



THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND ADMINISTRATIVE CREATIVITY AMONG DEPT. HEADS AND DIRECTORS IN THE UNIVERSITY OF SCIENCE AND TECHNOLOGY IN YEMEN

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Abstract

This study aims to identify transformational leadership and its relationship to administrative creativity at the University of Science and Technology in Sana'a. A descriptive analytical approach was used to reach the specified results as data were collected from 99 administrative employees. The results showed that there is a statistically significant relationship between transformational leadership and the creative skills and abilities, with a score of 38.2%. The results also showed that there is administrative creativity among the employees of the University of Science and Technology, with an approval rating of 79.3%. The study also concluded that it is necessary to reconsider the criteria of selecting the university leaders whether the directors of departments and the heads of departments to become more in line with the requirements of contemporary changes providing an organizational climate that supports the transformational leadership of the University of Science and Technology in attracting and preserving innovators.

Keywords: *Transformational Leadership; Administrative Creativity; University Of Science And Technology.*

• **Introduction**

Today, the world has witnessed a change in the competition among business organizations leading to a change in the forms of interaction between business organizations and the internal and external environment. So it was necessary for the effective administrative leadership to find the appropriate structure to lead the processes of change and innovation, to employ all that would help to raise the performance levels in an administrative methods that differ from the previously known tradition and bureaucratic methods (Bass, 1997, 18) [4].

At the beginning of the third millennium, new philosophical insights were applied to leadership styles, the most important is transformational leadership, because it enables organizations to face challenges and achieve the goals efficiently with an outstanding level of performance and competition.

Transformational leadership is important for the leader and organizations to work efficiently at all levels as it can provide the best pathways for learning, community service, and a creative climate (Renfu, et. Al. 2011) [13]. It is one of the modernizing methods of leadership that was introduced by James MacGregor Burns (1978) who introduced the concept of executive leadership and transformational leadership when addressing the political leadership [8].

Transformational leadership is the process that transforms and change the individuals, focusing on values, morals, norms, and long-term goals, and includes strengthening the motivations of individuals, satisfying their needs and treating them with humanity (House, 1971, 187) [16]. The transformational



leadership theory emphasizes the specific behaviors of the leader, encouraging the subordinates to think positively through revealing the values, examples and new ways of solving problems. Some studies (Bono & Judge, 2004, 4) indicate that the effects of transformational leadership can be explained through how subordinates feel about themselves and their groups [5].

Therefore, it is important to focus on modern and effective methods of advancing the performance of workers in organizations to ensure the desired progress, which is eager for the leadership role and its style that played by the leader. The successful leadership depends on the qualities that are represented in leader's personality and the ability to employ his potentials towards constructive work in order to build positive human relations among employees and to improve their Performance motivating them to continuously give.

Through our previous presentation, it is clear that transformational leadership is the appropriate method for this stage due to the elements, characteristics and tasks it includes that enable the leader, if he exercises it. To successfully manage change in the organization and transform it into a new and different situation/ position, leader has to meets the aspirations and emerging requirements and responds to contemporary and future challenges.

The University of Science and Technology is one of the private universities in the capital, Sana'a, and one of the leading educational institutions locally and regionally in terms of its adoption of modern methods and ways used in achieving its goals by keeping pace with developments, searching for new creative methods and to get the qualified human resources paving the way for innovation.

Despite the concentrating on the large and effective role of administrative leaders as well as of the subordinates, still few studies have dealt with effective leadership behavior at the managerial level. For that this study focuses on the transformational leadership as well as the relationship between the transformational leader's style and the availability of creative capabilities and how to improve them among the administrators of the departments of the university. The position of manager was chosen for study as it is one of the most important jobs that directly affect the administrative and educational process.

Transformational leadership is considered today one of the most famous leadership theories to transform organizations, as it is the kind of leadership needed by today's rapidly changing organizations. It encouraged the subordinates to look behind their interests, deepening their level of awareness and acceptance the vision and goals of the organization through charismatic influence, individual interest, and creative encouragement. (Piccolo, 2006) [19]. Hence, Burns has focused on transformational leadership through which the leader seeks to reach the underlying and apparent motives of his subordinates [8].

Many researchers have been studied the topic of transformational leadership, but few of them have been exposed to the transformational leadership relationship and administrative creativity among administrators, as it is considered one of the new topics in the Arab world. So, the study of this topic presents the most prominent efforts related to the subject of the transformational leadership in specific and the administrative creativity as well.

