Leader's Creativity Effects towards Organizational Creativity

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Article Info	ABSTRACT
	Organizational creativity seems to be a very important factor that dictates the success of an organization in the present time. Hence, the main question in this study involves determining which factors would help in making an organization become very creative. Quantitative method as the main research design is implemented here. The questionnaire method was the main data collection method used. In this study, the researcher used Omantel, a mobile telecommunications company in Oman and 200 respondents were selected to participate in this research using the probability sampling technique.
	In particular, the researcher wanted to show that organizational creativity can be influenced by the creative behavior of a leader, the openness of a leader and a creative work environment created by a leader. The empirical findings revealed that creative behavior of leaders, the openness of a leader and the creative work environment are statistically significant towards organizational creativity. However, the impact of leaders' creativity is higher than other two factors.

1. Introduction

One of the main objectives of any business organization in these present times is to enhance its competitiveness, growth and profitability. There are a number of benefits enjoyed by companies which are very competitive, and these include having the ability to achieve positive organizational growth in the industry and also improved profitability (Zaccaro, 2007). However, it is not easy to achieve competitiveness and many organizations are also finding it very difficult to effectively establish and maintain a high level of competitiveness in these present times (Florida, 2010). This is because many of the competitive strategies that are used by companies presently are starting to become ineffective because of being overused by most companies in the industry. These companies are finding it difficult to come up with original methods to bring about competitiveness (Zaccaro, 2007). However, there seems to be past research that shows that the concept of creativity in the organization is now starting to increase in importance.

In a present-day organization, it is quite likely that organizational leaders have a very important role in influencing creativity in the organization and the reason for this is mainly because of the leader's personalities, behaviors and their cognitive styles (Van Vugt and Ahuja, 2011). This means that a leader is able to either motivate or de-motivate their followers when it comes to providing suggestions on new and creative ideas (Montana and Bruce, 2008). Besides that, it has been commented by a few experts that an organizational leader would also have a more indirect influence on the degree of creativity in the organization and they usually do this by promoting a work environment that is very favorable for creativity to promulgate (Foti and Hauenstein, 2007). In addition, there are a number of past researchers who have researched the direct and indirect link between employee

creativity and leadership factor (Mathisen, 2011). However, there does not seem to be much research which combines a leader's creativity and personality (direct factors) and the work environment (indirect factors); and its effect on organizational creativity. This is a research gap which the researcher intends to address.

There is a lot of research that shows that creative and innovative leaders are the sort of people who are instrumental in helping organizations become creative. However, there has yet to be any research that has managed to show that leadership creativity in organizations in Oman are able to positively influence the creativity of an organization. Therefore, in this particular paper, the researcher wants to prove that creative organizational leaders are capable of having a very strong influence over the work climate in the organization when it comes to promoting creativity among the employees in organization. In this paper, the investigation is focused on addressing the lack of analysis on this particular research area by investigating the direct relationships which exits between a leader's attributes and organizational creativity, as well as the potential mediating effects of a creative work environment on this particular relationship.

2. Literature review
2.1. organizational creativity

Creativity is defined as a process of idea development relating to products and services, and practices or procedures which are original and novel in nature, and which are likely to have potential value to an organization. In present day organizations, creative behavior is looked at as being very important and this is mainly because it serves as a very essential precondition that plays a role in facilitating very creative organizational outcomes (Amagoh, 2009). A number of researchers have cited that the concept of creativity at the organizational level involves the creation and development of new product, service, procedure, process or ideas that are useful and which are of great value to people who work as teams in a very complicated and intertwined social system. This means that the level of creativity in an organization seems to come from a pattern of behaviors and attributes of various individual members, as well as the complicated and highly complex social interactions which are known to take place between the members of a parochial group. This can have the outcome of enhancing or hindering creative outcomes from being achieved in the organization. Many factors are likely to have a propensity of affecting creativity in an organization and these factors include the composition of teams, work-related processes, task characteristics, leadership factors, organizational culture, as well as various sorts of external factors, such as the political environment, market environment as well as the legislation (Mathisen, Einarsen, and Mykletun, 2012; Avolio et al, 2010).

