

The Impact of Managers' Leadership Style on Employee Creativity: A Case Study of a Governmental Organization in the State of Qatar

Baina Almarri, Dr. Kamaruzaman Bin Noordin, Dr. Majed Fawzi
Abughazaleh

Academy of Islamic Studies, University Malaya, Malaysia

Email: Baina2016@hotmail.com, zamann@um.edu.my, majed@um.edu.my

DOI Link: <http://dx.doi.org/10.6007/IJARBSS/v15-i10/26671>

Published Date: 19 October 2025

Abstract

The prevailing leadership style is considered one of the important factors affecting the level of creativity for employees. Therefore, this research was prepared with the aim of uncovering the relationship and impact of the prevailing leadership style among managers in a Qatari governmental organization (Transformational Style and Transactional Style) on the creativity of the organization's employees. The descriptive-analytical approach was used, and data was collected by means of a questionnaire distributed to a simple random sample of 90 employees. Data was statistically analyzed using the SPSS program. It was found that the Transformational Leadership style is the prevailing style in the organization under research from the viewpoint of the study sample members. However, this does not mean the absence of the Transactional Leadership style; it exists, but to a lesser degree than the Transformational Leadership style. The results revealed that both the Transformational and Transactional leadership styles affect employee creativity, but to varying degrees. Transformational leadership explains about 35% of employee creativity, while Transactional leadership explains about 22% of employee creativity. This means that the leadership style is one of the factors influencing employee creativity, as there are other influencing factors. The study recommended the importance for occupants of supervisory positions in the organization under research to adopt the Transformational Leadership style, including what it encompasses of an influential and inspiring personality for employees, capable of encouraging employees to innovate. The study also recommended the necessity of addressing the weakness of contingent reward practices, the importance of financially and morally motivating and encouraging employees, along with clarifying expectations from them, providing opportunities for participation and creativity, continuous communication with them to understand their needs, and considering individual differences among them.

Keywords: Governmental Organization, Leadership, Employee, Creativity

Introduction

In a world characterized by the speed of change, and in light of an environment marked by complexity, and with the increasing pressures on organizations, creativity has become an essential requirement for organizations of all types. Creativity is the path to deal with the challenges of the present, and preparation for the future, to ensure continuity and distinction (Al-Ghaidani, 2022). Therefore, it is not strange for organizations to care about creativity, to seek to promote and encourage it, to work on building a suitable environment for its growth, and to understand the factors assisting its development and prosperity.

The importance of creativity in today's world is apparent. Creativity has been recognized in successful organizations as a sure path to success. Creativity, through the complete exploration of the new and previously unknown, leads to an increase in organizational productivity. Also, encouraging employees to think outside the box and granting them the time and resources to explore new areas for innovative ideas is key to increasing effectiveness. In addition, creativity improves the problem-solving process. Creative problem-solving grants that competitive advantage that any company seeks to achieve (Rashid, 2016). Creative ideas distinguish organizations from each other. Without creativity, every organization will follow the same patterns in marketing/promotion, technology, or even the goods and services they may sell. At the same time, creativity is necessary for organizations today, especially when the market depends on innovative and brilliant technology. In this context, creativity integrates with innovation, as the cooperation of creative minds possesses the ability to push creative business ideas into tangible reality. If creativity is concerned with generating new ideas, then innovation translates those ideas into a tangible and distinct reality (Al-Banna, 2017).

Undoubtedly, there are multiple factors that affect creativity, and perhaps managers and their style in leadership are one of the most prominent of those factors (Abu Khadija, 2020). It is assumed that the first priority of leadership is to engage the right people, at the right times, to the appropriate degree in creative work. This engagement begins when the leader reformulates the role of employees. Instead of just the executive role of employees, and implementing a top-down strategy. Employees must be given the opportunity to contribute to the formulation of the strategy and present their ideas and perceptions about that strategy and ways to implement it effectively (Teresa, 2008).

There is no doubt that the growth of creativity requires leadership styles characterized by participation, cooperation, openness, support, and future vision. Hence, the topic of leadership and its relationship to creativity has been and remains a focus of research in the literature (Rashid, 2016). Recently, the transformational and transactional leadership style has emerged as one of the approaches to understanding and knowing the leadership style of managers. Despite the multiplicity of theories about leadership styles, currently the focus is on the transformational leadership style versus the transactional leadership style. Extensive discussion has taken place regarding the transformational and transactional leadership styles and their relationship to employee creativity. Opinions vary regarding which of the two styles has a greater relationship, correlation, and impact on employee creativity (Al-Shudaifat, 2021).

Research Problem

Governmental organizations in the State of Qatar seek to achieve institutional excellence, and reaching excellence and leadership requires multiple matters, and at the forefront of those matters is encouraging employees to innovate, contributing to development efforts, and participating in the formulation and implementation of the plans of those organizations. In this context, and in order to encourage employees to innovate, there must be available leadership styles that believe in the capabilities of employees, and provide them with opportunities for participation and idea presentation. The prevailing leadership style and the philosophy adopted by managers have a great impact on the level of creativity for employees, and many researchers in the field of administrative creativity have agreed that the creative abilities of employees are affected by the prevailing leadership style (Al-Ghaidani, 2022). Leaders can contribute to developing the creative capabilities of their employees by encouraging them to solve and confront problems and openly present their solutions to them. Notifying the individual by the management of the importance of the role they play in the administrative process and providing them with opportunities for growth and ambition and building relationships based on respect and appreciation, are all motivating factors that push the individual to greater effort, giving, and creativity (Al-Banna, 2017).

Research Questions

The main research question is: What is the impact of managers' leadership style on employee creativity in a governmental organization in the State of Qatar?

Several questions stem from this question as follows:

- What is the prevailing leadership style among managers in the governmental organization under research?
- What is the level of creativity among the employees of the governmental organization under research?
- Which has a greater relationship and impact on employee creativity: the transformational style or the transactional style?

Research Objectives

The research objectives are as follows:

1. To reveal the impact of managers' leadership style on employee creativity in the governmental organization under research.
2. To identify the prevailing leadership style among managers in the governmental organization under research.
3. To determine the level of creativity among the employees of the governmental organization under research.
4. To identify which has a greater relationship and impact on employee creativity in the governmental organization under research: the transformational style or the transactional style.
5. To reach recommendations that can contribute to enhancing employee creativity in the governmental organization under research.

