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The role of creative leadership in achieving creative performance (An analytical study of the opinions of a sample of officers working in the Muthanna Governorate Police Directorate)

Qasim Mohammed Abd Ali Al-Karaawi¹, Safaa Abdel Ali Abdel Amir²

^{1,2} University of Karbala / College Administration And the economy

Email ¹ : qasim.mohammed@s.uokerbala.edu.iq

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ABSTRACT

The study aimed at achieving the goal of the basis of which is to show the role of creative leadership in achieving creative performance and knowledge of the extent of potential impact of the dimensions of the independent variable driving the creative of (empathy, clarity and innovation) in the approved variable goal performance the creative dimensions of (flexibility, fluency, originality and sensitivity problems) study seeks to achieve a of goals, including knowledge of the direct impact of the adoption of creative leadership behaviors in strengthening the relationship between the workers and creative performance in a sample institution study and identify the basic pillars of the leadership of the creative and creative performance of the selected sample of the respondent community, The study relied on the descriptive analytical approach in collecting, analyzing and interpreting data. The study data was collected from a sample of the research department through the study's sample of (200) questionnaires, and (187) questionnaires were retrieved using statistical methods, all of which were valid for statistical methods. Analyzing research data and testing its hypotheses, which are represented by statistical tools (included repetitions, technique) Boxplot) included in the SPSS.V.25 statistical package, data moderation (normal distribution), confirmatory construct validity, reliability coefficient (Cronbach's alpha), arithmetic means and standard deviations, simple correlation method (Pearson) and statistical programs. The research found a set of conclusions of the most important that all the dimensions of the two variables (creative leadership and performance creative) applied in the department surveyed Muthanna Police Directorate and the study concluded a number of recommendations the most important to increase awareness of the dimensions of the creative

leadership of the province of Muthanna Police Directorate under study by holding conferences and scientific procedure or Adopting scientific research and focusing on creative leadership because the study proved its importance, impact and reflection on creative performance.

Introduction

Since the eighties of the twentieth century, many large organizations have begun to devote themselves to improving the selection process for many senior executives and identifying leaders as soon as possible due to its impact on the behavior and performance of individuals and groups in the organization. Or in administrative work and thus achieving goals directly, so that the organization can measure its success and efficiency by managing the leadership's treatment of employees, the more effective and good leadership is, the more it will be reflected on the organization and it can achieve its goals.

Since creative leadership is one of the pillars of organizational performance, the link between leadership and creativity is very important for the success and continuity of creative processes in society, as these institutions lack leadership, the best methods and methods for leadership. His ability to carry out or perform the tasks assigned to him. Rather, it is in his ability to determine the methods and developments in the plans and the vitality of the administrative unit. This is called creative performance, and the study sample focused on officers working in the Muthanna Governorate Police Directorate in all the directorates and departments of the Muthanna Governorate Police Directorate within the Muthanna Administrative Governorate.

The first topic - study methodology

First: the problem of the study: The main idea of this study by the researchers is to note the continuous and successive changes and challenges facing the Muthanna Governorate Police Directorate. Different in the decision-making process, and this is what the creative leadership can take important and quick decisions to prevent or reduce the negative impact of the crisis, and thus protect the organization and its continuity and survival. The main is a set of secondary problems that do not conflict with them and can be formulated according to the following questions:

- 1- What is the study sample's level of awareness of the importance of creative leadership in achieving creative performance?
- 2- Does the creative leadership have an interactive role in enhancing the impact of the creative performance of a sample of officers in the Muthanna Governorate Police Directorate?
- 3- Can the creative leadership of the directorate achieve the creative performance in the study sample?

Second: the importance of the study: The study of creative leadership is one of the cornerstones of successful leadership and has an impact on the creative performance of workers in a society. The importance of the study can be clarified as follows:

- 1- This study is descriptive and analytical to link two important variables to make a successful leader in administrative work, namely, creative leadership and creative performance.
- 2- This study is important in that it sheds light on an essential aspect of the administrative process, which is creative leadership and its relationship to creative performance.

3- Helping decision makers in choosing the specifications of a successful leader who leads the administrative process in an ideal way that achieves the creative performance of the workers in the organization.

Third: Objectives of the study: This study seeks to achieve a primary goal, which is to show the role of creative leadership in achieving creative performance, in addition to a number of secondary goals, which are as follows:

1. Testing the relationship between creative leadership and the creative performance of a sample of employees in the Muthanna Governorate Police Directorate.

2. Measuring the various influence relationships between the study variables and testing them with statistical measures to find out the type of relationship between creative leadership and creative creativity among creative workers.

3. Recognize the direct impact of adopting creative leadership behaviors in enhancing the relationship between employees and creative performance in the institution, the sample of the study.