Some believe that transformational leadership is not effectively applied by many universities, and therefore this problem deserves to be studied and researched in-depth, as various universities including



governmental and private are looking for new mechanisms to ensure competition and survival in light of the local, regional and international challenges they face.

The problem of the current research is crystallized in the following main question: What is the level of achieving/ applying of transformational leadership and its impact on the practice of administrative creativity in the University of Science and Technology?

- **Importance of the Study**

The practice of transformational leadership is of great importance in universities, as this style of leadership is one of the patterns most familiar with the common aspects between the leader and the subordinates, achieving harmony and satisfaction among them. Therefore, the importance of this study lies in clarifying the concept of the transformational leadership style and its importance as a leadership method that has an impact on the creativity of employees in the University of Science and Technology, where manpower element in universities is one of the main factors determining the efficiency of management, and it is the main driver of other factors concerted with it in educational organizations in order to achieve the desired goals.

To achieve that, administration has to stimulate the capabilities of individuals and their continuous motivation to improve performance and to participate in making and implementing the goals, especially universities are in real need more than other administrative organizations to innovate, renew, invent, and lead change in their societies.

This study hope that university leaders will benefit from the results of this research in enhancing their practice of the human and organizational aspects through the link between transformational leadership and administrative creativity, in addition to the rational decisions affecting the feelings of subordinates and leaders.

- **Research Aims**

The research aims to identify the impact of transformational leadership characteristics represented in attractiveness, ideal effect, inspirational motivation, individual consideration and intellectual arousal on the administrative creativity of the administrative staff at the University of Science and Technology and discover the availability of transformational leadership characteristics among the leaders of the university.

Terms and Concepts

Transformational Leadership

It is a working of the followers and leaders with each other to reach the highest levels of motivations and ethics. Procedurally, transformational leadership defines as a style practiced by the university leaders of hard working in order to uphold their convictions and loyalty to the universities in which they work in. Transformational leadership is this research refers to the process of motivating the others and their personal beliefs. In this way, the academic leader is the one who directs the followers/ subordinates to work with the team spirit motivating them to achieve the goals of the organization and accomplish the tasks.

Transformational leadership is considered one of the most important modern leaderships that is characterized by its inclusiveness, as it deals with four dimensions that represent important aspects of any organization's environment.



Idealized Influence

It is the dimension that describes the conduct of the leader that is admired, respected and appreciated by the followers/ subordinates, and is considered the supreme ideal to be imitated and complied with the demands/ orders willingly. (Barbuto & Burbach, 2006, 56) [9].

Inspirational Motivation

It is a dimension that includes inspiring the followers arousing them, and stimulating their achievement, by offering a compelling vision for the future, showing optimism and enthusiasm for action, providing a variety of challenges in the work of the followers to stimulate their team spirit, and praising the positive results (Avolio, 2004) [1].

Intellectual Stimulation

It is the dimension that searches for new ideas, encouraging creative ways of problem solving by followers, and supports new and creative models of work performance (Walumbwa & Lawler, 2003) [20].

Individualized Consideration

It is the dimension that appears through the style of the leader who listens lovingly, and pays special attention to the needs of the subordinates, as well as their achievements through adopting strategies of appreciation and compliments) (Avolio, 1994, 13)[2].

Administrative Creativity

It is a multi-stage process that results in a new idea or action that is characterized by the greatest fluency, flexibility, originality and sensitivity to problems. This creative capacity can be developed according to the capabilities and abilities of individuals, groups and organizations (Gumusluoglu, 2009) [11].

❖ Administrative creativity in this research

The term of administrative creativity in this research refers to the ability of administrators at the University of Science and Technology to use modern methods of thinking; the mental and intellectual capabilities to innovate and to find new methods for conducting the business has been given to achieve the public benefit.

Concept of transformational leadership indicates a leadership style in which the leader focuses as much on exercising the power as concerning with empowering and developing followers. **Brown** believes that transformational leadership is what enters the followers into an interactive relationship with leaders making them more active and able to find more leaders (Brown 1993,20) [7].

• Previous studies

Lucks, 2002: Study entitled “Transformational Leadership and Teacher Motivation in High Schools in New York”. The study aimed to know the relationship between transformational leadership in secondary schools in New York City and the motivation of the original teachers in these schools, and to define to what extent the transformational leadership can affect the motivation. He precisely examined the hypothesis that states the more a leader moves toward transformational leadership, the motivation of teachers has increased[18].

