

The Impact of the Transformational leadership on the Organizational Creativity in the Jordanian Work Frames

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Abstract-*This study discusses the impact of the transformational leadership on the creativity of employees. Its aim is to identify the transformational leadership, its features, and impact on the employees from their perspectives and point of views. The problem of the study explains transformational leadership and if it logically plays role in motivating creativity of the employees in the objective organization.*

Keywords- Organization; Leadership; Management; Motivation

The Main problem posed by the study.

There is much leadership in the organizations. However, no all the leaderships may motivate and encourage creativity of the employees. Transformational leadership is one of the featured way that encourage the creativity. So, the main problem posed by the study can be identified through the two following investigations: what is the purpose of transformational leader in the company, and how is transformational leadership effect on the employees and achieving the creative abilities? The present applied study aims to identify the transformational leader, his features and efforts exerted in the organization that lead for creativity among all employees.

1. OBJECTIVES

The study has been applied on (800) of employees who are working in Electricity Distribution Company of Irbid. The survey was distributed by the researcher himself and he also collected it.

The study recommends that the following objectives to be achieved:

1. The leader of any organization must be the model of his team by determining and keeping commitment to achieve the objectives and aims. Also, his way of dealing others and his morals should be examples to his team.
2. The leader of any organization must be able to manage any challenge through finding out the new approaches and methods that motivate the employees to solve the problems and crises creatively. As well as, he must encourage them to adopt a new way through increasing awareness, renewal the old methods that can be compared with new fashion of work. Hence, intuitive trust of the employees will be increased positively.
3. The leaders should adopt all methods such like working with teams, showing enthusiasm, encouragement and optimism in which these

factors would be able to motivate the employees, lead them to take care about any long-run plans.

4. The leaders should work continuously on achieving well-being for his team. They have also should be a remote for them by knowing all factors accomplish any future aim or objective.
5. The leaders must authorize employees from management levels for decision making and taking which can give ways to identify problems of the teams and find solutions.

2. SIGNIFICANCE OF THE STUDY

Importance of the study stems equally as much as the transformational leadership is considered one of the significant issues in Management and one of the successful pillars share spirit of cooperation and creativity among employees as well as to improve workers abilities. This study importance can be identified through many inquiries, investigations and questions that lead us to know the transformational leader and his features and who is able to unify all teams of the origination to achieve its aims and plans. So, the relationship that has been established by the leader considered the pillar of any successful organization. Hence, the leader is the planning engineer through making policies and he is like the engine that motivates workers to achieve the aims and challenge the challenges and variables. The importance of present study can have identified through extent of the technical and administrative efforts exerted by the leader on the employees and how he leads to accomplish the objectives and purposes of the work through encouraging them by creativity and innovation. So, the result will be strong frames able to keep up new plans and approaches to follow the competitive, qualified and technological developments, growth and events.

3. THE HYPOTHESES OF THE STUDY

1. There is no statically significant from the identical impact of leadership on the creativity of the employees at ($\alpha \geq 0.05$).
2. There is no statically significant that transformational leadership plays role on motivating creativity of employees at ($\alpha \geq 0.05$).
3. There is no statically significant for intellectual exaggeration at ($\alpha \geq 0.05$) for transformational leadership and its impact on creativity of employees.
4. There is no statically significant from sense of the employees can make the transformational leadership effect on creativity of employees at ($\alpha \geq 0.05$).
5. There is no statically significant from empowerment of transformational leadership on creativity of employees at ($\alpha \geq 0.05$).

4. VARIABLES OF THE STUDY

Independent Variables: Ideal Influence, intellectual Simulation, individual consideration, motivation, Empowerment.

Dependent Variable: Creativity of Employees.

Methodology of the study

The statistical descriptive analytical approach was utilized to reach the aim of the study and to prove its hypothesize. This kind of approaches uses two kinds of studies. One is the theoretical and the other is practical field study. Theoretical was used for collecting the theoretical and scientific studies including books, researches, studies and literature reviews in which the transformational leadership and its impact on creativity of employees was its main subject. Whereas the field study includes the sample of the study presenting employees work in the middle level of management in Electricity Distribution Company of Irbid (EDCO). The survey was conducted by the researcher and was distributed on (800) employees forming the sample of the study. He also the one who collected it back without any lose. The survey was analyzed statistically so that the results and recommendations appeared.

5. SURVEY STABILITY

A plenty number of qualified and professors from different Jordanian University examined the stability of the survey. They were ten (10) and specialized in business administration. In the light of this approach, the researcher has modified the paragraphs and articles in a way to achieve the most accurate and understood paragraphs.

Study Population

It is consisted of the employees of middle executive management level in EDCO.

