16.9	13	31 and more	
%100	77	Total	

Source: preparation of the researcher based on the questionnaire form

Fourth: hypotheses

The main research hypothesis is as follows :

- There is a relationship of correlation and moral impact between successful administrative leaders at the University and achieving organizational creativity, and it branches from them
- There is a correlation and moral impact between successful administrative leadership at the University and organizational creativity.

Fifth: the study scheme:

For the purpose of achieving the research objectives, a hypothesis chart has been formulated that shows the nature of the relationship between the two research variables, as in the following figure :

Chapter one:

Administrative leadership and its patterns

First: the concept of leadership and administrative leadership

There is no doubt that a clear, specific and precise concept of a certain phenomenon is a prerequisite for understanding and realizing its reality ,and the availability of correct concepts about any phenomenon is a vital necessity and of great importance for the progress of research and study of this phenomenon (Gill, 2006: 21). It is noteworthy that many management experts agree that the topic of leadership is one of the most important principles of the Humanities of an

administrative nature , and despite the multiplicity of research and studies on this topic, the opinion of scientists and researchers in the field of management has not settled on a comprehensive definition of the concept of leadership.

The administrative literature has dealt extensively with the topic of leadership, as it was mentioned (Stogdill,2000:28) that almost three hundred studies were completed in this field from the beginning of the twentieth century until 1920. It is also mentioned (Abu al - Enein, 2000 : 37) that the average number of studies in the subject of leadership for the period from 1930 to 1939 was (21) studies per year, and this Average continued to increase, and even doubled until it reached (152) Studies per year between 1950 and 1953. The number of researches , books and articles reached (134) million until 2002, and this number has been increasing since that date (Abu al-Enein, 2008: 29). According to Claude, 2000: 20, Egyptian and Greek philosophers made great efforts in developing ideas, principles and patterns of leadership . Many researchers and scientists interested in administrative leadership ,as well as many literature have pointed to the depth of the historical concept of leadership, which dates back to the Egyptian civilization, that is, to about 2900 BC.M., as well as the interest of many other ancient civilizations in this aspect .

As the topic of leadership is one of the topics addressed by historians , writers and philosophers since ancient history, and studies and research continue to this day. And that there is a difference in the concept of leadership as a process or a characteristic and a distinctive characteristic , defining it as a process as the use of influence not resulting from coercion or coercion to formulate collective or organizational goals, or as a characteristic or a trait, he defined it as the set of traits or characteristics characterized by individuals who are perceived as leaders. (Dubrin, 2000: 313) or leadership is the process of influencing others to achieve specific goals. (Belbisi , 2007: 12) Leadership is the process of influencing and inspiring enthusiasm in individuals to do their work enthusiastically and voluntarily without the need to use official authority, real leadership is the one that derives its actual authority from the

personality of the leader, his experience and ability to deal with individuals and forms the internal motivation to do work in order to achieve the goals of the organization. (Al-aalaq ,2010: 14) or leadership is the process of influencing the behavior of others to achieve common and desirable goals. (Ladkin, 2010: 8) it is a human phenomenon inherent in a culture that includes art, literature, religion, philosophy, language and all those things that represent human life.

The majority of researchers and those interested in the topic of leadership have argued that it is the authority of the person elected from the group or appointed from outside, in accordance with laws and regulations, to make effective decisions aimed at achieving a balance between the organization and satisfying the desires of followers with his ability to influence and persuade using the latest scientific and technological methods to achieve the greatest possible productivity. It is the relationship of influence between leaders and their followers as they move to make changes that reflect their common goals. (Gellah ,2006: 24) pointed out that the ability of an individual (administrative leader) to influence and persuade to guide the members of the group by using the power of personal influence primarily and the power of official position as a secondary . Where the leadership in which the manager is a leader, and his subordinates are the members of the group that he leads. The definitions of leadership in its entirety and in its various directions and approaches are summarized in a number of points that can represent: a starting pillar around a unified concept of leadership, namely:

- 1-the presence of a group of people in a specific environment.
- 2-the presence of a person who is able to positively influence the behavior of the rest.
- 3-purposeful interaction to achieve the common goal based on the conviction of both parties.