The study sample is made of original teachers in (1080) schools from New York City schools and the use of the leadership and management tool in schools and the job satisfaction survey tool. The study



reached that there is no evidence that transformational leadership has an impact on teachers' motivation in city schools, thus the null hypothesis of research that assumed the more the leader tends to transform transformational leadership, the more motivated teachers to act has been rejected..

(D. Hancot 2005) in this study aims to uncover the relationship between transformational leadership and organizational performance in major public companies in Canada. The study applied a questionnaire to employees of public companies in Canada. The study have concluded that the transformational leadership is a common pattern practiced by leaders of the best public companies in Canada and The duration of a leader's work in an organization is positively related to transformational leadership levels but underperforming companies apply transformational leadership behaviors weakly[17].

Aydin Ballerin his study aimed to explore the level of application by school managers during their day-to-day management practice. The study adopted the qualitative method, and chose the study sample in simple intentional way. Whereas included (30) teachers from six different schools with equal proportions for both gender, and the study tool was an interview. The study found that school principals practice the highest levels of transformational leadership dimensions such as ideal influence, inspirational motivation, and individualistic intellectual stimulation[3].

❖ **Commenting on Previous Studies**

Eight previous studies conducted between 2002-2015 have been reviewed on transformational leadership and its relationship to some other variables such as: teacher motivation, administrative creativity, organizational change, job satisfaction, and job performance in large companies. These studies were conducted in multiple environments using different tools to collect the data, but the questionnaire was the common tool which applied on the academic and administrative leaders.

The researcher benefited from these studies in building the theoretical framework of the research, defining the variables, determining the problem and at last comparing this study' findings with other researchers' findings.

Current study dealt with issues related to transformational leadership and its impact on organizations emphasizing the role of transformational leadership in managerial creativity. However, many similarities and differences have emerged between the current study and the previous studies. One of the similarities is that this study agrees with many previous studies in emphasizing the role of transformational leadership in administrative creativity.

❖ **Study methodology**

This study use the descriptive and analytical relying on:

1. Primary and secondary sources where books, researches, studies, periodicals, and published literature were reviewed in order to prepare the theoretical framework.
2. Through a specialized prepared questionnaire that was distributed it to the study sample in order to answer the study questions and test its hypothesis.

● **Community and sample study**

The community study is all administrative staff at the University of Science and Technology in Sana'a, the capital of Yemen.



- Description of the study sample

The researcher identified the sample study in a random way. Study sample is a term refers to a partial group which has common characteristics. Accordingly, the study sample was determined randomly.

Table(1)

Research community	selected sample	Given questionnaires	retrieved questionnaires	Percentage of the Given questionnaires	Percentage of the retrieved questionnaires
320	120	110	99	91.6%	82%

The Questionnaire

The Multifactor Leadership Questionnaire (MLQ) was used to measure transformational leadership (Avolio & Bass, 2004)[1]. The questionnaire included two main parts:

1. The first part related to demographic variables of the study sample through five variables: age, gender, administrative level, educational qualification, and experience.
2. Part Two includes a (45) sentences distributed on five main axes, dealing with transformational leadership and administrative creativity. Each phrase of the axes is matched by a list of the following phrases: strong agree - agree - to some extent agree - disagree - completely disagree. The axes have prepared a closed questionnaire that defines possible responses to each question, according to the five-point Likert scale.

The SPSS statistical package was used to analyze the results of this study.

❖ Test the validity and reliability of the field study instrument

Alpha’s Cornbach Test was used to find out the stability and reliability of the paragraphs of the questionnaire. The value of the reliability coefficient for the data collection tool in general was (95.7%) and this means that the reliability ratio is very high, and the reliability percentage of the sample answers was (97.8%), which means that the degree of the reliability of the answers is high, indicating that the results that will be received later are generalizable to the research community.

❖ Internal consistency validity

To identify the extent of the internal homogeneity of the search tool, it is calculated the correlation coefficients (Pearson) between the degree of each phrase from the axis expressions and the overall degree of the axis that belongs to them.

The researcher calculated the Pearson correlation coefficients to calculate the correlation coefficients between the degree of each of the phrases of the search tool and the degree of all of the search expressions that are included in the accuracy of each of the current statements. It was clear that all phrases are function at the level of (0.01) which reflects a high level of the internal homogeneity, in addition to a high level of reliability to apply on this current study. So, the field is considered true to be used.