Research Significance

The significance of the research is summarized as follows:

1. **Academic Significance:** The academic significance of the research stems from the importance of its topic, which is the impact of managers' leadership style

(**Transformational Style** and **Transactional Style**) on employee creativity in the public sector in the State of Qatar, and specifically in the governmental organization under research. This topic has not been studied previously within the scope of the governmental organization under research. Despite the existence of many previous studies on the impact of managers' leadership style (Transformational Style and Transactional Style) on employee creativity, it has rarely been studied within the scope of the public sector, and specifically in the governmental organization under research. Consequently, the research represents a research contribution added to previous studies and research, by enriching the theoretical literature related to the study variables.

2. **Practical Significance:** The research addresses the impact of managers' leadership style (Transformational Style and Transactional Style) on employee creativity in the public sector in the State of Qatar, and specifically in the governmental organization under research. The research attempts to know the leadership style of managers, whether it is transformational or transactional, and also tries to know the level of employee creativity, and then understand and analyze the relationship between the managers' leadership style: Transformational Style and Transactional Style, and employee creativity. The research also seeks to reach recommendations that can contribute to enhancing employee creativity in the governmental organization under research.

Research Hypotheses

The research seeks to test the validity of the following hypotheses:

1. There is a statistically significant relationship between the Transformational Leadership style of managers and employee creativity in the governmental organization under research.
2. There is no statistically significant relationship between the Transactional Leadership style of managers and employee creativity in the governmental organization under research.

Research Variables

The research includes two types of variables:

1. **Independent Variable:** Which is the leadership style of managers, specifically the **Transformational Leadership** style and the **Transactional Leadership** style. This variable includes six dimensions: Idealized Influence or Charisma, Inspirational Motivation, Intellectual Stimulation, Individual Consideration, Contingent Rewards, Management by Exception.
2. **Dependent Variable:** Which is **employee creativity**. This variable includes the following dimensions: Fluency, Originality, Problem Analysis, Risk-Taking.

Research Limits

The research limits can be identified as follows:

1. **Spatial Limits:** This research was applied in the governmental organization under research, and did not include other entities.
2. **Temporal Limits:** The research was conducted during the **third quarter of 2025**.
3. **Subjective Limits:** The research addressed a specific topic, which is the impact of managers' leadership style (Transformational Style and Transactional Style) on employee creativity in the public sector in the State of Qatar, and specifically in the governmental organization under research.

Research Terminology

1. **Transformational Leadership:** A leadership style capable of being a role model for employees and a source of inspiration for them, as the leader not only has a vision, but is also capable of sharing that vision with employees. At the same time, the leader is capable of motivating employees not only through financial incentives, but also through moral motivation based on raising morale. The leader has an influential charisma on employees. It is a style capable of uplifting employees to reach the highest degrees, as it is a participatory style that believes in change and seeks to achieve the desired change (Al-Ghazali, 2011). For example, the transformational leader influences employees through the personal specifications and skills they possess; they do not rely on legal center or reward and punishment as a source of influence. This leader inspires employees, sharpens their resolve, and is a role model for them. At the same time, they involve employees and provide them with wide opportunities to express opinion, and thus enhance employee creativity.
2. **Transactional Leadership:** A leadership style that focuses heavily on tasks and on providing directions and incentives that would prompt employees to perform the required work. Interactions between the leader and the employee in this type of leadership occur in the context of a mutually dependent relationship between them, which leads to increased and empowered cohesion among individuals; as the transactional leader drives group members towards task completion by defining the work structure and offering incentives in exchange for group members performing the behaviors and tasks entrusted to them (Abu Namous, 2016). For example, the transactional leader relies on the reward and punishment they possess as a source of their authority. Without the ability they possess for positive and negative motivation, they are unable to influence employee behavior. Therefore, the higher the level of motivation, the higher the level of influence on employee behavior, and vice versa.
3. **Employee Creativity:** The ability of employees to present new ideas and proposals that contribute to solving problems, developing work, and simplifying procedures, such that they cause a type of change in the environment, operations, or outputs of the organization. The creative employee is characterized by the ability to generate ideas, think outside the box, and take risks (Eid, 2008).

Research Methodology

Matters related to the research methodology can be clarified as follows:

1. **Method Used:** Research methodologies are usually classified in different ways. But generally, research methodologies may be quantitative or qualitative (type) (Ghuraibah, 2016). After reviewing the literature on the topic, it was decided to use the **quantitative method** because it is the appropriate method for the purposes and objectives of the research, and because it is the method used in all previous studies. This method relies on collecting data through a questionnaire distributed to a sample of employees, and then analyzing the questionnaire data using appropriate statistical methods.
2. **Research Tools:** It was decided to use the **closed questionnaire** to collect data from the respondents. The questionnaire provides the opportunity to collect a large amount of data during a short period. The questionnaire included the following:
 - Cover Page: Containing a definition of the research and its goal.
 - Respondents' Personal Data: Including gender, educational qualification, and years of experience.

- Transformational Leadership Style: Through the following dimensions: (1) Idealized Influence or Charisma. (2) Inspirational Motivation. (3) Intellectual Stimulation. (4) Individual Consideration.
 - Transactional Leadership Style: Through the following dimensions: (1) Contingent Rewards. (2) Management by Exception.
 - Employee Creativity: Through the following dimensions: (1) Fluency. (2) Originality. (3) Problem Analysis. (4) Risk-Taking.
3. **Study Population:** The study population includes all employees of the governmental organization under research. According to the organization's statistics as of June 2025 AD. The number of employees was about 1370 employees.
 4. **Research Sample:** Due to the large size of the study population, it was decided to use the **sampling method**, specifically the **simple random sample**, to determine the sample size. The **Sample Size Calculator** computer program available online was used. The proposed sample size was 0 employees.

Theoretical Framework and Previous Studies

Since the research addresses the impact of managers' leadership style on employee creativity, the literature related to leadership style, employee creativity, and the impact of leadership style on employee creativity must be reviewed.

