THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND ADMINISTRATIVE CREATIVITY: THE JORDANIAN POTASH COMPANY'S FIELD STUDY

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ABSTRACT

The purpose of this paper is to develop a proposed model to test the relationship between transformational leadership and administrative Creativity, four styles of transformational leadership (Ideal Influence, Inspirational Motivation, Individualized Consideration, and Intellectual Stimulation) were considered to measure transformational Leadership. The study conducted a questionnaire survey in Jordanian Potash Company; the sample includes 475 employees within the researched company. A simple regression analysis was used to test the hypothesis. Four styles of transformational Leadership positively affect administrative creativity. The Idealized influence dimension came at the first rank, followed by the inspirational motivation, then the individualized consideration, then the intellectual stimulation, they were all at a high level, and the total degree was high. This research is one of the attempts that investigate the relationship between transformational leadership and administrative Creativity. And extending the knowledge regarding the value of these variables and their relationship for the different types of organization.

Keywords: Transformational leadership, ideal influence, inspirational motivation, individualized consideration, intellectual stimulation, administrative creativity.

1. INTRODUCTION

Contemporary organizations are living in a changing and complex conditions because of economic, social, political and cultural change in their external environment, and this is why has emerged the organizations need for creativity to deal with these conditions, and ability to cope with the era's developments to allow the organizations perform their tasks for which they have been established.

Since the organizations are the first driving force for the economic wheel and the first operator of the capital, the primary supporter of the individual and collective professional growth

So, organizations should adopt creativity whether in the production, processes, in the individuals to be able to continue in a perpetually changing world.

A creative organization is an organization which focuses on the differentiation culture between its employees and adopts a group of values to be committed with by all the workers in the institution and works for employing effective practices to motivate creativity among the employees, encouraging them to adopt initiatives improving their productivity (Anderson et al., 2014).

Leadership is considered one of the most critical factors affecting creativity, and it is considered the core of the managerial process and its beating heart. The importance of the leadership presents in motivating, directing, and unifying efforts of those in charge to attain the goals set by the institution for itself.

Since the base and the essence of the organization's presence in the existing of a goal set by the organization, sop leadership has great importance through its role in clarifying the goal for the subordinates and preserving a balance in achieving the goals (Luthra and Dahiya, 2015).

Leadership has a pioneering role in developing creativity in its organization, since creativity in the organization is the top management appreciation of creativity, providing the institution environment and order which support creativity.

Organizations, regardless of their task, types, and sizes, their leaders, and the workers, should apply the creative method. Naturally, leaders have an influence on their subordinates' behaviors through the official authorities granted to them, so the subordinates' creative capabilities influenced by the prevailing leadership style inside the organization (Fang et al., 2019).

This study aimed to examine the relationship between transformational leadership and administrative creativity at Jordanian Potash Company, providing a framework for the relationship between these variables and working on determining the optimal relationship between these variables.

This study began with a literature review of transformational leadership, administrative creativity, and then the study carried the development of hypotheses. Research methodology, analysis results, and research model took place in the second section. The results of the analyses discussed and the recommendation provided for managers and academicians in the last section.

2. LITERATURE REVIEW

2.1. Transformational Leadership

Leadership style is considered one of the most critical factors influencing creativity because leaders' influence creating the creative culture and directing the subordinates towards the motivation levels and the ethical ideas, the essence of the transformational leadership revolves around the leader's desire and his capability to raise the others' perception awareness through strengthening the ideas and the ethical values.

Conger (2002) identifies transformational leadership as that leadership which exceeds providing incentives in return of the desired performance to developing and encouraging subordinates intellectually and creatively, changing their self-interest to be a fundamental part of the organization's mission (Conger, 2002).

Transformational leadership dimensions represent four dimensions: idealized influence, intellectual stimulation, individualized considerations, and motivation; it is meant by these dimensions the following:

The charismatic dimension of the (idealized influence), which is seen as the ability of the leader to gain trust admiration, respect, and others' appreciation, he is seen as the higher ideal, the subordinates imitate the leader and obey him with well for all of his demands.

The charismatic leader has a great deal of flexibility, focuses on a clear vision, processes the expression basis, he has an excellent ability for communication, he processes most of the information that makes him a model, and he motivates enthusiasm in the subordinates and gains their trust. This leader requires an interest in the subordinates' desires and needs.

