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***Research paper***

# Transformational Leadership and its Impact on Creative Behavior: A Study of the Opinion of a Sample of Decision Makers in the General Traffic Directorate

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## Abstract

The purpose of this research is to determine the effect of transformational leadership in the creative behavior of decision makers in the Directorate of Public Traffic. The research problem was formulated in several questions focused on the statement of impact among its variables. The research was based on a main hypothesis, which was subjected to several tests to ascertain its validity. In order to achieve the objectives of the research, a questionnaire was developed which included (30) items to collect the data from the intentional sample of the research, with a total of (70) questionnaires, and the number of questionnaires valid for the analysis (67) of the total distributed questionnaires. The statistical program (SPSS) was used to analyze the data. The results are the most important: to drive the transformational leadership (ideal influence, inspirational motivation, intellectual arousal, individual legalism), which together have a significant effect on the creative behavior of the research sample members, and thus increase the attention to the positive strengths that form the transformational leadership contributes to the support and development of creative behavior of the organization, in question, to keep pace with progress in their field.

***Keywords***: *transformational leadership, creative behavior*

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## 1. Introduction

The rapid changes in the business environment have forced the organizations to abandon their traditional management methods, and seek new creative management methods. Organizations no longer need managers, as much as they need leaders capable of persuading employees to bring about changes, and meet the demands of globalization, by focusing on the human element, which is the core of the creative process, and the creation of all appropriate administrative climate for work.

From here, it appeared in the modern administrative directions, which Loftus referred to, including transformational leadership patterns. This research was aimed at shedding light on the pattern of transformational leadership and its impact on creative behavior in the Directorate of Public Traffic, one of the formations of the Iraqi Ministry of Interior for the importance of the services it provides in the daily lives of citizens. Like other organizations, it is rapidly evolving, necessitating a reconsideration of leadership patterns, and a shift to a leadership style capable of creating creative energies, such as transformational leadership (Loftus et al, 1978)

## 2. Theoretical Side of Research

### 2.1. Transformational Leadership

#### 2.1.1. The Concept of Transformational Leadership

The researchers have been studying the concept of transformational leadership in recent times, including Eisenbeiss, Kearney and Gebert (Eisenbeiss et al.; 2008 Kearney and Gebert, 2009). It was found that this concept is effective in terms of increasing subordinates' performance expectations (Bass, 1985), and shifting their personal values and self-concept to higher levels of needs and aspirations, according to Avolio, Cheung and Wong (Avolio, 1994; Cheung & Wong, 2011). Shibru defined it as "a leadership style that inspires followers to transcend personal benefit, and transform it to the benefit of the organization, and is capable of influencing the interests of subordinates" (Shibru & Darshan, 2011). Belle referred to it as "a process based on motivating followers to override personal interests at the expense of the interests of the team or the organization" (Belle, 2013).

Sudan defined it as "that leadership style that illustrates the influence of the leader in the subordinates, in terms of motivation and inspiration, and push them to master the work in line with the objectives of the organization" (Sudan, 2014).