Concept of Leadership

A review of the literature reveals that leadership is one of the most common topics, having attracted the attention of management scholars and researchers. Despite the enormous volume of literature related to leadership, we note that there is no consensus on what leadership is. Simply, there is no universally agreed-upon definition of leadership. On the contrary, there are hundreds of attempts to define what leadership is. This is mainly due to the fact that leadership is viewed from different perspectives and approaches. Moreover, leadership is a very complex matter that involves several vital components. In addition, leadership is not a stable and isolated phenomenon. On the contrary, it is a changing issue (Al-Azmi, 2016).

The lack of agreement on a universal definition of leadership does not mean that no attempt should be made to define and specify leadership. If left without a definition, it may lead to misunderstanding and confusion between concepts. Recognizing the need for a specific definition, numerous attempts have been made to present an acceptable definition of leadership. According to Drucker (1999), the only definition of a leader is the person who has followers. Although this definition is very simple, it nevertheless emphasizes that leadership is a process that cannot take place in a vacuum. Leadership occurs when the leader influences the behavior of followers. From Bennis's (1997) perspective, leadership is the ability to translate vision into reality. This can happen if the leader empowers and inspires their followers to take action and achieve progress. Consequently, there is a need for visionary leaders who mobilize people toward a vision.

Winston (2006) conducted a review of 60 articles and books containing a definition, measure, or construct of leadership. The authors defined a leader as the person who influences and drives followers to achieve organizational goals in an enthusiastic and willing manner. They summarized the concept of leadership as the process of influencing the behavior of

individuals and groups to achieve the agreed-upon goals. This definition includes three main elements: influencing behavior, teamwork, and goal achievement.

Based on the above, we can say that leadership means the ability to influence others, and guide them towards achieving common goals, which contribute to achieving the organization's goals. Leadership includes the presence of a leader and followers. It also includes the ability to influence behavior, and direct those efforts towards achieving goals.

Leadership Style

Early attempts began to define leadership styles, so talking about leadership styles is not new. For example, since the 1930s, Lewin and White identified three leadership styles: (1) The participatory democratic style which allows opportunities for participation and expressing opinion, (2) The autocratic authoritarian style which relies on centralization and non-participation, and (3) The non-interventionist style which leaves things to proceed as they are without intervention (Kanaan, 2007).

In the sixties of the last century, McGregor addressed two leadership styles, X and Y. The Y style is a cooperative, positive style that assumes positive matters about employees, and deals with employees according to those positive assumptions. As for the X style, it assumes negative matters about employees, so it focuses on control, strictness, and negative motivation (Al-Qaryouti, 2016).

In the managerial grid theory presented by Blake and Mouton, several leadership styles were discussed according to the two dimensions of concern for work and concern for workers. Thus, the leader may be greatly concerned with work at the expense of the workers, or on the contrary, greatly concerned with the workers at the expense of the work. But the leader may also be equally concerned with work and workers, or neglect both work and workers (Kanaan, 2007).

Thus, we find that leadership styles differed according to the classification criterion and according to the approach used in defining the leadership style. If the talk is about the degree of participation, we talk about the participatory and autocratic styles. If the classification criterion is the degree of concern for workers, there is a style that cares about workers and another style that neglects workers at the expense of work. If the classification criterion is the assumptions about employees, there is a style whose assumptions are positive and another style whose assumptions are negative.

Despite the existence of many leadership theories, two have dominated the literature since the eighties: Transformational and Transactional Leadership. Burns (1978) played a decisive role in presenting the role of transformational and transactional leadership styles, arguing that leaders in organizations may behave in transactional or transformational ways.

Transactional leadership is very close to the bureaucratic style. There is a high degree of reliance on procedures, formal agreements, relationships, rewards, authority, work standards, and task-oriented goals. Therefore, leaders according to the transactional style primarily rely on rewards to influence employee behavior.

Transformational leadership does not rely on rewards but on the leader's charisma. This leadership has a vision and conveys this vision to employees. In this case, employees consider the leaders a role model and find that they have a high degree of ethics and acceptance. Therefore, transformational leadership works to empower employees, creates positive change in them, and focuses on both the needs and interests of the individual and the group (Khalaf, 2015). Transformational leadership motivates employees and improves their performance through a variety of mechanisms. For example, by possessing a vision and sharing this vision with employees, employees understand their identity and the identity of the organization they work for. The transformational leader becomes a role model, inspires employees, cares about the interests of employees, communicates with employees openly and honestly, and challenges followers to assume greater ownership of their work, so that the leader can align followers with tasks that enhance their performance.

Bass & Avolio (1990) suggested that transformational leadership comprises four dimensions as follows:

- (1) Idealized Influence or Charisma, meaning a type of behavior that results in the admiration, respect, and trust of followers.
- (2) Inspirational Motivation, which is reflected in behavior that provides meaning and challenge to the work of followers.
- (3) Intellectual Stimulation by providing followers with opportunities to find creative solutions to problems, and encouraging new approaches to job performance.
- (4) Individual Consideration by listening attentively and paying special attention to followers' accomplishments and growth needs.

The transformational leader is capable of motivating subordinates by focusing on the higher needs of purpose, values, and ethics, clarifies a goal linked to the vision, empowers others to move towards the common goal, and cares about the developmental concerns and needs of followers. Consequently, transformational leaders are capable of managing change, dealing with complexity, ambiguity, and uncertainty. Moreover, transformational leaders can promote creativity and innovation, and can positively influence the quality of employees' working life, and transformational leadership positively affects employees' attitudes and behavior (Muharimah, 2021).

Transactional leadership relies on rewards, formal roles, and punishments. The two main dimensions of transactional leadership are:

- (1) Contingent Reward, which relates to rewards provided to employees in case of achievement and good performance.
- (2) Management by Exception, which relates to taking actions to correct performance according to the required standard.

Based on this understanding, leaders following the transactional style pay attention to the work of followers in order to detect errors and deviations. This type of leadership is effective in situations of crisis and emergency, as well as when projects need to be executed in a certain way. Additionally, leaders following the transactional style are concerned with processes rather than future ideas. These types of leadership focus on contingent reward (also known as contingent positive reinforcement) or contingent punishment (also known as contingent negative reinforcement).

The table below summarizes the differences between Transformational Leadership and Transactional Leadership.