❖ Presentation and interpretation of demographic and organizational variables for the research sample

Demographic characteristics

This term refers to the personal information that include the age, gender, administrative level, educational qualification, and experience. The aim of analyzing personal data is to find out to which



extent the answers of the required axes represent the study community, and then provide a statistical descriptive of the personal data.

Table.2. Respondents Profile

Dimension	Particulars	Frequency	Percent
Gender	Male	68	72.3%
	Female	26	27.7%
	Total	94	100.0%
Age	Below 30	23	24.5%
	30:40:00	64	68.1%
	41:50:00	7	7.4%
	Above 50	0	0%
	Total	94	100.0%
Qualification	Secondary	0	0%
	UG	53	56.4%
	PG	40	42.6%
	PHD	1	1.1%
	Total	94	100.0%
Years of Service	Below 5 Years	33	35.1%
	5:10 Years	37	39.4%
	11: 15 Years	13	13.8%
	Above 15 Years	11	11.7%
	Total	94	100.0%
Functional Level	Top Management	0	0%
	Middle Management	37	39.4%
	Lower Level Management	57	60.6%
	Total	94	100.0%

It is evident from the results in the table that:

- Regarding the gender, the percentage of males exceeds the females with a percentage(72.3%).
- Most of the workers are between the ages of (30 to 40 years), as their percentage reached (68.1%).
- Most of the sample has Bachelor degree, as the percentage reached (56.4%).
- Most of the sample has work experience between (5 to 10 years) at a rate of (39.4%),
- The majority of the sample members are from the category of functional level (supervisory management) with a percentage(60.6%).

➤ **Hypothesis Testing**

❖ **Hypothesis H₀1**

There is a statistically significant relationship between transformational leadership and the creative abilities and skills in the University of Science and Technology represented in: gravity, ideal effect, inspirational stimulation, intellectual stimulation, individual consideration.



Table. (3) HypothesisH01

Hypothesis	R	R Square	F	DF		Sig*	Beta.
				Regression	1		
There is a relationship between attractiveness “the ideal effect” and administrative creativity at the University of Science and Technology	0.382	.146	15.756	Residual	92	0.000	.382
				Total	93		

It is evident from the data in the table that there is a statistically significant relationship between the transformational leadership represented in gravity, ideal effect, inspirational stimulation, intellectual stimulation, individual consideration and the creative skills and abilities in the University of Science and Technology, as the correlation coefficient R reached (0.382) at a level of significance (0.05).

The coefficient of determination R Square explains a percentage (0.146) of the variance in the value of (0.146) of changes in managerial/ administrative creativity resulting from transformational leadership. On the other hand, the value of the degree of influence is (0.382), means that an increase of one degree in transformational leadership leads to an increase in administrative creativity of (0.382) which is confirmed by the value of the calculated F, that amounted to (15.756) a function at the level of significance (0.05).

It is also noted from the table that the correlations coefficient reached 38.2%, which is a function at the level of significance 0.01 This means accepting the first main hypothesis which says that “there is a statistically significant relationship between transformational leadership represented in gravity, ideal effect, inspirational stimulation, intellectual arousal, individual consideration, and the creative skills and abilities in in the University of Science and Technology.

➤ **HypothesisH01a**

There is a relationship between attractiveness “the ideal effect” and administrative creativity at the University of Science and Technology.

Table. (4) HypothesisH01a

Hypothesis	R	R Square	F	DF		Sig*	Beta.
				Regression	1		
There is a relationship between attractiveness “the ideal effect” and administrative creativity at the University of Science and Technology	0.360	.130	13.735	Residual	92	0.000	.360
				Total	93		

From the data it is clear that there is a relationship between attractiveness, "the ideal effect" and administrative creativity at the University of Science and Technology. The correlation coefficient R reached (0.360) at a level of significance (0.05), and the determination coefficient R Square explains a percentage (0.130) of the variance in The value of (0.130) changes in managerial creativity is a result of attractiveness, the ideal effect and the value of the degree of influence is (0.36). This means that an increase of one degree in attractiveness ideal effect leads to an increase in administrative creativity of (0.36). The significance of this effect is the value of the calculated F, which amounted to (13.735), a function at the level of significance (0.05).



It is also noted from the table that the correlations coefficient reached 36%, which is a function at the level of significance of 0.01. This means accepting the first sub-hypothesis which says there is a relationship between attractiveness “the perfect effect” and administrative creativity in the University of Science and Technology.

❖ **HypothesisH01b**

There is a relationship between inspirational motivation and administrative creativity at the University of Science and Technology.