Sample of the study

It was consisted of (157) employees forming the middle executive management level in EDCO. The samples were distributed by the researcher himself. So, no sample was lost. It included male and female staff whose level of study

was (diploma, Bachelor, and post-graduation). It means that the employees can understand and to reply on survey, and to understand subject of the study.

6. ANALYTICAL DATA METHODS

The data was analyzed according to some statistical methods appropriate with the study including SPSS, in which the method of regression method and multi-meter were used to measure the impact of a number of independent variables represented by transformational leadership and its impact on creativity of the employees. In addition to, Pearson link method was used to measure the strength and direction of the relationship between each variable of the independent variables, with each variable of the dependent variables. Kai Square method was performed to determine the statistically significant relationship between different variables of study, as well as other methods, that are appropriate with the study such as calculating relative weights and frequencies.

7. TERMINOLOGY AND DEFINITIONS OF THE STUDY

Transformational Leadership: It is constructing a clear vision for its organizations and working to find new appropriate approaches compatible with long-run needs and aims.

Organizational Creativity: It is the ability of any organization to respond to the most effective approach in the social economic environment and to present a new production or service through the process of manufacturing and distribution.

Idealized Influence: It is a feature in which the leader will be the ideal for his team and they will be able to accomplish the aims and reach the highest and unexpected level of creativity.

Intellectual Simulation: It is the ability of the leader to challenge the present cries and weeps, to find new approaches, to encourage the employees for resolving all the problems creatively and to support the new models at the organization. As well as, this feature earns the leader ways to intensify awareness and to cooperate with employees to find alternatives and to renew the old approaches by developed mechanisms (AL-Swidi et al, 2012: 136-137).

Inspirational Motivation: It is ability of the leader to motivate the employees by the spirit of the teamwork, showing enthusiasm and optimism, make the team focus on all long-run plans and approaches and motivate to find any possible alternative (AL-Qamdi, 2001: 8).

Individualized Consideration: It is a feature in which the leader is interested in his teamwork, achieves all ways of well-being for all employees. So that, he will be the remote and the captain of his people. It also has inspired factors which give the leader ways to achieve important future objectives of the organization (Ismail, et al, 2001: 96).

Empowerment: it is the feature of substantive behavior in the leader makes him able to take decisions and authorize

it to the high-level management to accomplish all needs and inquires of the community and to resolve all its problems creatively (AL-Qazali, 2012: 31).

8. LITERATURE REVIEW

Afaf Hasan AL-Saaty & Mahmud Ayed AL-Masary: "The impact of transformational leadership features on applying total quality management, an applied study on General company for Dairy Products"

This study aims at identifying the impact of transformational leadership features in applying of TQM in the General Company for Dairy Products in Abu Ghraib, Baghdad, which is a vital company that provides important products to the Iraqi consumer. The researcher adopted the analytical descriptive approach in analyzing the research problem. The research included two main hypotheses that resulted in twelve sub-hypotheses subjected to statistical tests. A sample of (100) managers was selected at the higher, middle and executive levels of the company. As a key tool for collecting data and information as well as structured visits and interviews during the implementation period. The results of the research reached many conclusions and recommendations. Among the findings, there is a strong and significant correlation between transformational leadership attributes and the principles of TQM except for the principle of participation of the employees. The main recommendations are: To increase the level of participation of individuals working in the company by involving them in the administrative process and to show interest in their ideas and opinions which will reflect on their performance, modern management seeks to encourage transformational leaders and workers of the need to abandon traditional methods and systems management to be able to access the continuous improvement in the services provided and so the impact on the achievement of creativity.

Hafez Abdalkareem Al-Qazali: "The Impact of Transformational Leadership on the Effectiveness of the Decision - Making Process in Jordanian Insurance Companies"

The study was aimed to discover and identify the impact of transformational leadership on the effectiveness of the decision-making process in Jordanian insurance companies. To accomplish the objective of the study, the researcher designed a survey consisting of (39) paragraphs to collect the preliminary data from the sample of the study which consisted of the managers working in the senior and middle management in the Jordanian insurance companies as 498 questionnaires were distributed, in which 434 were returned, and 422 were valid for statistical analysis. Data analysis and hypothesis testing using statistical tests through simple regression analysis and progressive regression analysis. The study reached the following results:

1. The level of availability of transformational leadership in its dimensions (ideal effect, motivation, the level of availability of the

effectiveness of the decision-making process in the Jordanian insurance companies was high.

2. There is a statistically significant effect of transformational leadership in its dimensions (ideal effect, motivation, individual legalization, arousal)
3. The ideal effect has had the greatest effect on the efficiency of the decision-making process in the Jordanian insurance companies.