Second: the importance of administrative leadership

The success of any collective action, in all spheres of life, is associated with the presence of a wise leadership that oversees and plans the work to be

carried out, coordinating the efforts of employees, in order to reach the set goals . With the maximum use of human competencies in the organization to ensure the achievement of its goals, and thus ensure its sustainability and continuity, it was necessary to provide effective administrative leaders capable of influencing the behaviors of individuals and those who were pushed to perform the assigned tasks efficiently and effectively. He explains (Al-Alaq , 2010: 53) that the importance of administrative leadership lies in the following:-

The main thing is that it is the link between employees and the organization's plans and future perceptions.

- It is because it is the Crucible in which all concepts, strategies and policies are fused.
- To strengthen the positive forces in the organization and reduce the negative aspects as much as possible.
- The main task is to control and solve business problems, resolve differences and weighting between opinions.
- The development, training and care of individuals as they are the most important resource of the organization , and individuals take the leader as their role model .

Third: administrative leadership objectives

- Management leadership in organizations aims to achieve the following :-
- To stimulate or create work motivation among individuals .
- The purpose of motivating individuals towards high performance .
- The purpose of guiding individuals towards the achievement of the organization's goals .

Fourth: administrative leadership skills

There is no doubt that the availability of these leadership skills and the effectiveness of their use by leaders enable them to influence their subordinates, raise their performance levels, and achieve the goals of the organization in which they work. And we summarize some of these skills :-

1. Self-skills: it includes mental abilities, intellectual

preparations, initiative, innovation and the ability to self-control, which helps the leader to make good use of his abilities and potential.

2. Technical skills: it means the ability of the leader to use his specialized knowledge and his ingenuity in using the available practical methods and technical means necessary to complete the work and is related to the technical skill the following aspects:-

- The ability to take responsibility .
- A deep and comprehensive understanding of things
- The packages matter .

Belief in the goal and the possibility of achieving it. (Hassan, 2004: 89)

3. Human skills: it consists in the ability of a leader to deal with his subordinates, coordinate their efforts and create a spirit of teamwork among them .

4. Mental skills: means the ability of a leader to see the organization he leads and understand the interrelation between its parts and its activity, and two other types of skills emerge from these skills are:

- Political skill: it means the ability of a leader to consider the organization he leads as part of the large society in which he lives and the extent to which he values the public good, the general policy of the state.
- Administrative skill: it consists in the ability of the leader to understand the task of his work, exercise his activity in a suitable way and achieve the goals of the organization.

Fifth: administrative leadership styles

The leadership style is defined as an organized humanitarian activity aimed at achieving the goals of the organization by pooling and uniting all available resources and putting them to fruitful use. I also defined leadership style as the repeated behavior of a leader in influencing others in order to achieve certain goals, while some people interested in managerial leadership defined leadership style as a set of behavioral traits that a leader has when doing business and making

decisions. As for the researcher, the leadership style is defined as the method used by the administrative leader to act with the powers granted to him and the power of his influence to lead his subordinates in a way that leads to achieving the desired goals of the organization, and there are three leadership styles commonly used in the literature of industrial and organizational psychology, organizational behavior and management are the democratic style, the autocratic style and the permissive style .

He adds (Al-Khatib ,2004: 46) that the autocratic leadership focuses its attention on production, the Democratic leadership focuses its attention on work and the worker, while the concessional leadership focuses its attention on the individual worker .the following is an explanation of these three patterns, which are the patterns at the center of this study, which will examine their role in organizational commitment.

*** Autocratic leadership style:** this style is also called authoritarian leadership style, and this style of leadership dates back to the beginning of the formation of societies in ancient times, where the strong man harnessed the weak man to serve him, and the philosophy of this leadership is based on the principle of the belief of authoritarian leaders that they should use their official powers as tools to pressure workers to achieve the goals of the organization with the indifference of the leader to the opinions of workers . This type of leadership revolves around one axis, which is to subordinate all matters in the organization to the authority of the leader, who leads the organization in the concept of presidency, monopolizes decision-making authority, identifies problems, and sets solutions for them alone, informs subordinates of his orders and they have to listen and obey without giving any opportunity for discussion, and uses the method of negative motivation based on intimidation and threats .