Area of Comparison	Transformational Leadership	Transactional Leadership
The Concept	A leadership style where the leader uses charisma and enthusiasm to inspire employees.	A leadership style where the leader uses rewards and punishments to motivate employees.
The Focus	The leader emphasizes employees' values, ideals, ethics, and needs. Also focuses on creativity.	The leader emphasizes their relationship with employees. Also focuses on planning and execution.
The Environment	Suitable for a changing organizational environment.	Suitable for a stable organizational environment.
The Style	Charismatic.	Bureaucratic.
Motivation	A motivational tool to attract employees by placing their interests first.	Attracting employees by focusing on the organization's interests.
Source of Power	The leader's personality.	The functional center.

In this regard, there is a discussion about Transformational / Transactional Leadership. The discussion is still ongoing and has not been settled, as there are three viewpoints: (1) The first team: Some argue that Transformational Leadership is more effective than Transactional Leadership. (2) The second team: On the contrary, others argue that Transactional Leadership is more effective than Transformational. (3) The third team: Some argue that Transformational Leadership and Transactional Leadership are complementary to each other.

Concept of Job Creativity

Recently, the volume of work on organizational creativity in the management literature has been growing. Creativity has been defined in two ways: as a process and as an outcome. It is believed that to achieve creative outcomes, it is important first to engage in some cognitive and behavioral processes (for example, linking ideas from multiple sources, and broad search) that can help individuals to be more creative in their work. The creative process is an iterative process and involves finding and solving new problems in different ways. Creativity as an outcome in management has been primarily defined as the generation of ideas, solutions, or processes that are new and useful. Both novelty and usefulness are considered necessary conditions for something to be considered creative, so even if the idea is very new, if it is not also useful or feasible, it will not be considered creative (Khalaf, 2015).

This definition differs from some work in psychology that primarily focuses on brainstorming, where creative outcomes are often defined in terms of originality (i.e., novelty), fluency (i.e.,

number of ideas), and flexibility (i.e., number of categories reached). Individual differences can contribute to granting some individuals abilities to be more creative, and various factors in the work context can facilitate or impede creativity: these personal and contextual factors can interact to influence creativity. Creativity can occur in all different types of jobs and at all levels of the organization. Creative ideas or processes can also vary on a continuum from being somewhat new but gradual to those that are new and radically different. Also, in the organizational literature, creativity has been considered a necessary but insufficient condition for innovations to occur. The fundamental difference between how creativity and innovation are defined is that when focusing on creativity, emphasis is placed on producing something new and useful, while innovation emphasizes the implementation of the new ideas or procedures (Radi, 2020).

Employee creative behavior refers to the ideas that were created when confronting problems that must be solved. To solve problems, individuals must put forth their initial perspectives on the problems and then improve and review the initial perspectives through discussion and brainstorming. Subsequently, with the support of others, ideas can be realized and promoted for the benefit of the organization. From the organization's point of view, to solve problems, the ideas related to the person or the organization must actively contribute to its operations and enhance its competitive capability. Hence, the creative behavior of employees affects the interests of the organization (Al-Ajalah, 2019).

It must be pointed out here to the relationship between job creativity and innovation. Creativity means presenting new ideas and solutions that were not known, and thinking outside the box, whereas innovation means implementing those ideas in a different, distinct, and appropriate way for the era so that they benefit, are utilized to the fullest extent, in a distinct and easy way so that they serve the largest possible number of people (Khalaf, 2015). Despite that, there is a complementary relationship between creativity and innovation, because more creativity means more innovation, and without creative ideas, the spring of innovation will dry up. Therefore, there is a close relationship between creativity and innovation (Radi, 2020).

Importance of Job Creativity

The importance of creativity can be highlighted through several matters, as follows: (Al-Azmi, 2016)

- (1) Building Better Teams: Creativity is important because it can help institutions build more effective and trusting teams. Teams depend on each other to solve problems and perform specific tasks, and when creativity improves their efficiency, quality, or productivity, they can have better relationships with their colleagues at work. The team knows that they can rely on their teammates to perform their duties and also to create unique solutions to problems. This level of trust can lead to improving the quality of the team's work and inspiring them to work harder to reach the team's goals in the workplace.
- (2) Attracting the Best Talent for Work: With a culture focused on creativity, institutions may also benefit from more qualified candidates for jobs and genuine talent in the industry. This type of culture can allow employees to explore new ways of doing tasks or improving old systems, which gives them more control over their work environment and the freedom to express themselves. It can also help build a more positive and supportive environment to work in, which is something candidates usually consider before applying

for a job. Some institutions even reward creative ideas with vacation, financial bonuses, or institution-level recognition.

- (3) **Improving Problem-Solving Skills:** Many employers require problem-solving skills in their employees. With increased creativity or a creative institutional culture, employees may feel more inclined to think of solutions to problems. Comprehensive improvement in problem-solving can lead to increased employee morale, solving the institution's complex problems, and showing the industry that the institution is a competitor with incredible value to offer its customers. Increased competitiveness and reduced problems can lead to increased institutional revenue, reduced turnover rates, and even help improve product quality.
- (4) **More Risk-Taking Behaviors by Employees:** Creativity can inspire employees to take minor risks with new ideas or suggestions. The institution that adopts and encourages creativity may have more ideas to use, or more meetings for brainstorming, or an idea board where employees can freely write new ideas for everyone to consider.
- (5) **More Trusted Leaders:** Managers who lead a creative team may show more trust to their teams to complete tasks on time. This level of trust can be important for building the team's relationship with the institution's managers and improving employee morale.
- (6) **Increased Productivity from Individual Teams:** When employees are able to express their creativity at work, they may feel a greater freedom to explore and apply new ideas, and increase productivity. This may help inspire more creativity by showing employees that new ideas can have tangible benefits.
- (7) **Higher Industry Rankings and Competition:** Creative institutions often face greater competition, as their ideas attract the attention of the public and their customers. The institution may also rank higher in the industry if its creativity leads to improved employee morale, attracting the right talent, and providing a consistent high-quality product.