AL-Raqeeb, Ahmed Sadeq, 2010: "The relationship between transformational leadership and empowering the employees who work in the Palestinian Universities in Gaza"

The study aimed to identify the relationship between transformational leadership with its four dimensions (idealized effect, motivation, intellectual, motivation, individual consideration) and empowering Palestinian university workers in the Gaza. The researcher used the descriptive analytical approach. The study shows the following results: the availability of empowerment elements in Palestinian universities, where some elements were available to a large extent and others to a moderate degree, such as the behaviors of ideal impact, motivation, intellectual motivation, individual consideration and empowerment of Palestinian university employees in Gaza. As well as, encourage managers to carry out authorizations and empowerment processes and to create a competitive environment among them and need to promote a culture of encouraging employees to provide ideas and increase training sessions.

Hamad, Eyad, 2011: "The Impact of transformational leadership in the organizational change"

The study aimed at identifying transformational leadership by its dimensions and its relationship with organizational change. Also, what are the most important internal and external causes that affect the process of change and identify the types of change that may occur within the hospital. The impact of transformational leadership in organizational change was also addressed. The study concluded that transformational leadership has an impact on the process of managing organizational change within the objective hospital. There is no specific dimension of transformational leadership that has the greatest impact on organizational change, but the effects are close to removing transformational leadership in organizational change.

Bani Eissa, 2006: "The impact of the transformational leadership on the performance in the public Jordanian institutions, field study"

The study aimed to understand the impact of transformational leadership on performance in public institutions in Jordan. The independent variable represents the dimensions of transformational leadership, namely, attractiveness, motivation, inspiration, creative encouragement, attention to individual feelings and dependent variable. The aim is to know the availability of transformational leadership in these institutions to identify the impact of personal and functional factors in the

attitudes of subordinates towards the impact of transformational leadership on the performance of public institutions. The study reached the following results:

- Public institutions in Jordan have an average level of transformational leadership characteristics
- There is a positive impact to the dimensions of transformational leadership (gravity, motivation, inspiration, creative encouragement and attention to individual feelings on the performance of Jordanian public institutions.
- The absence of differences in the attitudes of subordinates towards the impact of transformational leadership on performance attributed to variables of gender, age, educational qualification and job title.
- The study concluded that an atmosphere of effective participation should be created between the employees of these programs and their users to improve them and follow them up.

Abbas, 2010: the main Behaviors of transformational leadership and its impact on the organizational leadership, an applied study on the pharmaceutical companies in Jordan”

The aim of this study was to discover the impact of transformational leadership behaviors, the idealized impact, intellectual and individual motivation, motivation and empowerment of organizational creativity, adoption of creativity, and the availability of creative capacities in pharmaceutical companies in Jordan.

The study reached the following results:

- The level of availability of transformational leadership behavior among managers in pharmaceutical companies was high.
- The level of adoption of innovation in pharmaceutical manufacturers was average
- The level of availability of creative capabilities in pharmaceutical companies was high.
- There is a statistically significant effect of the behavior of the transformational leadership combined and individually on organizational creativity with its variables in pharmaceutical companies in Jordan.

Suliman and his colleagues, 2010: “The impact of transformational leadership on managing the organizational change”

This study seeks for describing and diagnosing the dimensions of transformational leadership and the internal and external reasons for organizational change and determining the relationship of correlation and impact among them. Perhaps, this is important if we can reach a determination of the content of the fundamental effects of these dimensions in the face of organizational change and study according to the scientific bases. To make appropriate changes and to overcome the resistance that may ensue and thereby achieve the Organization's goals of growth, continuity and success.

The study reached many conclusions, perhaps the most important of which is the lack of organizational changes

without using the appropriate leadership style. This has been confirmed by the existence of positive correlation and positive effect between the dimensions of transformational leadership and organizational change.

Based on the findings and conclusions, the study sought to present a set of proposals that researchers consider necessary for the success of the process of change through the participation of all individuals in the process of change voluntarily and without coercion to achieve the objectives of both the customer and the members and management of the organization.

Wanq R. 2010, The transformational leadership and creativity of the Employees”

The study aimed to identify the impact of transformational leadership on the creativity of the employees considering the interaction of transformational leadership with variables, which is an organizational climate that stimulates creativity and high understanding between the leader and the employees. The study was based on the descriptive analytical approach and the questionnaire was used as a data collection tool. The study was applied to (71) working groups of (55) organizations in the southern part of the United States. The study category consists of (212) supervisors and (71) supervisors. The study concluded that the transformation of transformational leadership with organizational climate variables stimulates creativity and high understanding between the leader and the employee increases the impact of transformational leadership on the creativity of the employees.