It is mentioned that there are three forms of autocratic leadership style, namely :-

- Violent autocratic leadership: studies in psychology and sociology confirm that in this style the leader relies on negative actions and does not condone mistakes, but makes the perpetrator of

the mistake an example for others.

- Benevolent autocratic leadership : it is less violent than the previous one, as the leader creates the atmosphere of work in such a way that coercion is not allowed except when absolutely necessary.

- Maneuverable or tactful autocratic leadership: in which the leader tries to make his subordinates feel that they are participating in decision-making and relieves his control over his subordinates.

*** Permissive leadership style:**

It is called free leadership, or undirected, chaotic leadership, or permissive leadership. It is noteworthy that the use of the permissive leadership method dates back to the period when the permissive approach prevailed as a method of directing the efforts and activities of individuals, but the use of this method did not reach the extent to make it a fixed approach and this method was applied only after the thirties, as it was used in experimental studies conducted by the American University of "Iowa" and then applied in applied studies conducted in administrative organizations.

And that this style of leadership is based on giving the individual complete freedom to do whatever he wants, in which the leader relinquishes to his subordinates the authority to make decisions, and the leader becomes in the rule of the adviser, does not exercise any authority over his subordinates and does not influence them, and the groups working under free leadership lack control and organization, which leads to encouraging evasion of responsibility, the difficulty of leading and directing groups and uniting their efforts towards achieving the desired goals and anxiety and tension prevail greatly in the work environment, as there is no real effective guidance, there is also no effective control, which weakens their ability to produce.

*** Democratic leadership style:**

The researchers point out that the leader in this style does not issue orders only after discussing the issues in question with the relevant people, and leadership is done through encouraging and not intimidating, and through adopting participation and not monopolizing the decision-making authority, and Democratic leadership is based on three basic pillars: :-

i.The establishment of human relations between the leader and his subordinates, and the human relations between the Democratic leader and his subordinates in the work consists in achieving integration and understanding of their feelings and problems and satisfying their economic, psychological and social needs.

ii.Involve them in some leadership tasks, by which we mean inviting the leader to his subordinates and meeting with them to discuss their administrative problems facing him, analyze them and try to reach the best possible solutions to them, which enhances trust between them through their participation in developing appropriate solutions to administrative problems.

iii.Delegation of authority, as the leadership has become in a position to delegate authority without fear of the misconception that delegation means fear of exercising authority, and this misconception has been replaced by trust factors based on the need to establish sound human relations between the leader and his subordinates and involve them in decision-making. Democratic leadership models range as follows:-

The model of a Democratic leader that allows a certain amount of freedom for subordinates to participate in the decision-making process, he puts the problem facing him in front of his subordinates and asks them to participate in making the appropriate decision.As for the model of a Democratic leader who sets certain limits and asks his subordinates to make a decision within these limits, he identifies the problem and draws its dimensions, giving his subordinates a great deal of freedom in decision-making.

The model of a Democratic leader who makes the decision himself, but is keen to provoke dialogue and discussion to find out how much his subordinates accept this decision.This is the model of a Democratic leader who makes a decision and then gives subordinates the opportunity to share with him how the decision is implemented.This is the Democratic leader model, which allows his subordinates great freedom in decision-making and his role is limited to approving it, and this model represents the maximum freedom of action for subordinates .

Chapter Two

Organizational creativity

First: the concept of creativity

The English term Innovate refers to the meaning of renewal and it is stated in the lexicon of Social Sciences that the word creativity means any idea, behavior or renewal that is qualitatively different from the existing forms.many studies have indicated that the words creativity, creation, and innovation mean in their concept of looking at things and things in a new and different way and bringing the individual unprecedented and familiar things. creativity may come through the results of scientific research or the leadership of individuals or through strategic decisions within the organization.Creativity has been defined as the optimal use of mental and intellectual abilities characterized by the greatest fluency, flexibility, originality, sensitivity to problems and the ability to analyze them, leading to the formation of associations and the discovery of new relationships, ideas or working methods within management organizations. Hegan, 2000: 32 defines it as a multi-stage process that results in a new idea or work characterized by the greatest fluency, flexibility, originality, sensitivity to problems, and this creative ability can be cultivated and developed according to the capabilities and potentials of individuals, groups, and organizations .