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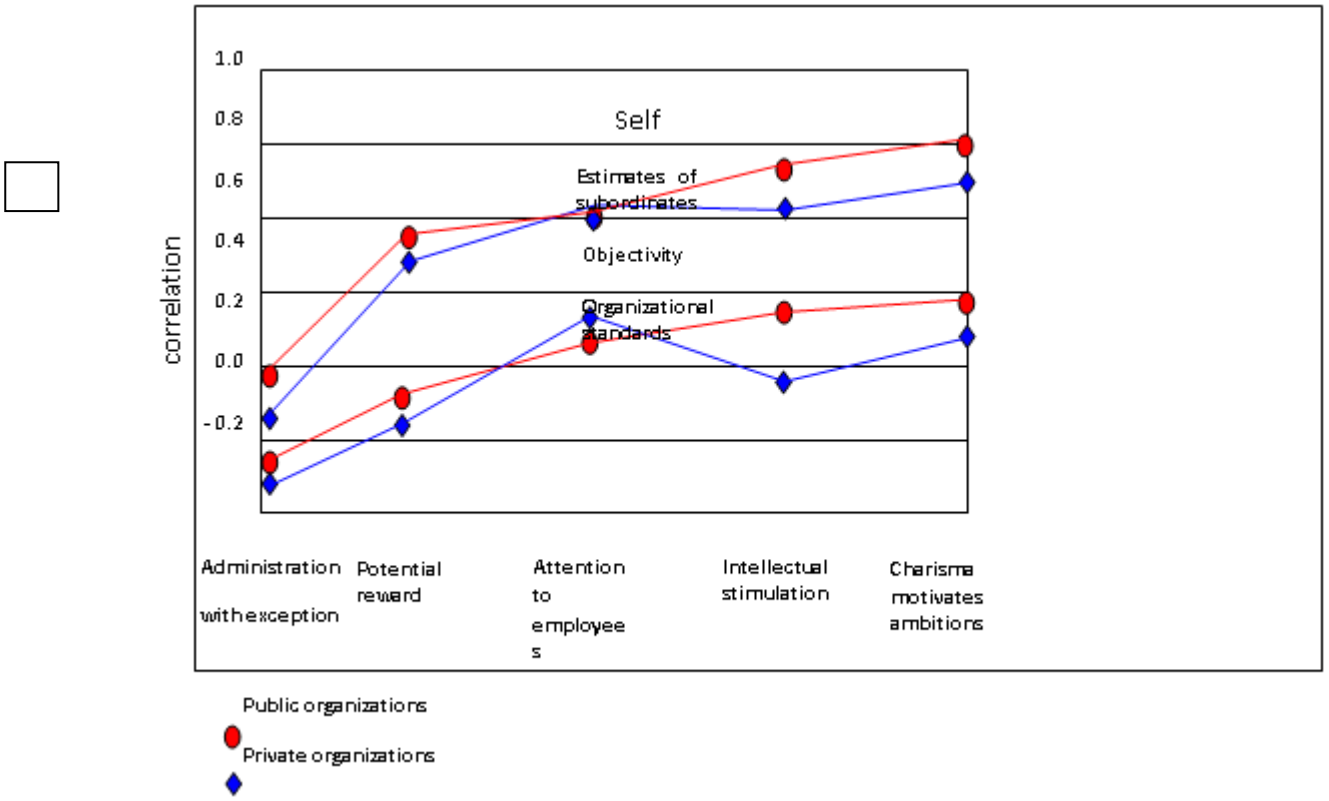
The essence of transformational leadership is a process of social change, and transformational leaders rely on the multiplier effect of positive social change in their organizations, and commit themselves to creating a collective vision of purpose by building leadership and mentoring throughout the organization. Thus, transformational leaders create educated organizations capable of growing, and adapting to changing demands in the environment, in which they operate. Adaptability and responsiveness to a complex, often unpredictable, social environment cannot be delegated, and can only be modeled in behavior that promotes trust and empowerment (Block, 2004).

### 2.1.2. Features of the Transformational Leader

The leader has special characteristics and abilities, distinguishing him from others that may be physical, mental, or psychological (Daft, 2008). Transformational leaders play a key role in shaping the values and cultures of organizations, but can only perform this role by showing their personal and interactive skills.

Figure (1) shows the correlation between all elements of transformational leadership and objective and subjective measures of performance.




Source: (Lowe et al., 1996)

### 2.1.3. Dimensions of Transformational Leadership

Avolio developed a multifactor leadership questionnaire, based on the theory that transformational leadership involves four dimensions (Avolio, 1999).
1. Ideal Influence: The ability of the leader to gain the trust, admiration, respect and appreciation of the followers, and make him ideal, so that the followers imitate the leader and to comply with a desire for all its demands (Barbuto & Burbach, 2006).
2. Inspirational Motivation: This dimension focuses on the behavior of the leader and his behaviors that raise in the followers the love of challenge, and describes the method of commitment. The organizational goals and stimulate the spirit of the team by motivating them and their enthusiasm and idealism raises a beautiful sense of pride and creates an atmosphere of sincerity in the work within the organization (Block, 2004).
3. Intellectual Stimulation: It is to motivate employees to make them more aware of the problems of good performance more than expectations, through empathy for others, listening to their thoughts and suggestions, and sharing their feelings and feelings (Krishnan, 1998). As well as supporting new models in ways of work, and raising awareness and encourage the adoption of new ways to work and address the old attitudes in ways and perspectives of modern global developments, which generates a kind of inherent confidence in the development of employees, being positively linked with the positions of leaders. (AL- Swidi & Al-Hosam, 2012).
4. Individual consideration: The leader pays attention to the specific needs of his employees, which are privates, well as building confidence, and knowledge of the strengths and weaknesses of staff performance (Avolio et al, 1991). Individual judgments with inspirational motives for the leader are frequently linked to future goals of the organization and are perceived as meaningful and challenging for business and personal goals and the leaders are motivated and inspired to achieve the objectives of the organization (Ismail et al, 2010).