Elements of Employee Creativity

The creativity process includes several elements, including the following: (Radi, 2020)

1. **Fluency:** This element refers to the speed and ease with which one may produce a large number of alternatives, synonyms, ideas, problems, or uses in response to a specific input. The fluency element includes both verbal and intellectual fluency and figural fluency.
2. **Flexibility:** Generally, flexibility is the opposite of mental rigidity, which builds pre-defined mental patterns that are not subject to change as needed. It is the ability to generate different ideas that are not of the type of ideas usually expected, as well as to direct or convert the path of thinking with a change in the stimulus or the requirements of the situation. Spontaneous flexibility, adaptive flexibility, and the ability to reformulate or abandon an old concept or relationship in order to solve a new problem are examples of forms of flexibility.
3. **Originality:** It generally means the quality that is closely linked to creativity and creative thinking. Originality here refers to novelty and uniqueness, which is the common element among most definitions that focus on creative outcomes as a criterion for judging the level of creativity. The problem is that it is unclear what is being used as a point of comparison. Is it the outputs of adults? Or the results of society at that time? Or rather the previous outputs of the individual? How can we know if the concept or problem-solving approach meets the standards of originality? What if the problem was cleverly solved by two people in two distant countries at the same time?

4. **Elaboration:** Refers to the ability to provide new and interesting information for a concept or approach to problem-solving or artistic creation that would help develop, enrich, and apply it.
5. **Sensitivity to Problems:** Denotes awareness of the existence of issues, demands, or weaknesses in the surrounding circumstances. This means that some people discover problems faster than others, and there is no doubt that identifying the problem is the first step in seeking a solution. This is followed by adding new knowledge or introducing improvements and modifications to existing knowledge or products.

Third: Previous Studies on the Impact of Leadership on Employee Creativity

Many previous studies have been reached regarding the impact of managers' leadership style on employee creativity, and the most important of those studies are the following:

The study of Khamis (2022) which focused on the role of employee empowerment in the relationship between leadership and creativity. The study aimed to determine the impact of transformational leadership on employee creativity by mediating employee empowerment. The study was applied to several public joint-stock companies in the field of information technology in Egypt. The sample size was 730 employees. The results of the data analysis collected by the questionnaire revealed a strong relationship and a clear impact of the transformational leadership style on employee creativity. The presence of an effect of employee empowerment on the relationship between leadership style and creativity was also shown. This means that it is important to empower employees, through delegation, participation, and others, so that leadership effectively influences employee creativity.

The study of Ali (2021) on the impact of transformational leadership on creativity, with the aim of determining the mediating role that psychological safety can play on the relationship between transformational leadership and employee creativity. The study was conducted on a random sample of 200 employees from an Egyptian public telecommunications company. After analyzing the data collected by the questionnaire, a significant positive impact of transformational leadership on both psychological safety and employee creativity was shown, and a significant positive impact of psychological safety on employee creativity was shown, and a mediating role of psychological safety for employees in the relationship between transformational leadership and employee creativity was shown. This confirms that the impact of leadership on creativity necessitates employees feeling psychological safety.

The study of Aouar (2020) on the impact of leadership styles on creativity, with the aim of measuring the impact of leadership styles (transformational, transactional, participatory, paternalistic) on administrative creativity in the Saidal pharmaceutical complex in Algeria. The descriptive analytical approach was used, where a random sample of 150 workers was chosen. After analyzing the data collected by the questionnaire, it was shown that administrative leaders in the Saidal pharmaceutical complex practice both the transformational, participatory, and transactional leadership styles at close degrees, greater than their practice of the paternalistic style. The study results also showed a relationship with a partial positive impact between leadership styles and the creative behavior of workers, and the strongest relationship was in favor of transformational leadership.

The study of Rashwan (2019) addressed the impact of leadership on the creative behavior of employees in Sudanese banks. The study aimed to identify the effect of leadership styles on

the creative behavior of employees, and also aimed to study the relationship between them. The researcher used the descriptive analytical approach for its suitability for the purposes of the study, where the questionnaire was the main tool for data collection, and the sample size was 150 questionnaires, of which 130 questionnaires were retrieved. The study results showed a relationship with a partial positive impact between leadership styles and the creative behavior of employees, and the study recommended that Sudanese institutions should work to adopt leadership styles with a focus on the free and transformational style that supports creative behavior and works to raise performance levels among employees, and that the institution should work to adopt a strategic outlook for applying the philosophy of leadership styles that contributes to supporting the institution towards the surrounding environmental changes.

The study of Al-Shelbi (2018) on the impact of transactional leadership on the behavior and performance of employees, where the study aimed to reveal the effect of transactional leadership on human capital development at Philadelphia University. The descriptive analytical approach was used for its suitability for the purposes of the study, where the questionnaire was the main tool for data collection. The results of the statistical analysis indicated that there is an adoption of transactional leadership styles by leaders at Philadelphia Private University, and that there is a moderate relationship with a direct trend between transactional leadership and human capital development, including employee creativity.

The study of Sylvia (2021) which focused on the mediating role of psychological empowerment on the relationship between leadership style and creativity. The purpose of this was to determine the impact of transformational leadership and transactional leadership on creativity, as well as the mediating role of psychological empowerment. A questionnaire was sent to 177 faculty members at a public university in Malaysia. The data was statistically analyzed. The results showed that only psychological empowerment is positively associated with creativity. Unexpectedly, transformational leadership and transactional leadership have no direct impact on creativity. However, there is an indirect positive relationship between leadership styles and creativity, as this relationship is mediated by psychological empowerment. Furthermore, both leadership styles positively affected psychological empowerment.

The study of Alheet (2021) where it aimed to investigate the impact of leadership styles (transformational leadership style, transactional leadership style, and laissez-faire leadership style) on employee creativity at Al-Ahliyya Amman University. The descriptive analytical approach was used by distributing a questionnaire to a sample of 461 employees. The results showed a statistically significant positive impact of the transformational leadership style on employee creativity, while there was a statistically significant negative impact of the transactional and laissez-faire leadership styles on employee creativity. Therefore, the study recommended that managers adopt the transformational leadership style for the purposes of developing employee creativity.

The study of Novitasari (2021) which addressed the impact of leadership style on creative behavior in Indonesia. The purpose of the study was to examine the impact of transformational leadership and transactional leadership on the creative behavior of faculty members at an Indonesian university. The research sample used the random sampling

method. The data used is primary data collected through a questionnaire. The number of returned and valid questionnaires reached 120. It was processed using the Structural Equation Modeling (SEM). The study results concluded that transformational leadership and transactional leadership have a positive impact on the creative behavior of lecturers. This means that both styles: transformational and transactional, affect the creative behavior of employees.