9. THEORETICAL FRAMEWORK

Transformational leadership is a vital concept in Administration sector. It was improved and discovered while the organizations of work and technology were improving. It is clearly appeared when competitive advantage was the main objective that the organizations seek for. So, they are being interested in Human Resource concept and it is being one the most pillars focused because it improves the organization and enhances the most needed products of customers. Hence, the Organization should put a leadership in which it is able to attract the employees, raise their enthusiasm, motivate and encourage them to achieve the aims of the organization cooperatively.

Transformational leadership in its objectives seeks to reach the sense of the employees by cooperating with moral values and thoughts such like liberation, justice, equality and humanity. So, transformational leadership is behavior based on the values and believes of the leader. As well as It cannot be considered as sharing interests with the employees. The leader moves in his work through values such as justice and integrity, which are internal values.

Transformational Leadership maybe defined as one of leading approaches makes positive changes for its believers and it enhances self-confidence and spirit of teamwork. So, transformational and procedural term of leadership became the basis to identify leadership, and was

often used to distinguish between management and leadership. This type of leadership has emerged in seventies of the last century by book authorized by Brenz, in which he emphasized on leadership as the most desire needed at this present time and it is a creative way replacing the traditional leadership which depends on sharing the interest so it will not be stable and not often long lasting (AL- Omari, 2004:27). Transformational Leadership has been defined by multiple terms. It is constructing a clear vision for its organizations and working to find new appropriate approaches compatible with long-run needs and aims (AL-Noumei, 2001).

It is also known as the leadership in which can adapt the means with the objectives and forming the organization construction to achieve great humanitarian purposes and ethical aspirations. This leadership style is based on understanding the apparent and latent needs of the employees and implementing these needs and exploiting the maximum potential of employees in order to achieve a deliberate changes (Al-Ghamdi, , P. 72).

Transformation leadership is considered as the alternative of the traditional leadership. Also, the transformational leadership is the one who urges the employees (Dager & Saleh, 2000:105). From the other side, Conger has considered it as leadership that goes beyond providing the opposite of the desired performance to develop and encourage employees intellectually and creatively and transform their own interests to be an essential part of the supreme message and aim of any organization (Conger, 2002, p 47). The transformational leader has feature of attraction by his approaches in which it is belonged and connected with work. He is ordinary an inspirational personality that raises morale, ambition and aspirations and makes the performance of the employees with a high level.

Transformational Leadership is based on stable pillars and strong concepts such as integrity, attractiveness, empowerment, sincerity, honesty, respect for organizational values, respect for work and colleagues and increase interaction. Moreover, transformational leadership assists to rethink about the vision of employees, their tasks. It also works to renew their commitment and seeks to establish new structures contributes with achieve and accomplish their needs and inquires (Issa, 2008:49). In perspective of Orway Fidan, transformational leadership is the activity that is abstracted to influence others and make them cooperate to achieve an aim they wish to achieve (Namr and Others, 2006, p. 313).

According to Fairholm, transformational leadership uses inspiration, shared visions and values to raise the leader and employees to the highest levels of thinking, motivation, and morale. Leadership drives individuals to redouble their efforts to achieve common objectives (Fairholm, 1995, p65).

Transformational Leadership is considered as contemporary factor and input inspires the leaders and their teams to transcend their abilities, intensify their performance, and give them self-confidence to submit best

products and services with highest support (Cheung &Wong,2010:657). It has been agreed by many researchers that there are five different factors presenting the transformational leadership as following (Idealized Influence, Inspirational Motivation, Intellectual Simulation, Empowerment, Individualized Consideration).

1. Idealized Influence: In which the leadership the leader will be the ideal for his team, and they will be able to accomplish the aims and will be able to show the highest and unexpected behavioral morals. So, if the leader has the features of commitment and keen to achieving the objectives of the organization and make it successful, he will be the ideal for his team and they will be creative workers and they will seek to protect the organization (Niekerk, 2005: 5).
2. Inspirational Motivation: In which leaders use ways that stimulate and inspire their teams by submitting the teamwork and spirit, showing enthusiasm and optimism and making the teams focus and think in attractive future situations and motivate them to find very different and desirable alternatives (Al-Ghamdi, 2001, 8).
This characteristic inspires the leader in a way he can attract his team, simulate their intellectuality and sharing the spirit of enthusiasm to achieve the goals and plans (Goodwin, et al, 2011: 411).
Qhazali is indicating that motivating the employees is an operation focus on the behavior and perspective of the transformational leadership. It makes them able to challenge and inspire them to find solutions all the time (AL-Qhazali, 2012: 9). So, the creative thoughts and plans will be shown among them.
3. Intellectual Simulation: ability of the leader to challenge the present crisis through finding new solutions and approaches that can encourage the employees to resolve any case creatively, support the new products. For achieving this, the task of the leaders will relate to intensifying awareness, encouraging the employees to adopt new plans and ideas and reviving the old approaches in a way that can be appropriate with new technology (AL-Swidi et al, 2012: 136-137).
4. Individualized Consideration: It is a feature in which the leader is interested in his teamwork, achieves all ways of well-being for all employees. So that, he will be the remote and the captain of his people. It also has inspired factors which give the leader ways to achieve important future objectives of the organization (Ismail, et al, 2001: 96).
5. Empowerment: it is the feature of substantive behavior in the leader makes him able to take decisions and authorize it to the high-level management to accomplish all needs and inquires

of the community and to resolve all its problems creatively (AL-Qazali, 2012: 31).

