The Role Of Transformational Leadership In Improving The Administrative Creativity Of Teachers In Kasbah Ajloun

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Abstract—**This study aimed to identify the impact of transformational leadership in its dimensions (Individualized Consideration, Intellectual Stimulation, Motivation) on the dependent variable, administrative creativity, in its dimensions (Intellectual fluency, originality, flexibility) in secondary schools in Kasbah Ajloun. The researcher used the descriptive and analytical method for its suitability to the nature of the study. The study community consisted of male and female employee who practice their duties in secondary schools, and they numbered about (1160) teachers. The researcher relied on the questionnaire as a tool for the study, which consisted of (33) questions. (366) questionnaires, (97%), and the researcher excluded (14) questionnaires because they were not valid for statistical analysis, as the questionnaires subject to analysis amounted to (352) questionnaires, approximately (93%) out of the distributed questionnaires, and the answers of a sample were analyzed The study was conducted through the statistical analysis program (SPSS), and by using several statistical methods, most notably multiple linear regression, simple linear regression, and one-way analysis of variance (Anova). The study found several results, most notably: the presence of a statistically significant effect on the transformational leadership, as it came within the average level; Where the arithmetic mean of transformational leadership was (3.90), with a rate of (81.6%), where the Motivation dimension got the first rank among the transformational leadership dimensions with a high degree of approval, while the Individualized Consideration dimension got the last rank among the transformational leadership dimensions with a medium degree of approval.**

Keywords—transformational leadership, Administrative Creativity, Teachers, Jordan.

1.Introduction

Currently, many of our institutions are witnessing rapid, complex, and intense competitive changes, which necessitate the presence of leaders and departments that are able to continue and deal with these enormous changes with great skill and professionalism (Nawafleh, & Alsafadi,2020).

No organization can continue on the path of success throughout its life, and in the event that change is necessary within the organization, transformational leadership is the first solution, as its application can move your organization from the stage of stability or decline, to the stage of real growth, and do not forget that the first factor for the success of any organization stems from Leadership, you have to develop your administrative capabilities because of the impact of successful leadership on the work team and the success of the organization (Greimel,et,al,2023).

The term transformational and procedural has become the basis for the study of leadership and has been used mostly to distinguish between management and leadership. The term transformational leadership appeared in 1978 AD, by Burns in Leadership Writing, in order to distinguish between those leaders who, build a purposeful and motivational relationship with their subordinates from those leaders who rely extensively on the process to get results (Purwanto, Fahmi, & Sulaiman,2023).

The transformational approach to leadership is one of the contemporary approaches that a lot of research has focused on since the early 1980s. Transformational leadership is considered part of the "new leadership" proposals. Transformational leadership is the process that changes and transforms individuals. It focuses on values, ethics, standards and long-term goals. Transformational leadership includes evaluating individuals' motives, satisfying their needs, and treating them humanely. It is a process that falls under charismatic leadership and a vision for the future (Ahmed & Al Amiri,2022).

Institutions and organizations rely on what is known as intellectual capital to meet the challenges of the current era. i.e., "the human element"; As the progress of organizations has become dependent on human creativity. Therefore, organizations currently focus on attracting individuals with high creative traits and capabilities, as the creative individual is the real wealth that the organization possesses (Purwanto,2022).

The concept of administrative creativity stems from the general concepts of creativity itself. Creativity in management is related to new ideas in the field of management, product development, leadership of work teams, improvement of services to customers, and all known management functions. In short, administrative creativity is every idea, procedure or product presented by employees, young and old. By

renewal and addition, and brings administrative, economic or social benefits to the institution, individuals or society (Al-Saidi & Al-Ghanmi,2020).

Administrative creativity helps meet the growing demand by public opinion, as citizens' awareness of new achievements pushes them to demand strongly to obtain services easily and in a better way than they are (Alanezi,2016).

2.Theoretical framework

2.1 Transformational Leadership

Transformational leadership seeks to advance the feelings of followers, by invoking ethical ideas and values such as freedom, justice, equality, peace and humanity. Transformational leadership behavior begins from the personal values and beliefs of the leader and not on exchanging interests with subordinates. and righteousness (Qalati, et, al,2022).

Leadership is a concept about leadership that explains the end results of the organization results in desired outcomes through the involvement of leaders and superiors to achieve high-level goals and find the path to success. And it relies on a different number of mechanisms that raise the morale of the visionaries, as well as by enhancing their self-motivation, by linking the identity of subordinates to the goals they wish to achieve (Bakker, et, al,2022).