Table. (5) HypothesisH01b

Hypothesis	R	R Square	F	DF		Sig*	Beta.
There is a relationship between attractiveness “the ideal effect” and administrative creativity at the University of Science and Technology	0.366	.134	14.269	Regression	1	0.000	0.366
				Residual	92		
				Total	93		

From the data it became clear that there is a relationship between the inspirational motivation and administrative creativity at the University of Science and Technology, as the correlation coefficient R (0.366) reached a significance level (0.05), and the determination coefficient R Square explains a percentage (0.134) of the variance in its value (0.134) of the changes in managerial creativity resulted from the inspirational incentive, and the value of the degree of influence was (0.366). This means that an increase of one degree in the inspirational motivation leads to an increase in managerial creativity with a value of (0.366), and the significance of this effect confirms the calculated value of F, which reached (14.269), a function at the level of significance (0.05).

It is also noted from the table that the correlations coefficient reached 36.6%, which is a function at the level of significance of 0.01. This means accepting the second sub-hypothesis, which says there is a relationship between inspirational motivation and managerial creativity in University of Science and Technology.

❖ **HypothesisH01c**

There is a relationship between individual consideration and administrative creativity at the University of Science and Technology.

Table. (6) HypothesisH01c

Hypothesis	R	R Square	F	DF		Sig*	Beta.
There is a relationship between attractiveness “the ideal effect” and administrative creativity at the University of Science and Technology	0.248	.061	6.017	Regression	1	0.016	248
				Residual	92		
				Total	93		

From the data it became clear that there is a relationship between individual consideration and administrative creativity at the University of Science and Technology, as the correlation coefficient R (0.248) reached a level of significance (0.05), and the determination coefficient R Square explains a percentage (0.061) of the variance in its value (0.061) of the changes in managerial creativity resulting



from the individual consideration, and the value of the degree of influence was (0.248). This means that an increase of one degree in the individual consideration leads to an increase in managerial creativity with a value of (0.248), and the significance of this effect confirms the calculated value of F, which reached (6.017) and it is a function at the level of significance (0.05).

It is also noted from the table that the correlations coefficient reached 24.8%, which is a function at the level of significance 0.05. This means accepting the third sub-hypothesis which says that "there is a relationship between individual consideration and managerial creativity in University of Science and Technology.

❖ **Hypothesis H01d**

There is a relationship between intellectual arousal and administrative creativity at the University of Science and Technology.

Table (7) Hypothesis H01d

Hypothesis	R	R Square	F	DF		Sig*	Beta.
There is a relationship between attractiveness “the ideal effect” and administrative creativity at the University of Science and Technology	0.440	.194	22.097	Regression	1	0.000	.440
				Residual	92		
				Total	93		

From the data it is clear that there is a relationship between intellectual arousal and administrative creativity at the University of Science and Technology, as the correlation coefficient R reached (0.440) at a level of significance (0.05), and the coefficient of determination R Square explains a percentage (0.194) of the variance in its value (0.194) of the changes in administrative creativity resulted from intellectual arousal, and the value of the degree of influence was (0.44). This means that a one-degree increase in intellectual arousal leads to an increase in managerial creativity with a value of (0.44), and the significance of this effect confirms the calculated value of F, which reached (22.097) and it is a function at the level of significance (0.05). It is also noted from the table that the correlations coefficient reached 44%, which is a function at the level of significance of 0.01. This means accepting the third sub-hypothesis which states that there is a relationship between intellectual arousal and administrative creativity in University of Science and Technology.

❖ **Hypothesis H02**

There are differences regarding the transformational relationship with administrative creativity among the department directors and heads at the University of Science and Technology due to the following demographic and personal variables: gender, qualification, years of experience, and career level.

Gender Variable

Table No. () To find out the effect of the gender variable on the questionnaire axes, the researcher used the T-Test to find out the differences between the degree of approval of the sample according to the opinion of males and females.



Table (8) Hypothesis H02a

No.	Factors	Male		Female		t-test	
		Mean	SD	Mean	SD	t	Sig.
1	Idealized Influence	75.5%	.69302	72.5%	.53311	1.125	.319
	Inspirational Motivation	70.6%	.75260	67.9%	.64404	.874	.417
	Individual Consideration	71.6%	.80225	70.6%	.72570	.291	.781
	Intellectual Stimulation	68.7%	.82766	66.0%	.68479	.791	.469
2	Administrative Creativity	79.7%	.52085	78.1%	.38700	.835	.465

It is clear from Table No. () that there are no significant and statistically significant differences between the evaluation of males and females in relation to attractiveness "the ideal effect", inspirational stimulation, individual consideration, intellectual arousal and administrative creativity.