The concept of creativity is essentially a kind of outcome that is viewed as a process or behavior which involves creating, evaluating and selecting various value adding ideas. Thus, creative behavior is viewed with great importance, as it could be conceptualized as an essential precondition which is required to effectively facilitate creative outcomes (Mathisen, 2011). At present, the notion of creativity is starting to be perceived as very important, especially when it comes to assisting the organization in their quest to achieve success, and also enabling these organizations to acquire and enjoy a strong and sustainable competitive advantage (Mathisen, Einarsen, and Mykletun, 2012).

2.2 Leadership Creative Behavior

Many past researchers have talked about the relationships between a leader's leadership behavior and employee or organizational creativity. For instance, Wang, Xue and Su et al. (2010) found that any support that was provided by the organizational leaders for the creation of creative ideas was positively linked with employee creativity.

Another research that was carried out by Zhang and Bartol, (2010) showed that the practicing of empowering leadership in the organization is a very important antecedent and contributory factor to employee creativity. There was also a research that was carried out by Mathisen et al, (2012) in which it was concluded that close supervision by a leader on the activities of employees would result in the creativity of the employees being hampered and stifled. Another study that was done by Tierney and Farmer, (2011) found that employees who were being imposed with increasing requirements to display creativity within their jobs are the kind of employees that suffered from a lower degree of efficaciousness for creative work. It was also found that certain leadership styles, such as transformational leadership which is normally characterized by charisma, intellectual stimulation and inspirational motivation, is linked to employee creativity. Additionally, the total quality of the relationship which subsists between an organizational leader and the subordinates also has an effect of influencing the ability of an employee to display creative performance (Zhang and Bartol, 2010).

In addition, it has also been implied that an organizational leader who directly exposes his or her creativity to other employees in the organization is the kind of leader would is likely to have more success at inspiring their employees effectively enough so as to enable them to successfully promote and advance creativity in the organization (Zhang and Bartol, 2010). Besides that, the social cognitive theory is a kind of theory that suggests that by analyzing a creative role model in the organization, such as an organizational leader, the employees would start to better acknowledge creative behavior, thereby causing these employees to act in ways that are very creative (Avolio et al, 2010). This means that a leader's thought patterns, work standards, preferences, and creative activities in the organization could be very beneficial to employees in the organization as it would enable the employees to acquire the skills possessed by the leader and to indulge in work-related initiatives which would result in these employees improving their levels of creativity. According to this kind of perspective of a role model, it is apparent that leaders must be creative in order to ensure that they are able to successful promote creativity among their employees in the organization (Hirst et al., 2009).

From this literature review on the independent variable of leadership creative behavior, the following hypothesis is outlined:

Hypothesis 1: A positive relationship exists between the leadership creative behavior and organizational creativity

2.3 Leadership Openness

A number of researchers have highlighted the fact that a very important foundation of an organizational leader's behavior would be his or her personality (Foti and Hauenstein, 2007). A leader who has a personality which exhibits creativity is the sort of leader that will succeed in promoting creativity very effectively in an organization. Certain researchers have also concluded that creative leaders are the sort of people who are likely to display a tendency to show a higher level of openness to new experiences (Ely et al, 2010). Besides that, there are also certain leaders who display a high degree of self-confidence, domination, drive, impulsiveness and ambitiousness. All these features of a leader are instrumental in promoting creativity among the followers in the organization.

The Five Factor Model (FFM) model is now discussed. From all of the FFM dimensions, it is observed that the "openness to experience" dimension is the one that is linked with the highest consistency to creativity in the organization (Mathisen et al, 2012). If an individual is high on the openness to experience dimension, it follows that they are the ones who would be the most likely to show appreciation for imagination and novel, yet unusual ideas (Murphy and Johnson, 2011). Besides that, they are also the ones who are most likely to be very broadminded and are also likely to be very curious. In comparison, a person who is low on openness is the sort of person

that is inclined to become more conventional and they are more likely to show more traditional interests and not unconventional ones (Wang, Oh, Courtright and Colbert, 2011). In addition, they are also likely to have a preference for straightforward thinking patterns and not complicated or ambiguous thinking patterns (Murphy and Johnson, 2011). They are not likely to show a preference for novelty but more likely to show preference for familiarity. A leader who is high on openness is the sort of person who is likely to enhance his or her followers' own divergent and original thinking by encouraging the use of non-conventional thinking when it comes to the solving of problems (Wang, Xue, Su, 2010).