The second dimension is the inspirational motivation which means that the transformational leader works for increasing optimism and enthusiasm and the interest among the subordinates through providing the meaning and the challenge to what they are doing. Also, appreciating the group spirit, making them focus and think in the future with the optimistic spirit, giving them the opportunities to participate in achieving the common goals, all of this lead to motivate them.

Also, the leader raises an awareness degree among subordinates about the vision and mission of the organization, and some individuals call this dimension the stimulating why motivating communication.

The third dimension is intellectual stimulation, which means stimulating the workers, raising them to be more aware, creative, and innovative in dealing with the problems they are facing, encouraging them to adopt creative solutions to the problems facing their organizations. This stimulation can be done through listening to their ideas, suggestions, engaging with them in their feelings, increasing their abilities to think in the problems in new ways and methods.

The final dimension is (the individualized consideration) in which the leader pays attention to the employees' needs which characterize by being personal, in addition to trust-building, knowing strengths and weaknesses sides in the employees' performance (Avolio et al., 1999 ; Bass and Avolio 1999; Kakkuri, 2017).

Transformational leadership is considered very important since it contributes to setting standards for the organizational performance within integrated and coherent arrangements making it able to respond to the internal and external changes effectively, and it sets values to the organization, making changes in its culture and beliefs. Also, it encourages the individuals to exert exceptional and unusual efforts, and distinguish performance levels, accedes in importance and size what the other leadership styles produce (Sergiovanni, 1996).

Transformational leadership is characterized by working for changing the subordinates and transforming them to leaders by focusing on the values, the ethics, the standards, and on the long term objectives. It represents satisfying the individuals' needs and treating them with humanity, stimulating the workers to pass their original expectations, increases the workers' effectiveness at work, persuading them to accept the institution's tasks and goals (Otoom, 2018).

Studies indicate that leaders who act according to dimensions of the transformational leadership can influence the subordinate's values, customs, and behaviors to work at higher performance than the expected (Jung and Avolio, 2000).

2.2. Administrative Creativity

Creativity is identified as a cognitive process that has outputs and innovative solutions, generating new ideas in response to the situations (AL-Edwan, 2011).

While Torrance (1965) identifies creativity as "A process in which the individual becomes sensitive to the problems and the defects, the cognitive gaps, the missing components, and lack consistency. The creative determines the difficulties, searches for solutions, making a prediction, or formulating the hypothesis, re-testing them, modifying and re-testing them till he reaches the results and generalizing them".

Regarding Administrative Creativity, it can be identified as it is the successful usage of the processes, programs, or new products that appear as a result of decisions inside the institution. Also, it is identified as all of the ideas and the practices provided by the managers and the employees, leading to finding managerial processes, methods, and ways more efficient and competent in achieving the organization's goals.

Amabile and Sensbaugh (1992) identify managers' creativity as a group of procedures, processes, and behaviors leading to improve the general climate in the organization and activating the creative performance through motivating the workers on problem-solving and making the decisions in familiar ways.

Managers' creativity has great importance for the organizations. Since the organizations need to achieve excellence, differentiation, and development in the field of their work through developing the human resources, increasing their capabilities, shaping their experiences scientifically in addition to developing the required plans and strategies for achieving the organization's goals, and the work method, providing the organizational environment which encourages creativity and renewal (Simons, 2000).

Also, Administrative Creativity has importance in what it provides of untraditional methods for the development, contributing to encounter globalization challenges and the competition, also contributes to solving many of the productive problems in the institutions, this leads to increase productivity, developing its means and methods, also reduces the total costs on the organization & improving its production (Al-Khraisat, 2012).

Any organization that does not set the Administrative Creativity as an essential goal of its goals and does not work for encouraging the employees on creativity its destiny is regression and collapse because of its inability to face the changes and the developments which continuously appear. Also, the employees in any organization stay behind and unable to develop themselves and their organizations if they do not make creativity part of their occupational like their destiny (Khalaf, 2010).