It is also known by researchers and those interested in the subject of creativity as a prominent and superior promotion of strategies, policies, procedures, tools and methods of work and reviewing them from time to time to ensure the quality of work, as well as the innovation of a new mechanism of action by making optimal use of the available capabilities in order to realize the goal at the lowest costs and as soon as possible .Creativity is an integrated unit of subjective and objective factors that leads to the achievement of a new and sober production of value from the individual and the group that contributes to finding new solutions to ideas and problems. (Torrance, 2000 : 46) defines creativity as a process of sensitivity to

problems, awareness of weaknesses, gaps, disharmony, lack of information, searching for solutions and predicting them, transmitting or communicating results to others. (Jarwan, 2002: 5) defines creativity as "a combination of abilities, predispositions and personal characteristics that, if a suitable management environment is found, can elevate mental processes to lead to original and useful results, both in relation to the individual's previous experiences or the experiences of the institution, society or the world, if the products are of the level of creative breakthroughs in one of the fields of human life".

Second: The concept of organizational creativity the concept of organizational creativity is one of the modern concepts in management and organizational science, many concepts related to organizational creativity have been presented, especially after the expansion of research areas in it and what a person has strategic, structural and behavioral dimensions, to define organizational creativity as "the generation of ideas, processes, products or services, and their acceptance and application" Operations or outputs of the organization". From the above, we conclude that organizational creativity is the ability to find and create new ideas that are applicable in the organization or enterprise, whether it is a production method or a new product. **Third:** the importance of organizational creativity the positives provided by the phenomenon of organizational creativity can be summarized as follows :

- * Improve the organization's services for the benefit of the organization and the individual .
- * Contribute to the development of the intellectual and mental abilities of employees in the organization by providing them with opportunities to choose those abilities.
- * Optimal utilization of financial resources through the use of practical methods that keep pace with modern developments:
- * The ability to strike a balance between the different development and the available material and human resources:
- * Making good use of human resources and

benefiting from a great deal by providing them with opportunities to search for new things in the fields of work and constantly updating the work systems in accordance with the surrounding changes.

Fourth: types of creativity

Most of the literature agreed on the division of creativity into:

1. Administrative creativity: which includes organizational structure, rules, tools, procedures, work redesign, new policies and strategies, in addition to new control systems, as well as creative activities aimed at improving relations between individuals and interaction among them to achieve the desired goals.

2. Technical creativity: it includes the creation of new products or services, the development of old products and the creation of changes by means and tools of the organization.

Creativity is classified as follows:

Programmed creativity and non-programmed creativity : programmed creativity refers to pre-planned innovations such as the development of services or the improvement of procedures, and non-programmed creativity includes non-pre-planned creations. Means-based and ends-based creativity: an end-based creativity is characterized as a final creativity that is an end in itself, while means-related creativity refers to the creations that must be done to facilitate access to the desired creativity.

* Creativity related to the degree of novelty or extremes in creativity: it is a radical creativity associated with change, and is often met with resistance by many workers in organizations. While Assaf (2000: 18) classified creativity into:-

Individual creativity: which is carried out by individuals, which 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 business in a new unconventional way. creativity: it is through concerted efforts and working in a team spirit, adopting the creative idea of the individual and working to achieve it, because the failure of the group and its inability to implement the work

resulting from the creative ideas of individuals kills these ideas and does not achieve the desired benefit.

Fifth: elements of creativity

There are many classifications of writers and scientists for the elements of creativity, and the best classification is provided by Gail Ford and his collaborators for the various elements that make up creativity, represented by fluency, flexibility, originality, expansion, quantity and quality, and the following is an explanation of these factors:

1.It has been found that in verbal tests alone there are three distinct factors for fluency, namely intellectual fluency, and most of this type of fluency is related to the mental ability of a person, such as the ability to imagine, analogy, deduction, cognitive capacity and intuition, associative fluency and is concerned with the process of completing relationships in order to distinguish it from the previous type of fluency, expressive fluency, which has to do with the ease of constructing sentences, and so on.