Thus, applying transformational leadership in our organizations is one of the significant factors that enhances confidence and positivity in our personalities which motivating creativity. So, leadership plays an important role in change deciphering the glittering symbols of the organization.

The most characteristics of the transformational leader (AL-Omari, 2004:44).

1. He creates new message and vision for the organization and able reach the minds of the employees in a way that simulate them and motivate them to work creatively.
2. The transformational leader believes that reason of his existence is the transferring his team technologically. He enjoys with high self-development and awareness free from internal conflicts.
3. Transformational leader has a clear presence and physical activity interacting where the team share their problems and provide them with appropriate solutions.
4. The transformer can handle multiple mouths and positions.
5. Transformational leadership seeks for achieving high level of producing excellent service and product that exceeds what has been planned for at the organization.
6. Transformational leadership is considered changeable person who loves to discover the risk in which it makes improvement and development.

Tasks of Transformational leader from perspective of the researcher.

These tasks of the transformational leadership recognize the need for change constantly to meet challenges. It defines the future vision, which clarifies to employees the main and significant objective that the leadership seeks to achieve.

Transformational leadership must clearly and convincingly view the employees so that they adopt them and apply them with self-acceptance enriched by their faith and seriousness. And then apply this vision to itself first and then applied to the subordinates to become convinced and convinced of the vision and here they feel respect and appreciation and confidence and become a leader interested in the vision and stick to it. Transformational leadership is more apparent when organizations are established, in periods of transition, change, transformation, and in calamities, disasters and crises.

From point of Al-Qahtani, an enough number of requirements, inquires and qualification needed to achieve the definition of successful transformational leadership so that he will be able to accomplish what is expecting from him to do. Hence, the following inquires needed to achieve the administrative transformational leadership (AL-Qahtani, 2001: 135).

1. Self-awareness and self-management ability

2. Ability to articulate and adhere to the vision, mission and strategies required for the organization.
3. Collaborate with others by understanding the dynamics of the team.
4. To assimilate the requirements of globalization and adapt in a way that does not affect the principles and values.
5. Provide facilities and skills and develop communication methods to enhance the organization.
6. Developing organizational learning capacity and self-development of staff.
7. Ability to cope with changing situations and administrative development
8. Ability to execute decisions efficiently, effectively and high quality.
9. Ability to follow up and self-evaluation of the individual and the team.

Burns has classified transformational leadership into two types based on thoughts and values of freedom, integrity, justice and humanity (interactive and transformational leadership). The main pillar in which the interactive leadership based on is interacting the benefits between the leader and the employees. However, thinkers of leading gave us different definitions for creativity. (Robbins, 1991: 679) has defined it as "new idea is implemented for improving process of production and servicing". The affection of creativity among organizations can be driven by improvements that lead to finding something of value and bringing about substantial and phenomenal development. These improvements may include aspects such as production, organizational structures, new approaches of technology, new plans and programs for employees, personnel and management systems (Khasawneh, 2010, p. 33).

(Daft, 2001p357) has defined organizational creativity as the process of adoption of a new idea or behavior on the reality or the business sector or market organization or the general environment.

(Hareem, 2004:364) has defined creativity as a cognitive process in which the individual interacts with general environment and goes beyond what is familiar to discover a new and unfamiliar service, item, and approach that can positively make benefit for the organization. Whereas, the researcher of the study defines creativity as bringing unexpected and familiar approach or idea in which it can solve risky problem. So, the organizational creativity is the equivalence for administrative creativity.

Generally, there are two types for creativity sources. One is internal and the other is external. On the one hand, the internal source plays an important role and effect in motivating creative idea and plans. The internal sources are formed at the organization itself and its various departments especially the department of scientific research in the organization and the marketing studies in the organization as well as the divisions related to design and quality, these are important sources of creativity.