A leader is the one who possesses the ability to health and can inspire the direction towards creating new innovations and seeks to develop the skills of subordinates. One of his most important skills is working with bosses in their own business project. In addition, he possesses a certain skill and his weaknesses, and thus the strength of the appropriate personality according to his abilities capable of succeeding at work (Schmitz, et, al,2023).

Transformational leadership is one of the management styles, in which the manager tries to change the general culture in the company by completely changing management concepts, by motivating employees to innovate and renew, without direct intervention from senior management. It is based on the manager's confidence in the employees within the organization and making sure of the correctness of their decisions, and it has an impact on the executive level more than the planning one (Asbari, Santoso & Prasetya,2019).

Transformational leadership can be considered as the democratic form of leadership within institutions, because this method gives the employee greater powers and capabilities than any other type of leadership, meaning that it does not revolve around managing institutions only, but transformational management goes beyond that by creating more transformational leaders in the future of the enterprise (Siangchokyoo,Klinger & Campion,2020).

Transformational leadership is a holistic approach that can be used to describe a wide range of leadership, from subtle attempts to influence individual followers to more broad attempts to influence entire organizations and entire cultures. Although the transformational leader plays a pivotal role in accelerating change, followers and leaders are linked to each other in the transformational process (O'Reilly & Chatman,2020).

Effective and successful transformational leadership represents a kind of relationship that arises between the manager of the organization and a group of employees with him in a specific collective situation, aiming to influence the employees in order to achieve the goals. Therefore, the leader derives his authority from the group's satisfaction with him stemming from their belief in his ability to lead them to achieve goals, which requires obedience and compliance on the part of the group in executing orders and instructions (Abu-Rumman,2021).

2.2 Components of transformational leadership

Transformational leadership is a form of mutual influence between the leader and employees or between administrative levels, where each level is influenced by the other by developing their skills to reach new goals for the organization for growth and expansion. The components of this process can be divided into four basic components (Budur,2020).

1. Intellectual stimulation: This idea revolves around the leader's ability to arouse curiosity and questioning among workers by criticizing natural behavior, and the tendency towards creativity by thinking and deducing appropriate solutions for each case separately. Although the transformational leader often encourages workers to think of possibilities that have a lot of risk, but this mentality is required in transformational leadership (Antonopoulou, et, al,2021).

2. Individual consideration: The individual consideration is represented in the leader's ability to empathize and understand each member of the team in an individual way, in addition to the leader's efforts to communicate the basic concepts of each employee, and in return obtaining trust, safety and appreciation from the workers, and the need to understand each individual individually and ensure his loyalty For the company because transformational leadership does not give specific tasks, but rather its mission is to highlight broad lines only, and leave executive tasks in the hands of employees(Islam, Furuoka, & Idris,2021).

3. Inspirational motivation: To accomplish any work, you must have a real motivation, and with the difference in the importance of the motivation, your ability to achieve it varies, so you, as a manager, must clearly communicate the company's vision and goals to the employees to push them to believe in their abilities, and believe in the company's goals in order to work on them, and the employees must In this case, they have a strong sense of purpose, in addition to having an achievement mentality((Antonopoulou,et,al,2021).

4. The ideal effect: The best example of influence is the presence of a real model in front of the employees, and in the case of transformational leadership, you must be the model that the team members follow. The existence of a real dedication on the part of the manager will inspire employees to work with the same dedication, not only for the benefit of the organization, but for the sake of interests of the team as a whole ((Antonopoulou, et, al,2021).

2.3 Advantages of transformational leadership

The results of transformational leadership are promising in many organizations if there are human capabilities that can be applied to them of this type, in addition to being slow in effect, as the manager cannot notice the changes that occur in a few days, as changing the administrative thinking in the organization takes a relatively long time, and the most prominent advantages that the institution must appear (Kwan,2020):

1.   Shared vision: It is the involvement of employees in the process of improving the organization's vision and striving towards real growth, which greatly enhances the employees' confidence in the leader and makes them believe in his capabilities. An effective leader is able to engage his employees with the vision and goals, which makes them more aware of their work and the goals of the organization, in contrast to rigid administrative patterns that direct employees without explaining to them the reasons for decisions issued by management (Kwan,2020).