The study of Alrowad (2020) which addressed creativity and intellectual capital... (Text cut off).

The study of Alrowad (2020) which addressed creativity and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance. The study aimed to determine the extent of the relationship and impact of transformational and transactional leadership styles on organizational performance by mediating the role of innovation and intellectual capital. The study adopted the descriptive-analytical approach and targeted the leadership of Al-Yarmouk University in Jordan. The sample consisted of 226 employees. The analysis showed a positive impact of transformational leadership on organizational performance and innovation. It also showed a positive impact of transactional leadership on organizational performance. However, there was no statistically significant impact of transactional leadership on innovation. This means that transformational leadership has a greater impact on creativity and innovation than transactional leadership.

The study of Hansen (2020) which addressed managing employee innovative behavior through transformational and transactional leadership styles. The study was applied to the governmental sector in Norway, specifically to 157 mid-level managers. The results showed that transformational leadership has a strong positive relationship with the innovative behavior of employees. Also, the study showed a moderate positive relationship between transactional leadership and the innovative behavior of employees.

In summary, the previous studies revealed the following:

- **First:** The majority of studies confirm that **transformational leadership** has a strong positive impact on employee creativity and innovation¹¹¹¹¹¹.
- **Second:** The results of studies regarding **transactional leadership** and its impact on creativity vary. Some studies indicate a positive impact²²²², while other studies indicate a negative impact, suggesting it has little to no impact compared to transformational leadership³³³³³³³.
- **Third:** Some studies have shown that the relationship between leadership styles and creativity is mediated by other variables such as **psychological empowerment** and **psychological safety**, which means that the adoption of an effective leadership style must be accompanied by the creation of an environment that encourages creativity (empowerment, psychological safety, etc.).

Research Procedures (The Field Study)

This chapter presents the findings of the field study, which was conducted after collecting the data and processing it using the Statistical Package for the Social Sciences (SPSS) software. This chapter includes the following: (1) Sample characteristics, (2) Reliability and validity of the questionnaire, (3) Descriptive analysis of the study variables, (4) Hypotheses testing.

Sample Characteristics

The sample consists of 90 employees. The characteristics of the sample are as follows:

Item	Category	Frequency (N)	Percentage (%)
Gender	Male	50	55.6%
	Female	40	44.4%
Total		90	100%
Educational Qualification	Bachelor's Degree	50	55.6%
	Master's Degree	30	33.3%
	PhD	10	11.1%
Total		90	100%
Years of Experience	Less than 5 years	10	11.1%
	5 to less than 10 years	20	22.2%
	10 years or more	60	66.7%
Total		90	100%

Reliability and Validity of the Questionnaire

The researchers verified the reliability and validity of the questionnaire by following the following steps:

*Validity of the Questionnaire***1. Construct Validity**

The questionnaire was presented to a group of university professors specialized in administrative sciences and human resources for review and to verify the clarity of its paragraphs. Their comments were taken into consideration and modifications were made to the questionnaire paragraphs accordingly.

2. Internal Consistency Validity

To verify the internal consistency of the questionnaire, the correlation coefficient between each paragraph's score and the total score of the dimension it belongs to was calculated. The results showed that the correlation coefficients for all paragraphs were significant at a significance level of 0.05 ($P \leq 0.05$). This indicates that the paragraphs of the questionnaire enjoy a high degree of internal consistency and are valid for the purpose of the study.

Reliability of the Questionnaire

The researchers measured the reliability (consistency) of the study tool by using the Cronbach's Alpha coefficient for each dimension and for the questionnaire as a whole. The

generally accepted minimum value for the Cronbach's Alpha coefficient is **0.70**. The results were as follows:

Dimension	Number of Paragraphs	Cronbach's Alpha
Transformational Leadership Style	12	0.88
Transactional Leadership Style	6	0.81
Employee Creativity	12	0.85
Total Questionnaire	30	0.84

The results show that the Cronbach's Alpha value for the total questionnaire is 0.84, and the values for the dimensions range between 0.81 and 0.88. Since all values are greater than 0.70, the questionnaire is considered to have a high degree of reliability and consistency and is suitable for achieving the research objectives.

Descriptive Analysis of the Study Variables

This section presents the results of the descriptive analysis of the study variables, which are: Transformational Leadership, Transactional Leadership, and Employee Creativity. A five-point Likert scale was used, with the following weights: (1) Strongly Disagree (1 point), (2) Disagree (2 points), (3) Neutral (3 points), (4) Agree (4 points), (5) Strongly Agree (5 points). The averages were interpreted as follows: (1.00 to 2.33 = Low), (2.34 to 3.67 = Moderate), (3.68 to 5.00 = High).

Transformational Leadership Style (Independent Variable)

Dimension	Mean	Standard Deviation	Level	Rank
Idealized Influence or Charisma	4.02	0.88	High	2
Inspirational Motivation	4.10	0.77	High	1
Intellectual Stimulation	3.98	0.80	High	3
Individual Consideration	3.90	0.86	High	4
Total Transformational Leadership	4.00	0.83	High	-

The results show that the overall mean for the Transformational Leadership style was 4.00 with a standard deviation of 0.83, which is considered a High level. This indicates that the Transformational Leadership style is the prevailing style among managers in the organization under research, which answers the first research question. The dimension of Inspirational Motivation ranked first with the highest mean of 4.10, followed by Idealized Influence or Charisma with a mean of 4.02.

Transactional Leadership Style (Independent Variable)

Dimension	Mean	Standard Deviation	Level	Rank
Contingent Rewards	3.25	1.10	Moderate	2
Management by Exception	3.65	0.98	Moderate	1
Total Transactional Leadership	3.45	1.04	Moderate	-

The results show that the overall mean for the Transactional Leadership style was **3.45** with a standard deviation of 1.04, which is considered a **Moderate** level. This means that while **Transactional Leadership** exists, it is practiced to a lesser degree than the Transformational Leadership style. The dimension of **Management by Exception** ranked first with a mean of 3.65, followed by the **Contingent Rewards** dimension with a mean of 3.25, which is the lowest mean for the entire independent variable (Leadership Style) and indicates a weakness in the use of contingent rewards.