From this literature review on the independent variable of leadership openness, the following hypothesis is outlined:

Hypothesis 2: A positive relationship exists between the leadership openness and organizational creativity

2.4 Organizational Environment

The work environment also plays a very important role in advancing creativity in the organization (Scouller, 2011). Past research shows that a leader is who is able to cultivate a creative work environment is the sort of leader who would be successful at enhancing organizational creativity. According to Orvis and Ratwani, (2010), an organizational environment that is characterized by support for teamwork, high interpersonal safety, comprehensive exchanges of different points of views and also the efficient sharing of objectives are all very important characteristics in promoting creativity in the organization. Zhang and Bartol, (2010) state that a work environment that is very innovative and creative is a kind of environment that is characterized by objectives which are well-defined and which are capable of providing proper direction and also precise focus to all the members in the organization. It is also the kind of environment that would effectively channel the energy of the employees to ensure the achievement of better work outcomes through creativity. In addition, a safe social environment that is promoted by a leader is yet another factor that is important in developing organizational creativity. A work environment that is safe is an environment that is conducive enough to ensure that employees have the freedom to given their opinions, insights and novel ideas without the fear of being criticized or penalized.

Despite all the research which seeks to show how a creative environment would result in organizational creativity, there seems to be a lack of past research on determining how the leader's personality and creative behavior assists in creating a work environment that is very creative. There is a possibility that creative leaders do have a positive outcome on organizational creativity by promoting and advancing a very creative work environment (Griffin and Ebert, 2010). Essentially speaking, the high degree of enthusiasm of a creative leader for innovation and also the embracing of new methods of thinking could be effectively transferred to the work environment and this could then help in the creation of a very supportive work environment. Besides that, by forwarding novel and original ideas, a creative leader would be able to promote a work environment which has a high tolerance for employees who come up with creative and innovative ideas. In addition, creative leaders are the sort of leaders that are inclined to show more openness to the ideas and suggestions of their followers, and they are good at cultivating this kind of atmosphere where suggestions and ideas for improvement are welcomed (Bass and Riggio, 2006). Additionally, a high level of tolerance for the ideas of others in the organization could also facilitate the creation of a work environment that is characterized by a high degree of participation and openness, where original and value adding discussions are viewed positively. This would succeed in advancing the sharing of organizational objectives that employees find to be of value and importance, and which they find to be stimulating and motivational (Bass and Riggio, 2006). In turn, this would make the employees become motivated to come up with creative ideas and devise creative solutions in the organization (Mathisen et al, 2012; Van Vugt and Ahuja, 2011).

From this literature review on the independent variable of organizational environment, the following hypothesis is outlined:

Hypothesis 3: A positive relationship exists between the organizational environment and organizational creativity

Figure 1 shows the conceptual framework of this study based on the above literature.
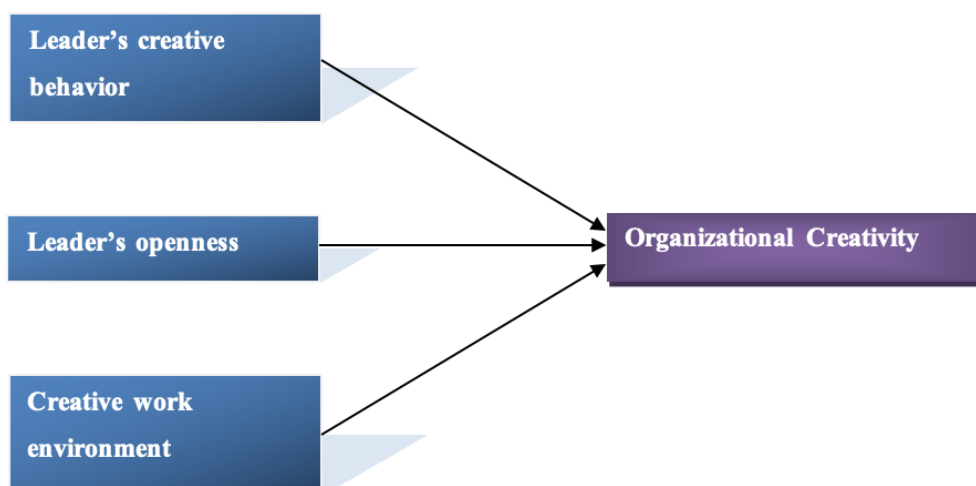