Moreover, high management and its followed style of administration plays a significant and main role in encouraging creativity. It motivates the creative thinking, express freely on the thoughts and approached. Here, transformational leadership plays a role in motivating the employees through introducing creative plans and ideas. Allowing the employees to express freely about their thoughts and approaches especially the front level of administrations and their involvement in determining the objectives that the administration intends to achieve, as well as the object that the organization seeks to reach. As well as training employees and enable them to carry out the work entrusted to them. You will also find a practical environment to encourage creativity through teams and the method of dialogue and open the space for brainstorming. On the other hand, external sources clearly represented by governments and organizations based on competitors, consumers, scientific research and development centers in the country. From perspective of (Jowad, 2000: 307) transformational leadership is one of the smartest methods in which the leader depends on it to effect on the employees by Inspire them, exchange their opinions, thoughts and consultation, introduce ideas and discuss with them friendly and provide them with new ideas from the point of self-motivation.

Elements of Creativity

1. **Pioneer:** It is the ability to produce plenty of plans and approaches within agreed and limited time. So, the creative employee the one who can introduce plenty of ideas by shortage time easily and flexibly (AL-Saleem, 2002: 21).
2. **Flexibility:** It is the way to look at things with a new perspective. It is not what people are used to see. So, flexibility has a significant role in creativity process. An example of flexibility is a career enrichment policy that achieves the benefit of work and satisfies with it the need for self-affirmation in the employee (Sarifi: 2003, 18).
3. **Problem Sensitivity:** It is considered as one of the important elements. It explains the idea of finding plenty number of problems in one situation and how to determine a clear vision able to define the volume, sides, and dimensions of the problems. Then, how to solve and define its effects and achieve awareness about the risk of it and the shortcomings of the most important thing here is realism and see the facts as they are to discover the relationships between these facts that the saturation of the problem or subject matter of the same person in the study of the problem increased the chances of reaching new ideas (Jahlan, 1997: 66). It is also can performed as the ability of the employee to view the problems through specific and unexpected approaches in a way that will be known as creative (AL-Saleemm 2002: 22).
4. **Originality:** It is the ability to introduce new solutions. The original creative employee in this sense does not repeat the ideas of those around

him and does not resort to traditional solutions to problems (Al-Qabbani, 1997, p. 16). So, it depends on creating new, unrepeated and unexpected approaches.

5. **Risk:** It is the way in which the employee tends to take the initiative in adopting new ideas and methods and seeking to find solutions to them. While at the same time being able to bear the risks resulting from his actions and has the willingness to meet the responsibilities (Harbi, 2003, pp. 25-26).
6. **Out of Ordinary:** It is unwillingness to abide by the rules and behavioral patterns that have been used in resolving the problems and willingness in contentious change (Al-Saleem, 2002:22).
7. **Encourage and Self-Confidence:** It is one of the positive qualities contributes in building the effective and creative personnel. It can be shown through expressing the thoughts, defending the approaches and attitudes, not give up towards the failure or motivation to give a competitive aspiration of creativity (Hammoud, 2002: 209-210).
8. **Automatism:** It appears automatically without need for situations or reasons. So, the automatist employee will present enough number of responses can't be belonging to any category or stereotype (Al-Samery, 2003: 31-32).

10. OBSTACLES OF CREATIVITY

Creativity as any term has advantages and disadvantages. Here, the studies mention thoughts with plenty number of thinkers and researchers. Campel indicated group creativity obstacles that prevent creativity such as: fear of failure, adherence to customs, traditions, intellectual immaturity specialization, reluctance to exercise influence on others, deal with things too seriously and exaggerated in reward for success (campel, 1999:10).

Jarwan classified the obstacles of creativity into two types. One is personal obstacles represented by shortage self-confidence, tendency to cope with excessive enthusiasm, stereotypical thinking, insensitivity to problems, feelings of helplessness, haste and habit, and working to resist change and imbalance between seriousness and humor and the imbalance between competition and cooperation (AL-Samery, 2003:38).

Hayjan indicated that most obstacles meet the Saudi companies and organization represented by lack of clarity of vision, fear of failure, adherence to stereotypes, absence of an atmosphere of freedom, lack of internal motivation for creativity, lack of encouragement from the organization, excessive reward for success, lack of support for collective action by the Organization, excessive reliance on experts and lack of fun and entertainment. (Higan, 1999: 14).

AL-Qahtani said that there are many obstacles prevent creativity represented by administrative leadership,

resistance to change, labor pressures, lack of adequate incentives, innovation costs, regulations, systems, values, organizational concepts, human relations, work environment and performance evaluation standards (Al-Qahtani, 2002: 35).

AL-Samery determined factors or obstacles prevent creativity represented by resistance to change, teamwork, information and data, determine the objectives and approaches and fear of failure (AL-Samery, 2003: 39-57). The researcher confirmed that organizational creativity can be achieved when the transformational leader will be able to understand the organization, the employees in order to meet their needs and encourage them to think freely, express opinion, encourage brainstorming and search for new ways to solve the intractable problems. The organization has solved the problems in new ways intractable is a creative organization.