Administrative Creativity inside the organization might be within different levels: an individual level that characterizes one of the employees when he introduces a creative process to develop the work. In contrast, the second level is at the group level; it is achieved or reached by the group, it dramatically surpasses the sum of the individual creativity of the individuals of a result of the interaction between them, exchanging the opinion and the experience (Bissola and Imperatori, 2011).

Many studies have shown that organizations are encouraging the employees to introduce new ideas and freedom of discussion, interest in their opinions, finding effective communication channels allowing for the exchange of information between the individuals.

Encouraging competition between the workers, providing the financial and moral support to the inventors, help developing creativity in the institution. This point emerges the role of the leadership in directing creativity inside the organization (Gray and Starke, 1988; Vecchio, 1991). So, interest in creativity is considered one of the most important duties that the leaders should focus on and giving special priority. Administrative Creativity represents one of the

competitive advantage sources for the organizations, and it is a part of the strategy for many organizations in the 21st century, the issue which makes the Administrative Creativity one of the most essential and prominent tasks for the managerial leaders. Most of the time, creative capabilities do not appear to many employees because of the absence of leadership, which encourages Administrative Creativity (Tierney et al., 1999).

2.3. Transformational Leadership and Administrative Creativity

Gumusluoglu and Ilseve, (2009) have conducted a study aimed at investigating the influence of transformational leadership on creativity within the individualized level and the organizational level. The results of the study showed that transformational leadership has an essential influence on creativity at both levels, the individualized, and the organizational.

This result agrees with Khalaf (2010) study, which investigated the relationship between transformational leadership and the Administrative Creativity among the heads of the academic divisions at the Islamic University in Gaza's. Results showed the presence of positive influence of the transformational leadership among the heads of division on the Administrative Creativity of the subordinates.

Al-Khraisat (2012) has conducted a study aimed at finding out the relationship between transformational leadership and Administrative Creativity among directors of the sport activity departments and the workers at these departments in some of the Jordanian's universities. Results showed the presence of a positive correlation between practicing transformational leadership behavior and the manager's creativity.

Kasasbeh et al. (2015) study aimed at determining the effect of transformational leadership in the Administrative Creativity within the industrial companies.

The study reached the presence of a positive and statistical significant influence of the transformational leadership style in the Administrative Creativity while Hsu (2016) study disagreed, which investigated influence of the transformational leadership on the occupational performance of the employees through testing a model in which the moderated variable is the learning capabilities among the employees and their creative capabilities. The results of the study showed the absence of a relationship between transformational leadership and creativity among the employees.

While Otoom (2018) study aimed at finding out the relationship between transformational leadership and Administrative Creativity, results showed the presence of positive relationship with statistical significance between transformational leadership's dimensions and Administrative Creativity among heads of divisions.

It is noticed that all of the previous studies showed the presence of a relationship between transformational leadership and Administrative Creativity except (Hsu, 2016) study which showed the absence of a relationship between transformational leadership and the Administrative Creativity, the issue which motivated conducting this study which attempts to disclose the relationship between transformational leadership and the Administrative Creativity.

Also, this study distinguish from other studies regarding study population which is the Jordanian potash company, since it is the first study of its kind to the knowledge of the researcher conducted in the mining industry sector, which is an essential and robust sector in assisting the national economy by providing work opportunities and training the Jordanian in workforce.

2.4. Conceptual and Procedural Definitions

Administrative Creativity is the ability to produce new and useful ideas, with the successful employment of these ideas inside the organization (Gumusluoglu and Ilsev, 2009), and it is measured by the total degree the workers receive at the scale developed by the researcher for this purpose.

Transformational Leadership is the ability to make change in the working individuals and stimulating them to improve performance through satisfying their needs and desires, making them feel of importance of their contribution in the organization (Bass, 1985), and it is measured by degrees of transformational leadership dimensions and the total degree the workers have received at the scale developed by the researcher for this purpose.

2.5. Theoretical Framework and Hypotheses

The study developed a research framework, as shown in figure 1. The proposed study model is based on a set of variables and proposed relationships between these variables, which can be reviewed as follows:

2.5.1. The Independent Variable

Transformational leadership (The ideal Influence domain, the Inspirational Motivation domain, the Individualized Consideration domain, the Intellectual Stimulation).