Employee Creativity (Dependent Variable)

Dimension	Mean	Standard Deviation	Level	Rank
Fluency	3.80	0.90	High	3
Originality	4.00	0.95	High	1
Problem Analysis	3.90	0.88	High	2
Risk-Taking	3.75	1.00	High	4
Total Employee Creativity	3.86	0.93	High	-

The results show that the overall mean for **Employee Creativity** was **3.86** with a standard deviation of 0.93, which is considered a **High** level. This answers the second research question about the level of employee creativity. The dimension of **Originality** ranked first with the highest mean of 4.00.

Hypotheses Testing*Testing the Relationship between Study Variables*

To test the nature and strength of the relationship between the study variables, the **Pearson Correlation Coefficient** was calculated, and the results are shown in the table below:

Variables	Correlation Coefficient (r)	Significance Level (P)	Conclusion
Transformational Leadership and Employee Creativity	0.592	0.000*	Positive, Strong, Statistically Significant
Transactional Leadership and Employee Creativity	0.469	0.000*	Positive, Moderate, Statistically Significant
P ≤ 0.05			

The table above shows the following:

1. There is a **positive, strong, and statistically significant** relationship between **Transformational Leadership** and **Employee Creativity**, as the correlation coefficient (r) was **0.592** at a significance level of 0.000. This confirms the validity of the **first hypothesis** which states: *There is a statistically significant relationship between the Transformational Leadership style of managers and employee creativity in the governmental organization under research.*
2. There is a **positive, moderate, and statistically significant** relationship between **Transactional Leadership** and **Employee Creativity**, as the correlation coefficient (r) was **0.469** at a significance level of 0.000. This leads to the **rejection** of the **second hypothesis** which states: *There is no statistically significant relationship between the Transactional Leadership style of managers and employee creativity in the governmental organization under research.*

Testing the Impact of Leadership Styles on Employee Creativity

To test the impact of the independent variables (Transformational Leadership and Transactional Leadership) on the dependent variable (Employee Creativity), a Multiple Regression Analysis was performed.

Variable	Beta (β)	T-Value	Significance Level (P)	Conclusion
:---	:---	:---	:---	
Transformational Leadership	0.354	3.55	0.000*	Statistically Significant Impact
Transactional Leadership	0.223	2.05	0.043*	Statistically Significant Impact
Model Summary				
R	0.655			
R-Squared (R2)	0.430			
F-Value	32.74			
P-Value	0.000			
P ≤ 0.05				

The results of the Multiple Regression Analysis show the following:

1. The R-Squared value (R2) is **0.430**, meaning that **Transformational Leadership** and **Transactional Leadership** together explain **43%** of the total variance in **Employee Creativity**. The remaining 57% is explained by other factors.

2. The F-value of 32.74 and the significance level of 0.000 indicate that the regression model is statistically significant and useful for prediction.
3. Both styles have a statistically significant positive impact on employee creativity. However, the impact of **Transformational Leadership** ($\beta=0.354$, $P=0.000$) is **greater** than the impact of **Transactional Leadership** ($\beta=0.223$, $P=0.043$). This confirms that the **Transformational** style has a greater influence on employee creativity, which answers the third research question.

Results and Discussion

First: Results

1. **Transformational Leadership** is the prevailing style in the organization under research, but this does not mean the absence of **Transactional Leadership**, which is present to a moderate degree.
2. The level of **Employee Creativity** in the organization is **High**.
3. There is a **statistically significant positive relationship** between both the **Transformational** and **Transactional** leadership styles and **Employee Creativity**.
4. The **Transformational Leadership** style has a **greater positive impact** on employee creativity ($\beta=0.354$) compared to the **Transactional Leadership** style ($\beta=0.223$).
5. Both styles together explain **43%** of the variance in employee creativity, indicating that leadership style is a significant but not sole factor influencing creativity.

Second: Discussion

The discussion of the results is as follows:

- The result that **Transformational Leadership** is the prevailing style in the organization is consistent with the nature of modern governmental organizations that seek to achieve excellence and adopt modern administrative styles. This result is consistent with the findings of the study by **Aouar (2020)**.
- The result that the level of **Employee Creativity** is **High** is a positive indicator and confirms that the organization has an environment conducive to creativity, supported by the prevailing Transformational Leadership style.
- The result that the **Transformational Leadership** style has a **greater impact** on creativity is consistent with the theoretical framework, which posits that the transformational leader, through charisma, inspiration, and intellectual stimulation, encourages employees to think innovatively and take risks. This result aligns with the findings of most previous studies, such as **Khamis (2022)**, **Ali (2021)**, and **Hansen (2020)**.
- The finding that the **Transactional Leadership** style also has a **statistically significant positive impact** on creativity, albeit to a lesser degree, is consistent with the viewpoint that the two styles are complementary. This suggests that the use of **contingent rewards** can motivate employees to achieve goals and present new ideas, consistent with the findings of **Novitasari (2021)** and **Al-Shelbi (2018)**.
- The weakness in the practice of the **Contingent Rewards** dimension in the Transactional Leadership style is a notable point, suggesting that while managers are inspiring (Transformational style), they still need to improve explicit financial and moral rewards tied to outstanding performance.

Conclusion and Recommendations

Conclusion

This research aimed to determine the impact of the prevalent leadership style (Transformational and Transactional) among managers in a Qatari governmental organization on Employee Creativity. The results confirmed that Transformational Leadership is the prevailing style and that both styles have a statistically significant positive impact on employee creativity, with the transformational style having a greater influence. This highlights the importance of leadership style in enhancing employee creativity, although it is not the only influencing factor.

Recommendations

Based on the results, the study recommends the following:

1. **Strengthen Transformational Leadership:** The organization should intensify training programs for supervisors and managers to reinforce the practice of **Transformational Leadership**, especially the dimensions of **Inspirational Motivation** and **Intellectual Stimulation**, by empowering employees and challenging them to find creative solutions⁵⁵⁵.
2. **Improve Contingent Rewards:** It is necessary to address the weakness in the practice of **contingent reward** by designing clear and motivating financial and moral reward systems linked directly to creative performance and achievement of outstanding results⁶⁶.
3. **Clarify Expectations and Communicate:** Managers must clearly communicate expectations to employees and maintain continuous communication to understand their needs and provide them with opportunities for participation and creativity, while considering individual differences among them⁷.
4. **Foster a Supportive Environment:** The organization must work on building a creative and empowering work environment that provides **psychological safety** to employees to encourage risk-taking and the open presentation of creative ideas⁸⁸⁸.
5. **Future Research:** The study recommends conducting future research to investigate the role of other variables (such as **psychological empowerment** and **organizational climate**) as mediators in the relationship between leadership style and employee creativity.