11. FIELD STUDY AND ANALYTICAL ANALYSIS

This part is going to discuss the field study and analytical analysis of transformational leadership and its impact on creativity of Jordanian Organizations. As well as the hypothesizes and variables.

Table 1 shows that 65.61% of the sample is male and 34.39% female also shows that of the sample had a diploma certificate, 54.78% of the bachelor's degree, 22.29% of the graduate degree holders, only 13.38% of diploma and 9.55 % of secondary school, and it shows that 36.31 % more than 10 years' experience and 33.12 % between 5 years and less than 10 years' experience and 30.57 % less than 5 years' experience.

Table (1): Frequency and percentages of personality variables of respondents

Variable		Frequencies	Percentages
Gender	Male	103	65.61 %
	Female	54	34.39 %
Qualification	Secondary	15	9.55 %
	Diploma	21	13.38 %
	Bachelor	86	54.78 %
	Post Graduate	35	22.29 %
Experience	Less than 5 years' experience	48	30.57 %
	Between 5 years and less than 10 years	52	33.12 %
	More than 10 years	57	36.31 %

First Hypothesis: There is no statically significant from the identical impact of leadership on the creativity of the employees at ($\alpha \geq 0.05$).

Table (2) shows that all paragraphs arithmetic mean is more than 3.00. Also, the level of significance shown less than 0.05

The total arithmetic mean was 3.72 and it is more than 3.00 and the level of significance was less than 0.05. It is statistically significant. So, the first hypothesis is directly rejected. However, hypothesis showing that there is statically significant at ($0.05 \geq \alpha$) for transformational leadership and its impact on creativity of employees will be accepted.

Table (2): arithmetic means, standard deviations, T values, and the level of significance shown

Section Number	Arithmetic Mean	Standard Deviation	T value	Level of significant shown
1. Behavior of my leader is inspiration for employees	3.81	1.22	8.43	0.00
2. My leader seeks for covering the needs and requirements of the team	3.58	1.04	7.01	0.00
3. The leader prefers to cover our needs more than his	3.53	1.10	6.01	0.00
4. The Leadership is	3.81	1.03	9.89	0.00

appropriate not dominating.				
5. The leadership is commitment to the moral values to motivate us for work and to be cooperated.	3.86	0.87	12.38	0.00
Total	9.48	0.95	Total	0.00

Second Hypothesis: There is no statically significant that transformational leadership plays role on motivating creativity of employees at ($\alpha \geq 0.05$).
Table (3) shows that arithmetic mean for all paragraphs were more than 3.00 and level of significance was less than 0.05. So, it is statistically significant.

The arithmetic means for all paragraphs reached 3.68 and it is more than 3.00. The level of significance was less than 0.05 and it is statistically significant. So, the second hypothesis is rejected. It means that there is statistically significant on level of significance ($\alpha \geq 0.05$) for motivating of transformational leadership and its impact on creativity of the employees.

Table (3): arithmetic means, standard deviations, T values, and the level of significance shown

Section Number	Arithmetic Mean	Standard Deviation	T Value	Level of Significance Shown
6. leadership motivates the employees to meet the challenges.	3.69	0.86	10.19	0.00
7. Leadership encourages the employees to thinks about the long-run plans.	3.68	0.97	8.76	0.00
8. leadership encourages the employees to find different and desired alternatives	3.75	0.92	10.33	0.00
9. Leadership urges the employees to participate in decision-taking	3.51	1.04	6.16	0.00
10. Leadership motivates the employees to achieve the aims	3.78	0.99	9.93	0.00
Total	3.68	0.80	10.77	0.00

Third Hypothesis: There is no statically significant for intellectual exaggeration at ($\alpha \geq 0.05$) for transformational leadership and its impact on creativity of employees.
Table (4) shows that arithmetic means for all paragraphs with exception of paragraph (13) was more than 3.00 and level of significance shown was less than 0.05 which means it is statistically significant. Whereas arithmetic mean for paragraph (13) was 3.00. However, level of significance shown was more than 0.05 which means it is

not statistically significant. So, the leadership does not provide increment for the creative employees.
The total arithmetic mean for all paragraph was 3.47 and it is generally more than 3.00. the level of significance shown was less than 0.05 which means it is statistically significant. So, the third hypothesis will be rejected. The result is that there is statistically significant for encouragement and intellectual inspiration of transformational leadership on creativity of the employees at ($\alpha \leq 0.05$).