2.Flexibility element: flexibility in thinking means a change of a certain kind, seeing the problem from different angles, a change in meaning, interpretation, usage, understanding of the task or business strategy, or a change in the direction of thinking, which may mean a new interpretation of the goal.

3.The element of originality: it means the production of what is unusual, what is far-reaching, what is new and Unusual, What is clever and dexterous of responses.

4. Brainstorming: defined as she is the agent of producing as many ideas as possible in the direction of a topic in a specified period of time.

5. Problem solving: it means a person's ability to detect various problems in several situations, a creative personality administratively can anticipate a lot of problems, detect places of failure and remedy them.

6.The ability to take risks: it means taking the initiative, making the necessary decisions and solutions now and in the future away from fear, and the ability to bear the resulting consequences.

7. Getting out of the ordinary: it is the ability of an individual to break free from traditional and routine work, the ability to act with rigid systems and adapt them for the benefit of work, and this requires great courage.

Sixth: characteristics of organizational creativity

- Organizational creativity has several characteristics, the most important of which are the following

- The term creativity represents something tangible or tangible, whether it is products or processes of generating new ideas .

- The creative process should be targeted, although there is a possibility of unplanned emergency changes.

- Creativity is supposed to be aimed at achieving the benefits of the organization, taken in the general framework as a feature of the society in which the organization operates

Seventh: development of organizational creativity

The development of organizational creativity is a way for organizations to achieve excellence, excellence and precedence in their field of work, through working on the development of human cadres, increasing their capabilities and refining their expertise scientifically, as well as developing the necessary plans and strategies to achieve the organization's goals, methods and methods of work, while providing an organizational environment that encourages creativity and innovation because the omission of one of these elements relatively reduces the opportunities for creativity and excellence. Creativity does not happen spontaneously, but its creation requires the availability of an organizational climate and a work environment that encourages it, as the work environment represents the physical and spatial conditions surrounding the individual in his work, as these conditions are the first thing the individual faces when entering the workplace, and includes office spaces, the level of cleanliness, maintenance, lighting, ventilation, adaptation, humidity, means of communication from creating opportunities for creativity and innovation, while spatial conditions

are not Extreme heat, noise, low level of cleanliness, crowding, lack of privacy and lack of auxiliary means to perform work are considered as stressful physical conditions that reduce job satisfaction and stifle opportunities for creativity and innovation, and the development of managerial creativity requires taking into account the requirements of creative behavior, which are as follows:

1.Affiliation and organizational loyalty: affiliation and loyalty are one of the most important pillars of administrative creativity, as an individual who loves his organization is dedicated to serving it and has the most creative motives .

2.Realizing the economic and social relations between objects and people: achieving efficiency and effectiveness depends on the proper investment of available resources by recognizing the economic and social relations between these resources and directing them well to improve the quality of products and services provided by the organization, and amplify their returns and benefits.

3.Following the scientific method: which is one of the main pillars on which creative management depends, in order to avoid the random method and the method of trial and error that wastes time, effort and cost.

4.Belief in opinion and other opinion: the availability of an organizational climate based on consultation and participation in decision-making contributes to the improvement of working methods and their development in a way that reflects positively on the patterns of administrative work.

5.Attention to the human element in management: which increases the rates of loyalty and affiliation to the organization, and therefore raises morale and job satisfaction, and employees accept to work and show their creativity in light of the encouraging organizational climate.

6-belief in the need for change and the importance of continuous development: one of the most important factors for the success of creative organizations is their belief in the need for continuous development and improvement of the

products and services they provide, there is no limit to development and improvement.

Eighth: obstacles to organizational creativity

There are many opinions of researchers about the obstacles to creativity and the factors that prevent it from developing and reaping the expected benefits from it.

The most important of these obstacles are the following:

1-social resistance to new ideas due to the habit of members of society to think in a certain framework (resistance to change).

2-Fear and anxiety about the failure of new ideas and methods, this is called fear of thinking.

3-the limited experience and culture of administrative leadership, and the lack of application of democracy in dealing with new ideas submitted by employees.

4-failure to provide material and moral incentives to creators.

5-unhealthy organizational climate.

6-the application of an improper organizational structure that does not allow individuals the freedom of opinion, diligence and conduct...Etc.