## 2.2. Creative Behavior

### 2.2.1. The Concept of Creativity and Creative Behavior

Amabile defined creativity as "the process of diagnosing and identifying problems, finding appropriate solutions to overcome them in a new way, by arranging ideas available in a new format" (Amabile, 1998). Schermerhorn argues that creativity is a complex multifaceted activity (initiation, adoption, implementation) and each phase requires time, decisions, strategies and environmental conditions that vary from stage to stage (Schermerhorn et al, 1997; Abdelkader et al, 2013). Barbara and Kerr emphasized that problem solving is a complex and dynamic process involving many skills, such as understanding problems or challenges, generating and evaluating ideas, and charting ways to develop the production or transfer of ideas (Barbara & Kerr 2009).
Amabile points out the difference between innovation and creativity: all creative processes begin with an innovative idea. Creativity is the basis of creativity. Creativity is the successful implementation of an innovative idea. The innovative idea does not mean success until it is applied (Amabile, 1988).
As for creative behavior, many definitions have emerged, as Schermerhorn defines it as "generating new ways and means of doing business and finding solutions to the existing problem in a new and unique way" (Schermerhorn et al, 2011). Creative behavior is the pre-creative act, and not necessarily produce new or innovative results or services, but should represent the desired and desired trend in each organization that seeks creativity, innovation and excellence (Dahrouj, 2009).

### 2.1.2. Dimensions of Creative Behavior

Researchers differed in determining dimensions to measure creative behavior, but there is almost agreement on the measurement of creative behavior, through the dimensions of innovative thinking. Four elements have been identified as criteria used to measure innovative thinking, and evaluate the quality of creative output (Freeman, 2012):
**A- Fluency:** The ability to produce a quantity of ideas related to a specific task.
**B - Flexibility:** The ability to form a different set of ideas, and then identify ideas from different perspectives or the ability to process certain information, given similar stimuli in different ways.
**C- Preparation:** The ability to expand and enhance ideas with detail or ability to develop a complex plan.
**D- Originality:** The ability to produce ideas that are unique (rare) or new to the task.

# 3. Practical of Research

In order to test the impact relationships between the variables of the research, the simple linear regression value was calculated at the level of the main and sub-variables, and the F-test was used to measure the significant as shown in Table (1).

**Table 1.** Analysis of the impact of transformational leadership in creative behavior

| Explanatory Variable | | Constants | | (R2) Determinant coefficient Value | (F) Calculated Value | (P) Significant Level | Responded Variable |
|---|---|---|---|---|---|---|---|
| | | A | B | | | | |
| *X* | Transformational Leadership | .639 | .625 | .64 | 44.944 | .000 | Creative behavior (Y) |
| X1 | The ideal effect | .461 | .324 | .44 | 17.571 | .000 | |
| X2 | Inspirational motivation | .469 | .537 | .48 | 26.404 | .000 | |
| X3 | Intellectual consultation | .736 | .523 | .78 | 76.996 | .000 | |
| X4 | Individual consideration | .352 | .405 | .39 | 9.205 | .003 | |
| The value (f) of the table with a mean of 0.01 = 4.9<br>The value (f) of the tabular with a significance level of 0.05 = 2.9 n = 67 | | | | | | | |

Source: Prepared by the two researchers

In the above tests, we show that the main hypothesis has been achieved that: (Transformational leadership affects morally and positively in creative behavior). The incremental increase in the dependent variable can also be predicted if the observed organization wishes to increase the amount of the independent variable by means of the econometric regression equation ($Y = \alpha + \beta * X$).

## 4. Results

1. Transformational leadership contributes significantly to the development of creative behavior. This indicates that the organization in question, through its leaders in transformational leadership, has achieved more developments and support for the development of creative capacities as well as the promotion of creativity.
2. The dimensions of transformational leadership (ideal influence, inspirational motivation, intellectual consultation, individual consideration) have a significant effect on the creative behavior of the research sample members. Thus, increasing attention to the positive strengths of transformational leadership contributes to supporting and developing creative behavior in the organization, in order to keep abreast of progress in their field of work.
3. There are significant differences in the variable of the transformational leadership in the investigated organization, indicating that the members of the research sample are different, due to the different nature of the work between the technicians and the administrators, as well as the difference in the level of performance and the achieved goals.
4 - There are significant differences in the variable of creative behavior in the organization investigated, and this indicates that the individuals in the sample of the research are different in the level of their creativity, because the ingredients of creativity vary from person to person, as well as creativity at multiple levels.

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