❖ **Qualification Variable**

To find out the effect of the educational qualification variable on the research variables, the researcher used the One Anova Way Test to see the differences between the sample opinions according to the scientific qualification. Table No. () shows the differences between the sample opinions of the scientific qualification variable. .

Table (9)Hypothesis H02b

No.	Factors	One-Way ANOVA					
		Within Groups		Between Groups		F	Sig.
		df	Mean Square	df	Mean Square		
1	Idealized influence	91	38.014	2	.849	2.033	.137
	Inspirational Motivation	91	45.123	2	1.772	3.573	.032*
	Individual consideration	91	48.411	2	3.962	7.448	.001*
	Intellectual stimulation	91	54.405	2	1.773	2.965	.057
2	Administrative creativity	91	21.831	2	.109	.453	.637

It is clear from Table No. () that the value of F was not a function for most of the variables which means that there are no substantial and statistically significant differences in the opinions of the sample according to the scientific qualification variable regarding attractiveness "ideal effect", intellectual excitement and administrative creativity. However, the value of F was a function in the second and third variable, and this means that there are no significant and statistically significant differences in the opinions of the sample according to the scientific qualification variable regarding inspirational stimulation and individual consideration.

• **Years of service variable**

To find out the effect of years of service on the research variables, the researcher used the One Anova Way Test to find the differences between the sample opinions according to years of service.

Table No. () shows the differences between the sample opinions of the years of service. variable. Table (10) Hypothesis H02c



No.	Factors	One-Way ANOVA					
		Within Groups		Between Groups		F	Sig.
		df	Mean Square	df	Mean Square		
1	Idealized influence	90	39.372	3	.113	.259	.854
	Inspirational Motivation	90	48.625	3	.014	.026	.994
	Individual consideration	90	55.961	3	.125	.201	.896
	Intellectual stimulation	90	57.603	3	.116	.181	.909
2	Administrative creativity	90	21.989	3	.020	.081	.970

It is evident from Table No. () that the value of F was not a function in all the variables, which means that there are no significant and statistically significant differences in the views of the sample according to the variable of years of service regarding the attractiveness “ideal effect”, inspirational stimulation, individual consideration, intellectual arousal and administrative creativity.

• **Functional level variable**

To find out the effect of the functional level variable on the questionnaire axes, the researcher used the T-Test to find out the differences between the degree of approval of the sample according to the opinion of the middle management and supervisory management of the sample.

Table (11) Hypothesis H02d

No.	Factors	Middle management		Lower Level Management		t-test	
		Mean	SD	Mean	SD	t	Sig.
1	Idealized Influence	73.8%	.60657	76.1%	.72324	-.776-	.423
	Inspirational Motivation	67.8%	.71541	73.2%	.71393	-1.801-	.075
	Individual Consideration	68.5%	.77372	75.7%	.74340	-2.260-	.027*
	Intellectual Stimulation	65.0%	.79378	72.4%	.73771	-2.306-	.026*
2	Administrative Creativity	77.9%	.49708	81.3%	.45872	-1.682-	.102

It is clear from Table No. there are no significant and statistically significant differences between the evaluation of middle management and supervisory management regarding attractiveness "ideal effect", inspirational stimulation and administrative creativity. On the other hand, there were substantial and statistically significant differences between the evaluation of middle management and supervisory management regarding individual consideration and intellectual stimulation, and these differences were in favor of the supervisory management category.

Conclusion

The study focus on importance the transformational leadership style in universities and its influence on the administrative creativity for employees. it concludes that increase their commitment of the managers to the ideal values in their behaviour and not exploit their influence for personal gain but to gain the respect, trust and admiration of others.



in addition, To encourage the managers to develop their skills to convey their interests to their subordinates to achieve the university's vision and mission and encourage the managers to appreciate and recognize the efforts of subordinates in order to achieve managerial/ administrative creativity taking into consideration the individual differences between subordinates.

Furthermore, to run training courses that enhancing the positive changes in working methods every once in a while and develop the work procedures in a different way from routine.

Finally, diagnose the organizational obstacles to solve and avoid them in the future, and take advantage of the opportunities that are reflected in solving them, or be careful not to fall into them.

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