Table (4): arithmetic means, standard deviations, T values, and the level of significance shown

Section Number	Arithmetic Mean	Standard Deviation	T Value	Level of Significance Shown
11. Leadership urges employees for creativity and innovation	3.59	0.96	7.73	0.00
12. Leadership clarifies the volume of challenges at the organization	3.54	0.92	7.41	0.00
13. Leadership provide increment for employees	3.07	1.11	0.79	0.43
14. Leadership urges the employees to achieve the aims and objectives	3.45	0.93	6.12	0.00
15. Leadership focus on opinions of the employees.	3.68	0.95	9.09	0.00

Total	3.47	0.80	7.37	0.00
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Hypothesis (4): There is no statically significant from sense of the employees can make the transformational leadership effect on creativity of employees at ($\alpha \geq 0.05$). Table (5) shows that the arithmetic mean for all paragraphs were more than 3.00 and the level of significance shown was less than 0.05 which means it is statistically significant.

The arithmetic means for all paragraphs reached 3.59 and it is more than 3.00. Level of significant shown was less than 0.05 which means it is statistically significant. So, hypothesis number (4) will be accordingly rejected which means that there is a statistically significant at $\alpha \leq 0.05$ with sensitive of employees for transformational leadership and its impact on creativity of the employees.

Table (5): arithmetic means, standard deviations, T values, and the level of significance shown

Section Number	Arithmetic Mean	Standard Deviation	T Value	Level of Significance Shown
16. Leadership always seeks for developing performance of the employee	3.76	0.98	9.83	0.00
17. leadership advices the employee's friendly	3.59	1.11	6.79	0.00
18. leadership seeks for educating the employees as per their needs	3.72	1.02	8.94	0.00
19. the leader authorizes the employees his tasks to improve their abilities.	3.47	1.05	5.67	0.00
20. leadership seeks for identifying needs as well as inquires of the employees.	3.39	1.12	4.37	0.00
Total	3.59	0.92	8.04	0.00

Hypothesis (5): There is no statically significant from empowerment of transformational leadership on creativity of employees at ($\alpha \geq 0.05$). Table (6) shows that arithmetic mean for all paragraphs was more than 3.00 and level of significance shown was less than 0.05 which means it is statistically significant.

The arithmetic means for all paragraphs reached 3.7 and it is more than 3.00 also, level of statistically significance shown was less than 0.05 which means it is statistically significant. So, hypothesis (5) will be rejected. This means that there is a statistically significant at ($\alpha \leq 0.05$) for empowerment of transformational leadership and its impact on creativity of the employees.

Table (6): arithmetic means, standard deviations, T values, and the level of significance shown

Section Number	Arithmetic Mean	Standard Deviation	T Value	Level of Significance shown
21. leadership authorizes decision-taking for mangers	3.69	0.91	9.63	0.00
22. Leadership uses decentralized method to deal with different administration levels	3.70	0.90	9.81	0.00
23. leadership provides the mangers with orientation courses to improve their abilities.	3.74	0.73	12.76	0.00
24. leadership accepts some recommendations from the employees.	3.61	0.96	8.09	0.00
25. leadership trusts in performance of managers and employees	3.82	0.95	10.89	0.00
Total	3.71	0.69	13.12	0.00

12. RESULT OF THE PRESENT STUDY

1. There is statically significant from the identical impact of leadership on the creativity of the employees at ($\alpha \geq 0.05$).

2. There is statically significant that transformational leadership plays role on motivating creativity of employees at ($\alpha \geq 0.05$).
3. There is statically significant for intellectual exaggeration at ($\alpha \geq 0.05$) for transformational leadership and its impact on creativity of employees.

4. There is statically significant from sense of the employees can make the transformational leadership effect on creativity of employees at ($\alpha \geq 0.05$).
5. There is statically significant from empowerment of transformational leadership on creativity of employees at ($\alpha \geq 0.05$).

13. RECOMMENDATIONS OF THE STUDY

1. The leader of any organization must be the model to his team by determining and keeping commitment to achieve the objectives and aims. Also, his way of dealing others and his morals should be examples to his team.
2. The leader of any organization must be able to manage any challenge through finding out the new approaches and methods that motivate the employees to solve the problems and crises creatively. As well as, he must encourage them to adopt a new way through increasing awareness, renewal the old methods that can be compared with new fashion of work. Hence, intuitive trust of the employees will be increased positively.
3. The leaders should adopt all methods such like working with teams, showing enthusiasm, encouragement and optimism in which these factors would be able to motivate the employees, lead them to take care about any long-run plans.
4. The leaders should work continuously on achieving well-being for his team. They have also should be a remote for them by knowing all factors accomplish any future aim or objective.
5. The leaders must authorize employees from management levels for decision making and taking which can give ways to identify problems of the teams and find solutions

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