2.   Absolute loyalty: The most prominent issues that companies seek to solve are the problems of labor turnover or non-cooperation of employees to complete their work, due to the absence of any links that drive them to be loyal to the company, but in the event of good transformational leadership, each employee will feel the extent of his importance within the organization and appreciate the effectiveness of his work, which Creates responsibility among employees to achieve their tasks, because of their sense of belonging and loyalty to the organization and the leader at the same time(Budur,2020).

3.   Change Management: Its role is to manage change by motivating and inspiring employees to achieve new changes in the organization. Changes may be frightening for humans in general because of their tendency to stability, and here lies the role of transformational leadership by focusing on positive changes in the organization, and removing fear from anyone who works in the organization to motivate them to take bold steps, that is, there is a great relationship between transformational management and change management.

4.   Great Communication: In many classic management styles, communication is often only one way from superior to subordinate, leaving no communication between the two sides. In transformational leadership, there is mutual communication between the leader and the employee, which enhances the effectiveness of communications within the organization, and clarifies decisions more, which ultimately leads to real results, in addition to the existence of real communication within the team members, which means increased job satisfaction for all members of the organization (Budur,2020).

2.4 Administration Creativity

When organizations struggle to achieve or maintain prosperity in turbulent and competitive environments, creativity and innovation become very important. Organizations live in intangible economies, informatics economies that depend on speed, imagination, flexibility, innovation and creativity (Salama,2018).

Administrative creativity is a single intellectual process that combines brilliant knowledge with creative work, affecting various areas of life, dealing with reality and striving for the best, in addition to that creativity is the result of the interaction of subjective, objective, personal, environmental or behavioral variables, led by distinguished people (Abu Mostafa.et.al.2021).

It is a set of innovative ideas, rules and procedures, in addition to the innovative activities and organizational structure carried out by officials and employees with the aim of improving relations between them in order to find effective means and methods to help achieve the desired company goals (Yossef & Rakha,2017).

The term administrative creativity in the science of business administration generally refers to the ability to change and develop, as administrative creativity relies mainly on innovation and initiative, and its basis is also new ideas and knowledge, through which it forms ideas that did not exist before (Altahat & Alsafadi,2021).

The concept of administrative creativity stems from the general concepts of creativity itself. Creativity in management is related to new ideas in the field of management, product development, leadership of work teams, and improvement of services to customers, and all known management functions. In short, administrative creativity is every idea, procedure, or product presented by employees, young and old. By renewal and addition, and brings administrative, economic or social benefits to the institution, individuals or society (Hussein, Hassan & Mahmood,2021).

2.5 The importance of administrative creativity

1- Institutions are currently and, in the future, facing a difficult stage of change.

2- The need for institutions to increase their competitiveness and provide better services.

3- Creativity increases the progress of institutions, their ability to adapt to changes, and increase flexibility in their ongoing administrative and technical operations.

4- Creativity helps to discover and support individuals' own capabilities and direct them towards the development of the institution.

5- Creativity helps in self-realization and a sense of accomplishment for all employees in the organization.

6- Developing the knowledge and skills of individuals and influencing their attitudes and behavior (Altahat , Alsafadi &Gazan,2022).

7- It contributes to building the confidence of working individuals.

8- It helps the individual to overcome the personal obstacles that prevent him from expressing his creative potential.

2.6 Characteristics of administrative creativity

The researchers were interested in identifying the characteristics of creativity due to the value and importance it represents in order to come up with contributions regarding the evaluation of creativity and creative people, and thus helps to develop and develop creative capabilities and processes and determine their suitability (Hussein, & Çağlar,2019). And its effectiveness to support, adopt and employ creativity in various fields and activities, whether on the level of individuals, groups or organizations Among these contributions are the following:

1- Creativity is an individual and collective phenomenon: Thinkers and researchers did not agree on a single opinion about the reality of the creative phenomenon in terms of being an individual phenomenon (that is, it is the product of individual efforts) or is it a collective phenomenon the result of collective effort (AL-Safadi &Almaaitah,2020).

2- Creativity is a general human phenomenon and it is not a phenomenon specific to anyone: that creativity is not limited to specialists, experts and scholars. Genetic factors have a significant impact on the development of creative aptitudes, and this does not prevent, in turn, educational factors from interfering to work on resembling The aptitudes of others, and that the degree of creativity increases as the degree of compatibility increases Between genetic components and educational factors, and although the genetic factor has an impact on creativity, the development that took place in the so-called genetic engineering made it possible to partially control or influence genetic traits, as recent experiments were conducted on the so-called alert(Alsafadi,et,al,2020).