There are also obstacles associated with the same individual, including

* Low self-confidence

* Tendency to conform: compliance with prevailing norms that hinder the use of imagination and expectation.

* Excessive enthusiasm: which leads to a rush of results.

* Stereotypical thinking.

Chapter Three

Applied aspect:

First / testing metrics and building models

1 - stability of the scale: in order to verify the stability of the research tool, the cronbach Alpha coefficient was calculated to confirm the stability of the Scale tool, to ensure that the resolution

measures what it was set to measure and to ensure its truthfulness through the stability coefficient using the internal consistency method, and although there is no basic rule by which the appropriate values are actually determined for

Alpha, however (Sekaran, 2003:20) indicates that there is a near agreement that applied research requires the cronbach alpha coefficient is greater than or equal to 60.0, hence Table (2) indicates that this condition is met for all paragraphs.

Alpha value	Number of paragraphs	Source of the scale	Dimension	The variable
.811			One-dimensional	Leadership methodologies
.895			One-dimensional	Organizational creativity
.856		Overall resolution		

Source: prepared by the researcher based on the questionnaire form and the SPSS V program.25

Second: hypothesis testing

2.1 correlation relationships

As a preliminary step to testing the main research hypotheses, the research relied on the simple correlation coefficient (Pearson) to test the correlation relationships between the research variables. Table (3) shows the matrix of coefficients of simple correlation (Pearson) between these search variables. Abbreviated (Sig.) In the table it refers to testing the significance of the correlation coefficient by comparing the calculated value (t) with the tabular one without showing its values. If there is a sign (* or**) on the correlation coefficient, this means that the calculated value (t) is greater than the tabulation. The magnitude of the strength

of the correlation coefficient is judged in the light of the rule (Cohen & Cohen, 1983) as follows: -

The correlation relation is low: if the value of the correlation coefficient is less than (0.10).

The correlation relationship is moderate: if the value of the correlation coefficient is between (0.30 - 0.10).

The correlation relation is strong: if the value of the correlation coefficient is higher than (0.30).

The results of Table (2) indicate a high correlation between the research variables according to the rule (Cohen & Cohen,1983). The correlation coefficient between leadership methodologies and organizational creativity has reached the amount of (.839).

Correlations

	Leadership methodologies	Organizational creativity
Pearson Correlation	1	.839**
Sig. (2-tailed)		.000
N	85	85
Pearson Correlation	.839**	1

Sig. (2-tailed)	.000	
N	85	85

Correlations

	Leadership methodologies	Organization al creativity
Pearson Correlation	1	.839**
Sig. (2-tailed)		.000
N	85	85
Pearson Correlation	.839**	1
Sig. (2-tailed)	.000	
N	85	85

Correlations

	Leadership methodologies	Organization al creativity
Pearson Correlation	1	.839**
Sig. (2-tailed)		.000
N	85	85
Pearson Correlation	.839**	1
Sig. (2-tailed)	.000	
N	85	85

Correlations

	Leadership methodologies	Organization al creativity
Pearson Correlation	1	.839**
Sig. (2-tailed)		.000
N	85	85
Pearson Correlation	.839**	1
Sig. (2-tailed)	.000	
N	85	85

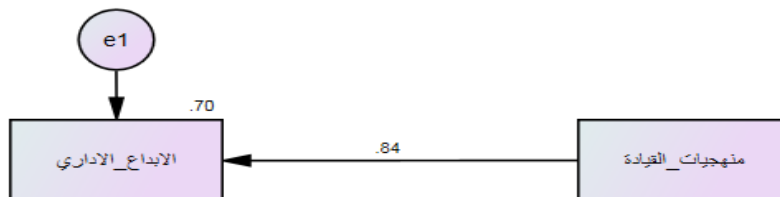
Source: prepared by the researcher based on the outputs of the (SPSS V

program.24)

It is noted from Table (3) that the study variables had high arithmetic averages and within an agreed direction, and this represents a first indicator of the agreement of the study sample towards its variables.