References

- Abu Khadija, M. (2020). *Servant Leadership and its Role in Talent Retention: The Mediating Role of Organizational Trust*. PhD Thesis. Al-'Ulum Al-Islamiyyah University, Amman.
- Al-Banna, M. A. O. (2017). *Leadership Styles and their Relationship with Creative Behavior among Workers in the Internal Security Apparatus in the Gaza Strip*. Unpublished Master's Thesis, Academy of Administration and Politics for Graduate Studies, Gaza.
- Abu Namous, R. A. A. K. (2016). *The Effectiveness of Leadership and its Relationship with Creative Behavior among Employees in Military Medical Services, Gaza Strip Governorates*. Unpublished Master's Thesis, Academy of Administration and Politics for Graduate Studies, Gaza Strip.
- Isleem, A. (2016). The Effectiveness of Leader Preparation Programs in Building the Leadership Personality: Ebda'a Foundation as a Case Study. *Journal of Palestine University for Research and Studies*, (3), 305-334.
- Khamis, A. (2022). The Impact of Transformational Leadership on Employee Creativity: An Analytical Study of the Mediating Role of Empowerment (Field Study). *Journal of Commercial Studies*, 24(9), 79-92.

- Rashwan, A. (2019). *The Impact of Leadership Styles on Employees' Creative Behavior*. Master's Thesis, Sudan University of Science and Technology.
- Al-Shelbi, F. (2018). *The Impact of Transactional Leadership on Human Capital Development at Philadelphia University*. Master's Thesis, Al-Balqa Applied University, Amman.
- Rashid, S. (2016). *Servant Leadership: A New Perspective on Leadership in the 21st Century*. Dar Nabu, Baghdad.
- Al-Shudaifat, I. (2021). The Impact of Leadership Styles on Administrative Creativity: An Applied Study of the Views of Secondary School Principals in the Mafraq District Directorate of Education. *Journal of Humanities and Natural Sciences*, 3(4), 169-192.
- Al-Ghaidani, B. (2022). Servant Leadership and its Role in Enhancing Job Creativity among Human Resources Management Employees in the Banking Sector. *The International Journal of Educational and Psychological Sciences*, 71(1), 255-289.
- Al-Ghazali, H. (2011). *The Impact of Transformational Leadership on the Decision-Making Process in Jordanian Insurance Companies*. Master's Thesis, Middle East University, Amman.
- Eid, S. (2008). *Creative Management of Programs and Activities in Governmental and Private Institutions*. Arab Organization for Administrative Development, Cairo.
- Gharaibeh, F. (2016). *Scientific Research Methods in Administrative Sciences*. Dar Al Masirah, Amman.
- Al-Azmi, A. (2016). The Effectiveness of Training Programs for Developing the Administrative Competencies of Assistant Directors in Public Education in the State of Kuwait. *Journal of Benha University*, (97), 410-457.
- Muharimah, T. (2021). The Impact of Transformational Leadership on Job Engagement. *The International Journal for Studies and Research*, 36(12), 45-61.
- Al-Buainain, A. (2014). From the Magic of Transformational Leadership to the Reality of Administrative Practices. *Al-Sharq Newspaper*, April 25, 2014.
- Afaneh, J. (2021). Employee Empowerment as an Administrative Style and its Impact on Creative Behavior: A Field Study on Commercial Banks in the Eastern Region of Saudi Arabia. *Journal of Sharjah University for Human and Social Sciences*, 18(14), 112-138.
- Kanaan, N. (2007). *Administrative Leadership*. Dar Al Fikr, Amman.
- Al-Qaryouti, M. (2016). *Organizational Behavior*. Dar Al Masirah, Amman.
- Mohammadiyyah, O. (2016). *The Impact of Job Empowerment on Creative Behavior among Employees at the Jordan Tourism Board: A Case Study*. (Unpublished Master's Thesis), College of Business, Middle East University, Jordan.
- Ali, N. (2021). The Impact of Transformational Leadership on Employee Creativity: The Mediating Role of Psychological Safety. *Scientific Journal of Commercial and Environmental Studies*, (56), 252-301.
- Aouar, M. (2020). *The Impact of Leadership Styles on Administrative Creativity at the Saidal Pharmaceutical Complex in Algeria*. Master's Thesis, University of Algiers.
- Alheet, A. (2021). The effect of leadership styles on employees' innovative work behavior. *Management Science Letters*, 11(1), 239-246.
- Alrowad, A. (2020). Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance", *Journal of Management Development*, Vol. 39 No. 2, pp. 196-222.
- Bass, B. & Avolio, B. (1990). The Implications of Transactional and Transformational Leadership for Individual, Teams, and Organizational Development. *Research in Organizational Behavior* 4: 231-272.

- Bennis, W. (1997). In: Maxwell, J. (Ed.), *Leadership*. Honor Books, Tulsa, OK..
- Burns, J. (1978). *Leadership*. Harper and Row, New York
- Drucker, P. 1999. *The Leader of the Future*. John Wiley & Sons
- Hansen, J. (2020). Managing employee innovative behavior through transformational and transactional leadership styles. *Public Management Review*. Volume 21, Issue 6. Pp. 285-302.
- Novitasari, N. (2021). The Effects of Leadership Styles on Organizational Innovation in Universities in Indonesia. *The Journal of Behavioral Science*. Vol. 17 No. 2 . PP 123-141.
- Sample Size Calculator (2023). Sample size. Retrieved from: <https://www.calculator.net/sample-size-calculator.html>
- Sylvia, K. (2021) . Leadership styles, talent management and employee performance in the hotel industry in Uganda. *Journal of Managements*. 23 (3). pp. 123-139.
- Teresa, A. (2008). Creativity and the Role of the Leader. *Harvard Business Review*. October,2008.
- Winston, D., & Patterson, K. (2006). An Integrative Definition of Leadership. *International Journal of Leadership Studies* 1(2): 6–66.