2.7 Types of administrative creativity

One of the most important factors and criteria that every director of an organization must possess is creativity. It is a great supporter of creating a suitable work environment, and achieves goals in easier and better ways than applying them in traditional ways. Administrative creativity has many types, each of which can be explained as follows (Aldighrir,2020):

1. Scientific Administrative Creativity Scientific administrative creativity depends on mental efforts, and requires knowledge of different scientific and mathematical rules and theories, as it results in new administrative models that are considered an effective solution to known administrative issues and matters (Almaaitah, et, al,2020).

2. Practical Administrative Creativity Practical Administrative Creativity is the one concerned with addressing administrative, decisional or circumstantial issues, as it relies on ways to develop instant solutions to problems and solve various issues, in addition to developing developed and renewed plans and quick suggestions to address any default. This type is characterized by many powers and freedom of action (Alsafadi &Altahat,2021).

3. Technological administrative creativity, which is concerned with converting an idea into a marketable product, or improving the product in the way it is manufactured or marketed.

4. Administrative-Organizational Creativity Administrative-Organizational Creativity is bringing about innovation in the organization, to create greater flexibility in performing tasks and to improve work relations.

5. Administrative creativity in service administrative creativity in services is represented by creativity in managing innovations or services provided by the institution, company, or organization to people.

6. Administrative creativity in the field of marketing administrative creativity in the field of marketing is concerned with finding new, innovative and creative marketing methods that are appropriate to the needs of users and the objectives of the institution or company, in order to improve the level of export and sale (Alsafadi & Altahat,2022).

This research deals with the role of transformational leadership in improving cognitive creativity, with reference to what was previously mentioned in the theoretical framework of this research and the existing variables, as well as what will be discussed in this research (Fig. 1).

Figure 1: Study model and variables

In light of the existing literature and the studies discussed above, this research paper hypothesizes the following:

There is no statistically significant effect at the level of significance ($α≤0.05$) for Transformational Leadership in its dimensions (Individualized Consideration, Intellectual Stimulation, Motivation) in improving administration creativity in its dimensions (Intellectual fluency, originality, flexibility) in secondary schools.

The first sub-hypothesis: There is no statistically significant effect at the level of significance (α≤0.05) for Individualized Consideration on administration creativity with all its dimensions combined in secondary schools.

The second sub-hypothesis: There is no statistically significant effect at the level of significance (α≤0.05) for Intellectual Stimulation on administration creativity with all its dimensions combined in secondary schools.

The third sub-hypothesis: There is no statistically significant effect at the level of significance (α≤0.05) for Motivation to problems on administration creativity with all its dimensions combined in secondary schools.

3. Methodology

This current study is a causal study of a quantitative nature, where the researcher used the descriptive analytical approach to suit the nature of the study, as it relies on studying the phenomenon as it is in reality and describing it accurately, then analyzing the correlation relationships that exist between the variables.

3.1 Study population

The study population consisted of all male and female teachers working in secondary schools in Kasbah Ajloun, who perform their tasks at secondary schools, and they numbered about (1160) male and female teachers.

3.2 Data collection

The researcher drew a simple random sample from the study population, where the size of the sample drawn depended on the size of the total population, and the margin of error allowed in this study, which is (0.05) according to the table for determining the percentage of error. The size of the required samples (Uma Sekaran), where the researcher distributed (380) questionnaires to the study sample, and (366) questionnaires were retrieved, i.e. (97%), and the researcher excluded (14) questionnaires due to their inadequacy and weakness. The lack of sincerity of the statistical analysis, as the questionnaires subject to the statistical analysis amounted to (352) questionnaires, which is approximately (93%) of the distributed questionnaires.

3.3 Reliability and validity

Whereas, the values of the Cronbach alpha internal consistency coefficient for all dimensions of the paragraphs of the study tool (questionnaire) ranged between (0.78-0.86), as the minimum stability coefficient is (0.70), and stability is considered good whenever the coefficient values are (0.80) or more. And the stability is considered weak if the coefficient values are less than (0.60), and as indicated by ((Sekaran and Bougie, 2016). Therefore, the values contained in the previous table are an indication of the stability of the study tool, the consistency between its

paragraphs, its reliability, and the possibility of relying on it to conduct the statistical analysis.