Figure 1: Theoretical framework (adapted from (Mathisenn et al, 2012)

3. Research Methodology

Omantel is the site of research. To ensure that the sample is representative of the research population and costs efficiency in maintained, the researcher used a large sample that comprised of 200 respondents from Omantel. In this research, the data analysis involved statistical testing carried out on the quantitative data obtained from the survey. The software package of choice that was be used for this research is SPSS. This is a statistical analysis tool which can be used to efficiently test the data in order to made sense of the data. A number of SPSS tests are carried out in order to derive useful meanings from the data in order to help satisfy the main research objectives (Wang, 2008). The SPSS tests which were carried out include various frequency tests, descriptive statistics tests, Pearson's correlations tests and also Regression analysis tests.

4. Empirical findings

Table 1 depicts the Pearson correlation results between the dependent and independent variables.

Correlation	Leadership creative behavior	Leadership openness	Organizational environment
Organization creativity	0.915**	.937**	.956**
Sig. (2-tailed)	0.00	.000	.000
N	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

The relationship between organizational creativity and leadership creative behavior is analyzed here. The result of the Pearson's correlation coefficient analysis is found in table below. The results show that the Pearson's r value is 0.915 and this is very close to +1. This means that the strength of the linear relationship between organizational creativity and leadership creative behavior is high. The implication of this finding is that the

organizational creativity is influenced by leadership creative behavior. It means that the higher the level of leadership creative behavior, the higher the level of organizational creativity.

The relationship between organizational creativity and leadership openness is the main emphasis of this analysis. The result of the Pearson's correlation coefficient analysis for this investigation is presented in table below. The results show that the Pearson's r value for this analysis is 0.937 and this is very close to +1. What this means is that the strength of the linear relationship between organizational creativity and leadership openness is high. It can be implied from this finding is that organizational creativity is influenced by leadership openness and this means that the more creatively open an organizational leader is, the higher the level of organizational creativity.

The main objective of this analysis is to investigate the relationship between organizational creativity and organizational environment. The result of the Pearson's correlation coefficient analysis for this investigation is presented in table below. The results indicate the Pearson's r value to be 0.956 and this is very close to +1. This means that the strength of the linear relationship between organizational creativity and organizational environment is high (Revelle and Zinbarg, 2009). The implication that can be drawn from these findings is that organizational creativity is influenced by the organizational environment. It means that the higher the level of creativity in the organizational environment promoted by the leader, the higher the level of organizational creativity.

4.1 Regression analysis

Here, a regression analysis would be carried out to analyses the impact of each of the independent variable on organizational creativity. The first regression test was done to determine the impact of leadership creative behavior on organizational creativity. The results of the test are presented in the tables below.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.973a	.946	.945	.12158
a. Predictors: (Constant), Organizational Environment, Leadership Creative Behavior, Leadership Openness				

The value of R-square in the table above is .946 and this indicates 94% variation in organizational creativity occurs due to leadership creative behavior, leadership openness and organizational environment.