2.2 testing the main research hypothesis: which indicates that leadership methodologies exert a

direct positive impact on organizational creativity, i.e. (the availability of leadership methodologies in the organization will increase organizational creativity) to test this hypothesis, Figure (2) and Table (3) were formulated, which show the direct positive impact of leadership methodologies on organizational creativity.



			Estimate	S.E.	C.R.	R ²	P	Result
Organization al creativity	<--	Leadership methodologies	.84	.117	9.512	.70	***	Acceptance of the hypothesis

Source: prepared by the researcher based on the outputs of the AMOS V

program.25)

As can be seen from Figure (2) and Table (5), a set of results indicating the validity of the main hypothesis of the research regarding the direct impact, reaching the coefficient of direct impact of leadership methodologies in organizational creativity (.84) and at a morale level of 0.001, the coefficient of determination (interpretation) was reached .70 this indicates that leadership methodologies explain 70% of the change in organizational creativity and the rest of the percentage is due to other variables outside the model and therefore accept the main hypothesis of the research.

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First : Conclusions

1-It became clear from the theoretical proposition that most writers and researchers see the difference between the manager and the leader, as the manager is required to perform the functions of the administrative process - Planning, Organization, direction and control - and leadership is one of these functions for the manager and the manager cannot have the ingredients of successful leadership without it.

2-Administrative leadership is the key to access administrative creativity in organizations and administrative creativity, in turn, is the key to

access competitive advantages and creative and pioneering organizations . Most researchers and writers go to this .

-3 The results of the statistical analysis of the data and the sample opinion survey for the administrative leadership variable and the administrative creativity variable showed the following :

A-The degree of agreement of the research sample on the managerial leadership variable achieved a very good rank, which indicates the perception of senior leaders of their sources of strength and the extent of their influence on subordinates through their skills.

B-The administrative leadership variable achieved a high arithmetic mean, which indicates the awareness of the research sample (senior leaders) of the importance of their role in leading their colleges in a way that makes them achieve something creative in their performance .

C-The degree of agreement of the research sample on the administrative creativity variable achieved a high good rank, which indicates that senior leaders are aware of their active role in achieving administrative creativity .

D-the administrative creativity variable achieved a high arithmetic mean, which indicates the research sample's awareness of the importance of administrative creativity and how to achieve it through multiple stages .

E-There was a correlation between successful administrative leadership and administrative creativity in the colleges studied, which indicates the coherence of the two variables, as the relationship was positive, strong and moral .

F-It turned out that there is a positive effect of administrative leadership on administrative creativity, and this indicates the awareness of the research sample to the importance of the two variables and increases the impact in achieving administrative creativity, and this is confirmed by studies and literature .

G-The research hypothesis was accepted under a morale level (0.01) and a confidence level (0.99).

Second: Recommendation

1-The adoption and adoption of research results by the faculties of the University and the need to identify the basic concepts in research (administrative leadership, organizational creativity), methods of its practice and means of influencing subordinates .

2-Working on the development, training and care of working individuals as the most important resources of the University, and the working individuals should take from their managers as their role models .

3-Faculty leaders (deans and heads of departments) have characteristics including sensitivity to problems, perseverance, initiative, delegation, risk-taking, fun and wit Etc .

4-Designing the work in a way that excites, motivates, pleases and helps to reach higher levels of innovation and creativity while working to develop leadership abilities in subordinates (employees) to arouse their motivation towards positive competition and creative thinking .

5-the administrative leaders of the University and its faculties should have a purposeful critical vision for continuous improvement and the implementation of change programs through creativity .

6-Encouraging subordinates (employees) by leaders (deans of colleges) to creativity and creative thinking as well as the adoption of creative ideas .

7 - Work on identifying and revealing the factors affecting creativity negatively and positively to benefit from them as feedback and make it a culture for the university faculties and not as a policy to face problems only, and this falls on the shoulders of leaders and subordinates alike .

8-The creation of a creative department in all faculties of the university concerned with creative people and studying how to benefit from them as well as help them apply their creative ideas .

9-Adopting and adopting the concept of organizational development by increasing the ability of the University's faculties to accept the change strategy and increase its effectiveness, as the change will promote administrative creativity

and help train working individuals to accept creativity as a basic organizational standard, to increase awareness and interest, and to formulate comprehensive goals .

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