Domains	Dimension	The number of paragraphs	internal consistency
Transformational Leadership	Individualized Consideration	6	0.83
	Intellectual Stimulation	5	0.86
	Motivation	5	0.86
Transformational Leadership		**16**	**0.85**
administration creativity	Intellectual fluency	6	0.79
	Originality	5	0.78
	Flexibility	7	0.82
administration creativity		**17**	**0.83**

Table (1): Cronbach's internal consistency coefficient alpha

3.4 Measurement

Where the five-point Likert scale was adopted to correct the study tools, and Table (2) shows this. The following scale was adopted for the purposes of analyzing the results: from 1.00 - less than 2.34 (low degree of agreement), from 2.34 - less than 3.68 (medium degree of agreement), and from 3.68 - 5.00 (high degree of agreement).

Strongly Agree	Agree	Moderately agree	Disagree	Strongly Disagree
5	4	3	2	1

Table (2): Five-point Likert scale

3.5 The values of the arithmetic means and standard deviations of the independent variable related to Transformational Leadership.

Arithmetic means and standard deviations were extracted for the answers of the study sample on Transformational Leadership, as shown in the Table(3), as the Transformational Leadership came with a general arithmetic mean of (3.96) and a standard deviation of (0.816) and a medium relative importance, the Motivation dimension came in the first place with an arithmetic mean It has a value of (3.95) and a standard deviation of (0.871) and a high relative importance, then it was followed by the Intellectual Stimulation dimension with an arithmetic mean of (3.85) and a standard deviation of (0.885) and a medium relative importance, then the Individualized Consideration dimension came in the last place with an arithmetic mean of (3.70). With a standard deviation (0.881) and a mean relative importance. Through this, these results indicate that motivational leadership is something that cannot be researched, given that motivation is one of the innate

characteristics of the leader, in the sense that charisma is a kind of talent that is not acquired or changed, so the prevailing trend was that it was necessary to deal with the characteristics of the most realistic leader.

Number	Dimension	Arithmetic mean	standard deviation	Rank	Relative importance
1.	Individualized Consideration	0.881	3.70	**3**	Medium
2.	Intellectual Stimulation	0.885	3.85	**2**	Medium
3.	Motivation	0.871	3.95	**1**	High
	Transformational Leadership.	0.816	3.90		Medium

Table (3): Arithmetic means and standard deviations related to Transformational Leadership

3.6 The values of the arithmetic mean and standard deviations of the dependent variable related to the teacher's performance

Arithmetic means and standard deviations were extracted for the answers of the study sample on the dependent variable, the administration creativity with its dimensions combined, as the administration creativity came with a general arithmetic mean of (3.60), a standard deviation of (0.871), and an average relative importance, as the order of its dimensions came in descending order as follows: shown in the table(4).

Number	Dimension	Arithmetic mean	standard deviation	Rank	Relative importance
1.	Intellectual fluency	0.879	3.24	**3**	Medium
2.	Originality	0.881	3.70	**2**	Medium
3.	flexibility	0.877	3.90	**1**	High
	administration creativity	0.871	3.60		Medium

Table (4): Arithmetic means and standard deviations related to administration creativity

3.7 Hypothesis testing

There is no statistically significant effect at the level of significance (α≤0.05) for Transformational Leadership in its dimensions (Individualized Consideration, Intellectual Stimulation, Motivation) in improving administration creativity in its dimensions (Intellectual fluency, originality, flexibility) in secondary schools.

Multiple regression analysis was used, and the results were as follows. Table (5) shows that there is a statistically significant effect at the significance level (α≤0.05) of Transformational Leadership in improving administration creativity.

The value of the correlation coefficient (R) was (-0.689), which is a statistically significant value and indicates the degree of a statistically significant correlation between Transformational Leadership and administration creativity, and the value of (R-square) was (0.449), which is a statistically significant value that explains the impact of Transformational Leadership in their combined dimensions on the administration creativity, in the sense that Transformational Leadership explain the value of (44.9%) of the change in improving the administration creativity, and the value of the test (F) was (36.111) with a statistical significance (0.00), which is a statistically significant value indicating that there is a discrepancy in the ability and impact of Transformational Leadership continues to influence administration creativity.

Coefficient					ANOVA			Model summary		dependent variable
Sig.t	t	standard error	ß	Dimension	Sig.F	DF	F	R²	R	
0.048	1.913	0.056	0.096-	Individualized Consideration	.00.	4	36.111	0.449	0.689	**administration creativity**
0.047	2.516	0.047	0.123	Intellectual Stimulation						
0.001	3.223	0.047	0.331-	Motivation						

Table (5): Multiple linear regression equation to study the impact of creative thinking skills on administration creativity

The first sub-hypothesis: There is no statistically significant effect at the level of significance (α≤0.05) for Individualized Consideration on administration creativity with all its dimensions combined in secondary schools.