Table 3: regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t-stat	Sig.
		B	Std. Error	Beta		
1	(Constant)	.046	.086		.537	.592
	Leadership Creative Behavior	.415	.041	.376	10.154	.000
	Leadership Openness	.333	.056	.388	5.962	.000
	Organizational Environment	.242	.077	.250	3.131	.000
a. Dependent Variable: Organizational Creativity						

Table 3 above defines the overall impact of independent variable on the dependent variable. The significant value 0.000 for organizational creativity, leadership openness and organizational environment in the table above indicates that leadership creative behavior, leadership openness and organizational environment do significantly impact organizational creativity. In addition, beta value of .415 for leadership creative behavior, .333 for leadership openness and .242 for organizational environment suggests that an increase in leadership creative behavior; an increase in leadership openness; and an increase in the presence of a creative work environment would cause an equivalent increase in organizational creativity at OmanTeL (Revelle and Zinbarg, 2009).

4.2 Summary of findings

The regression analysis was carried out to test the hypothesis by showing the strength of the linear relationships between the dependent variable and the independent variable. The findings of this regression showed that a positive relationship was present between leadership creative behavior and organizational creativity; a positive relationship exists between leadership openness and organizational creativity; and a positive relationship between organizational environment and organizational creativity. From these results, a number of implications arise and these are discussed below.

Firstly, the findings have established that leadership creative behavior does have a positive influence over organizational creativity. This means that a leader who demonstrates a very high level of leadership creative behavior would be the kind of leader who is able to positively influence organizational creativity. A leader who displays effective leadership creative behavior would be a leader who supports creative ideas at Omantel; a leader who is able to empower the company's employees; a leader who practices transformational leadership; a leader does not have implement very close supervision of the employees and a leader who promotes quality relationships between the leader and subordinates (Li, et al, 2020). Hence, Hypothesis 1 is accepted.

Secondly, the findings show that leadership openness does have a positive influence over organizational creativity. What this means is that a leader who is open to new experiences is the one who would positively influence creativity in the organization; a leader who is individualistic, original and self-confident is the one who would positively influence creativity in the organization; a leaders who is reflective, unconventional, and having wide interests is the one who would positively influence creativity in the organization; a leader who appreciates unusual ideas and are imaginative is the one who would positively influence creativity in the organization; and a leader who is curious and broadminded, and like a variety of experiences is the one who would positively influence creativity in the organization (Shafique, Ahmad & Kalyar, 2019; Chaudhary & Panda 2018). Hence, Hypothesis 2 is accepted.

Thirdly, it is found that the organizational environment has a positive influence over organizational creativity. Hence, organizational creativity is enhanced when the environment of the organization promotes creativity. Such an organizational environment is one whereby there is a work climate that is characterized by team member support, interpersonal safety, shared objectives, and exchanges of viewpoints. It is an organizational environment where the work climate is characterized by clearly defined and shared objectives that provide focus and direction to the employees' energy. Besides that, it is an organizational environment where the work climate is characterized by objectives that provide focus and direction to the employees' energy and it is essential for creativity to occur. It is also an organizational environment where the work climate characterized by safety that allows team members to offer new ideas without fear of criticism or ridicule (Sözbilir, 2018). More importantly, it is an organizational environment where the work climate allows employees to critically reflect upon their tasks, objectives, strategies, and processes. Lastly, it is the kind of organizational environment in which the work climate is

characterized by articulated and enacted support for attempts to introduce new and improved ways of doing things (Yu et al, 2018). Hence, Hypothesis 3 is accepted.

Therefore all in all, the regression analysis shows that all the independent variables did have an impact on the dependent variables. In addition, it was also shown that an increase in leadership creative behavior would cause an equivalent increase in organizational creativity Omantel; an increase in leadership openness would cause an equivalent increase in organizational creativity Omantel and an increase in creativity in the work environment would cause an equivalent increase in organizational creativity Omantel.

5.0 Conclusion

The impact of three independent variables was investigated on the organization creativity. The Pearson's coefficient correlation tests showed that the strength of the linear relationships between the dependent variable and the independent variable was high. The findings showed that a positive relationship between leadership creative behavior and organizational creativity; a positive relationship exists between leadership openness and organizational creativity and a positive relationship between organizational environment and organizational creativity. From these tests, it was found that all of the research hypotheses were accepted. The findings of the regression tests corroborate with the findings of the Pearson's correlation tests.

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