2.5.2. The Dependent Variable

The Administrative Creativity, Therefore, the model of the study reflects 1 hypothesis according to the following:

H1: Transformational leadership is positively and significantly associated with Administrative Creativity

H1a: H1: The ideal Influence domain is positively and significantly associated with Administrative Creativity

H1b: The Inspirational Motivation domain is positively and significantly associated with Administrative Creativity

H1C: The Individualized Consideration domain is positively and significantly associated with Administrative Creativity

H1d: Intellectual Stimulation domain is positively and significantly associated with Administrative Creativity
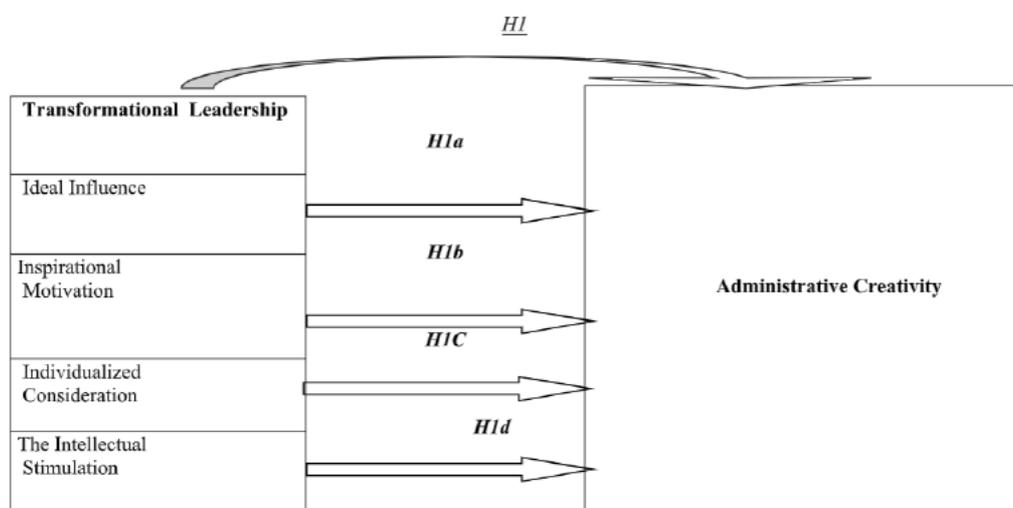

Figure 1 Study Framework

3. RESEARCH METHODS

Statistical Package for the Social Sciences: SPSS software was used to test the Questions of this study. The data were analyzed by using the following statistics:

- Descriptive statistics: such as the means, standard deviation, frequencies, and percentages were used.
- Multiple regression.

3.1. Sampling

Jordan Potash Company was chosen as the entire population, and the unit of analysis was composed of all the employees. The total target population consisted of all Jordan Potash company employees during April 2019. They were estimated by 1730 male and female employees, according to the company human resources department. The researcher selected the study sample randomly from the study population. The sample consisted of 473 male and female employees. The sample was distributed according to the study variables, as shown in table 1.

Table 1 Frequencies and Percentages of the Distribution of the Study Sample According to its Variables

The Variables	Levels	Frequencies	Percentage
Gender	Male	338	71.46%
	Female	135	28.54%
Experience	Less than 5 Years	119	25.16%
	5-10 Years	175	37.00%
	More than 10 Years	179	37.84%
Total		473	%100.00

3.2. Materials and Methods

The current study depends on a descriptive-analytical approach and employed an analytical study survey. The mixture is used to collect Information from library and field research methods. The library method is mainly used to study the previous study, literature, and history of research and practical experience, familiarity with the different literature, and how they are used in the content and context of this study.

To achieve study objectives, the researcher constructed a questionnaire based on a literature review. Used feedback from experts and 8 workshops to improve and test the questionnaire. The researcher decided to use multiple methods for data gathering to provide a good description of the topic. This study mainly uses the validated existing scales of previous studies on a Likert-type scale with response options ranging from 1-5. All variables have measured employing multiple questions for better clearness and avoiding respondents confuse the question have been purposely categorized into grid following a brief explanation of measurement for researched variables in the proposed model. Finally, original items were measured according to Arabic; the variables were measured according to the previous study with modifications based on the context of this study. The researcher constructed a questionnaire containing 35 factors, covered with 5 variables of study framework.