The results Table (6) shows that indicated that there was a statistically significant effect of the Individualized Consideration dimension on administration creativity in its dimensions (Intellectual fluency, originality, flexibility), where the correlation coefficient was ((R=0.362), which indicates that there is a statistically significant correlation between the independent variable after fluency, and the variable The dependent is administration creativity, and it was

shown that the value of the coefficient of determination (R2 = 0.089), which indicates that the dimension of Individualized Consideration explained 94% of the variation in improving the administration creativity, while the remainder is due to other variables

that were not included in the model. The value of (F = 35.100) at a confidence level equal to (sig = 0.048), and this confirms the significance of the regression at the level of significance of (α≤0.05).

Coefficient					ANOVA			Model summary		dependent variable
Sig.t	t	standard error	ß	Dimension	Sig.F	DF	F	R²	R	
.0.004	2.313	.048	.0.089	Individualized Consideration	.000	1	35.100	.0.94	0.362	administration creativity

Table (6): The results of the simple linear regression of the effect of the fluency dimension on the administration creativity in all its dimensions combined

The second sub-hypothesis: There is no statistically significant effect at the level of significance (α≤0.05) for Intellectual Stimulation on administration creativity with all its dimensions combined in secondary schools.

The results Table (7) shows that indicated that there was a statistically significant effect of the dimension of originality on the administration creativity, as the correlation coefficient was ((R = 0.315), which indicates the existence of a statistically significant correlation between the independent

variable, the dimension of Intellectual Stimulation, and the dependent variable, the administration creativity. It was shown that the value of the determination coefficient (R2 = 0.172), which indicates that the dimension of Intellectual Stimulation explains (17.2%) of the variance in the administration creativity, while the remainder is due to other variables that were not included in the model, and the value of (F = 27.211) at a confidence level equal to (sig = 0.000). and this confirms the significant regression at the significance level (α≤0.05).

Coefficient					ANOVA			Model summary		dependent variable
Sig.t	t	standard error	ß	Dimension	Sig.F	DF	F	R²	R	
.000	4.899	.071	0.381	Intellectual Stimulation	.000	1	27.211	.172	.315	administration creativity

Table (7): The results of the simple linear regression of the effect of the originality dimension on the administration creativity in all its dimensions combined

The third sub-hypothesis: There is no statistically significant effect at the level of significance (α≤0.05) for Motivation to problems on administration creativity with all its dimensions combined in secondary schools.

The results Table (8) shows that indicate that there is a statistically significant effect of the dimension of Motivation on the **administration creativity**, as the correlation coefficient was (R = 0.442, which indicates the existence of a statistically significant correlation between the independent variable dimension of sensitivity to problems, and the dependent variable,

the administration creativity. It was shown that the value of the coefficient The determination (R2 = 0.189), which indicates that the dimension of Motivation explains (18.9%) of the variation in the administration creativity, while the remainder is due to other variables that were not included in the model, and the value (F = 21.513) at the level of Confidence equal to (sig = 0.000), and this confirms the significance of the regression at the significance level (α≤0.05).

Coefficient					ANOVA			Model summary		dependent variable
Sig.t	t	standard error	ß	Dimension	Sig.F	DF	F	R²	R	
.000	7.300	.058	0.532	Motivation	.000	1	21.513	.189	.442	administration creativity

Table (8): The results of the simple linear regression of the effect of the sensitivity to problems dimension on the administration creativity in all its dimensions combined

4. Discussion

The results related to the independent variable, which is Transformational Leadership, were within the average level. Where the arithmetic mean of Transformational Leadership was (3.90) with a standard deviation of (0.816), where the sensitivity to problems dimension ranked first among the

dimensions of Transformational Leadership with a high degree of approval, while the Motivation dimension ranked second with a medium degree of approval, while the dimension Individualized Consideration is on the last order among the dimensions of Transformational Leadership, with a medium degree of agreement.

The results related to the dependent variable, which is administration creativity, were within the average level. Where the arithmetic mean of administration creativity was (3.80) with a standard deviation of (0.887), where the flexibility dimension ranked first among the administration creativity dimensions with a high degree of approval, while the originality dimension ranked second with a medium degree of approval, while the Intellectual fluency dimension got Ranked third, with a medium degree of approval.

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