3.3. Measurement

3.3.1. Transformational Leadership

The measurement scale of Transformational leadership from (Susilo, 2018; Ogola et al., 2017; Rafferty and Griffin, 2004) to measure (Transformational leadership) The ideal Influence domain consisted of 6 items, the Inspirational Motivation domain consisted of 5 items, the Individualized Consideration domain consisted of 5 items, the Intellectual Stimulation consisted of 4 items. 20 items were used to measure these dimensions.

3.3.2. Administrative Creativity

The instrument to measure Administrative creativity was adopted from work (Abdul-Aal and Alshammri, 2018) (Ussahawanitchakit, 2012) its consist of 15 items,

4. RESULTS AND DISCUSSION

The coefficient alpha Cronbach for the ideal Influence domain, the Inspirational Motivation domain, the Individualized Consideration domain, and Administrative Creativity were calculated. At 0.88 and 0.81, respectively, these provided values higher than 0.70. Therefore, these values are acceptable. Also, all negatively worded questions were reverse scored as shown in table 2.

Table 2 Means and Standard Deviations of the sample subjects' responses on the level of transformational leadership domains practice and administrative

#	The Domains	Mean*± Std	Cronbach Alpha	Transformational Leadership				Administrative Creativity
				A	B	C	D	
A	The Ideal Influence Domain	3.76±.78	0.84	1.00	0.634**	0.515**	0.492**	0.335**
B	The Inspirational Motivation Domain	3.60±.81	0.87	=	1.00	0.560**	0.394**	0.229**
C	The Individualized Consideration Domain	3.46±.71	0.81	=	=	1.00	0.419**	0.385**
D	The Intellectual Stimulation Domain	3.66±.96	0.88	=	=	=	1.00	0.357**
	Administrative Creativity Level	2.99±0.58	0.85	=	=	=	=	1.00

- Out of (5). ** Significant at ($\alpha \leq 0.05$).

Table 2 explores the correlations between study constructs, and these show that the ideal Influence domain, the Inspirational Motivation domain, the Individualized Consideration domain, and Administrative Creativity are correlated.

4.1. Hypothesis Testing

Multiple regression analysis was used to investigate the impact of the ideal Influence domain, the Inspirational Motivation domain, the Individualized Consideration domain, and The Intellectual Stimulation on administrative creativity.

Ho1: Transformational Leadership style dimensions have a significant effect on administrative creativity.

The results in table 3 show that The ideal Influence domain, the Inspirational Motivation domain, the Individualized Consideration domain and the Intellectual Stimulation predicted the administrative creativity (F=2.542;R^2 =0.112;P<0.05).The Ideal Influence(β = .181; t = 2.953; P< 0.05), the Inspirational Motivation(β= .319; t = 5.111; P>0.05), the Individualized Consideration(β = .224; t = 4.092; P < 0.05) and the Intellectual Stimulation(β = .258; t = 3.460; P < 0.05) have a positive effect on administrative creativity.

The results prove that transformational leadership practice domains contribute effectively in determining administrative creativity. Therefore, the hypothesis was tested to be true.

Table 3 Multiple regression analysis

R^2	Adjusted R^2	Durbin Watson	F	Sig.
.112	.082	1.031	2,542	0,00
Model	B	Std. Error	T	Sig.
The Ideal Influence	.181	.061	2.953	.003*
The Inspirational Motivation	.319	.062	5.111	.000*
The Individualized Consideration	.224	.055	4.092	.000*
The Intellectual Stimulation	.258	.075	3.460	.001*

5. CONCLUSION

The results showed that "The Ideal Influence Domain" ranked first with a mean 3.76 and a standard deviation of 0.78. "The Intellectual Stimulation Domain" ranked secondly with a mean 3.66 and standard deviation of 0.96. While "The Individualized Consideration Domain" ranked finally with a mean 3.46, and standard deviation of 0.71. The grand mean of the subject's responses' was 3.63 and standard deviation of 0.60.

Idealized influence dimension came at the first rank, followed by inspirational motivation, then the individualized consideration, then the intellectual stimulation, they were all at a high level, and the total degree was high.

The researcher attributes this result to the leader's accumulated experience and undergoes continuous courses and workshops within the continuous occupational growth course. Also, these dimensions represent a coherent frame of features and characteristics in the transformational leader, which makes its availability very important.

It is possible to explain idealized influence came at the first rank and at a high degree in light of features of this dimension, necessary provision for the work continuity, production flow, and its influence on the employee's feeling of comfort and belonging to the institution.

Idealized influence requires an enormous amount of flexibility, focus, and clear vision, ability to communicate, and including enthusiasm in the subordinates (Rafferty and Griffin, 2004).

Regarding the inspirational motivation, dimension came at the second rank; it can be explained in light of the nature of this dimension, which requires focus significantly on the emotions since those emotions have a significant role in the work motivation, performing the tasks with desire and happiness. Optimism enthusiasm, and subordinates' interest through giving meaning and the challenge to what they are doing, prevailing the group spirit make this dimension with great importance for the transformational leaders (Kakkuri, 2017).

The results revealed that there are statistically significant positive correlations at α≤0.05 between the level of transformational leadership practice domains and the administrative creativity at the Jordan Potash Company.

Results showed the presence of effect with statistical significance for all of the transformational leadership dimensions on the administrative creativity since the influence coefficient of the idealized influence and the inspirational motive dimension, individualized consideration, intellectual stimulation dimension 8.2%, 5.1%, 13.2%, and 12.3%. Respectively,

the subordinates positively influenced by the presence of the transformational leadership with its dimensions among their: bosses at work, which develop their creative capabilities and contribute to developing their skills, and shaping their capabilities, help in the optimal performance at work.

This result might pertain to the leadership ability at the Jordanian Potash Company in influencing the company's culture to find the climate and administrative and organizational culture nurturing and supporting the creative efforts.

The researcher attributes this result to what the transformational leaders enjoy of characteristics, and what they believed in practices through providing the supporting climate in which the leader carefully listen to the individual needs of the subordinates looking at every person and his needs individually.

Also, it is possible to explain this result in light of the clear vision among the transformational leaders of the nature of their role in developing the company and pushing the production wheel, and this cannot be achieved except by developing the subordinates' creative capabilities.

Transformational leaders who act according to the transformational leadership dimensions can influence the subordinate's values and customs to work higher than the expected performance (Li et al., 2019).

This result agrees with Khalaf (2010) study, and with Al-Khraisat (2012) study, and Kasasbeh et al., (2015) study, Otoom (2018) study, their results showed the positive influence of the transformational leadership on the administrative creativity among the subordinates, while this result disagrees with Hsu (2016) study which showed the absence of a relationship between transformational leadership on the employees' creativity.

5.1. Recommendations

Conducting more studies about the reality of practicing the transformational leadership and its relationship with some variables such as Job satisfaction, administrative empowerment, change management, and administrative creativity.

- Providing training courses to raise the leader's competence to use transformational leadership and the other modern administrative methods are necessary to enhance the use of transformational leadership at the Jordanian Potash Company.

- This study is educating managers about the extent of the correlation between transformational leadership and the administrative creativity, and the effect of each of them on the work, making them aware of models of creative institutions.

- Educating the managers about the importance of creativity at the group level and not focusing only on individualized creativity.

5.2. Study Limitations

Due to the methodology employed, like all empirical studies, the present research also has its limitations. The use of a questionnaire to collect data always also has its limitations, since responses could be biased because of the standard method used for the collection of all data. Although extensive care has been taken when designing the questionnaire and the pilot study refined the questions, still the criticism of the survey method can never be completely ignored and should be taken into account. Also, data are cross-sectional rather than longitudinal; longitudinal research may provide further insight findings. This research was conducted in Jordan that is considered to be a developing country; the results may not generalize to other developed countries. Even though the current research has adequate sample size the convenient sampling of the research impedes the generalization of findings, From generalization of the

results point of view, measuring research questions based on the opinion of the respondents would limit our generalization of the findings. However, the constraint mentioned above did not invalidate the findings of the study. More so, despite the above limitations, this research has provided useful results in paving the way for future research in this area, First future research needs to perform a longitudinal study. Second, researchers can also examine if our results can be generalized to developed countries in the same sector. These research results clarify several unclear and unsearched issues in the literature as they appear in the content and context of this research.

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