Fourth: Study Model:

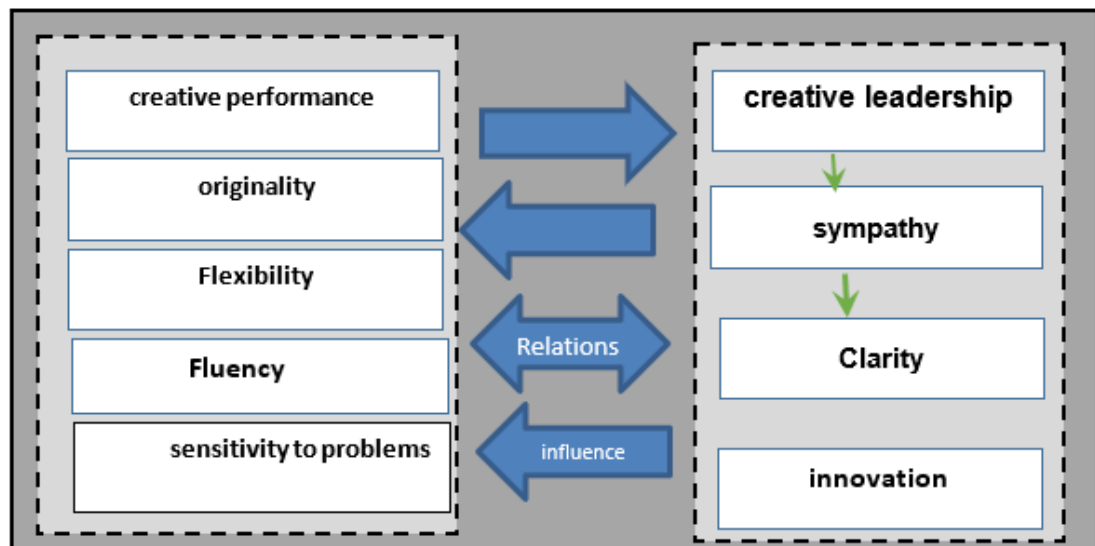


Figure (1) The hypothesis of the study
Source: Prepared by the researchers

Fifth: The hypotheses of the study

1- Testing the first main hypothesis: The premise of the main link related to test the extent of the correlation by testing the correlation between the variable and creative leadership as an independent variable and variable performance between the creative variable is supported, which states (there is a positive correlation between the moral significance of creative leadership and creative performance).

2- Testing the second main hypothesis: This hypothesis is concerned with examining the extent of the influence of the independent variable on creative leadership and the stimulating and innovative change: (There is a positive, significant relationship between the creative leadership variable and the creative performance variable).

Sixth: Study Tools: In order to achieve the objectives of the study, the researchers adopted the following methods for collecting information in order to achieve those objectives.

1- Methods of the theoretical framework: the researchers relied on reviewing the available books, articles, theses, letters, periodicals and research, in both Arabic and English, and the spider web, to set the theoretical background and the topics that serve the study.

2- Applied framework methods: In the practical aspect, the researchers relied on:

* The questionnaire: It is the main tool for obtaining data and information from the study sample, and it was formulated in a manner characterized by clarity and ease of the research variables, as the initial model was modified to fill the gaps in it according to the observations of a number of the respondents. For the individual to achieve a more integrated vision of the problem of the study, and the Likert quinquennial scale was adopted (likert-five point), as the sample to be measured amounted to (187), and with the efforts of the researchers, (200) forms were distributed for the purpose of avoiding errors in the returned and valid forms (187) and the number of non-refunded forms (13) forms, meaning that the response rate reached (93, 5%).

Seventh Study population and sample:

1- Study community: Study community The total community that represents all the officers working in (Al-Muthanna Governorate Police Directorate), who numbered (360) individuals.

2- Study sample: The study sample that is recognized by the total community, which represents all officers working in (the province of Muthanna Police Directorate and its divisions), totaling 187 individuals in direct association with variables study creative leadership and performance of creative, which shows information and data sample study (Table 1). Below is an explanation of each of the characteristics:

1- Gender: Table (1) shows that most of the study sample members are males, as their percentage reached (99.46), which is equivalent to (186) people, and the percentage of females was (0.534%), which is equivalent to (1) individuals, which means that the research department relied on The male component in business management.

2- Age: The statistical results presented in Table (1) indicate that the largest proportion of the study sample members are in the age group (31-39) years, as the ratio reached (40.1075) among the study sample members, which is (40.1075) individuals among the study group. 40-49) years, as their percentage reached (39.572%), which is equivalent to (74) individuals from the study sample, followed by the age group (50-59) years, as their percentage reached (16.042%), which is equivalent to (30) individuals from the sample. The study Finally, the age group (30 years and less) reached (4,278%), which is equivalent to (8) members of the study sample.

3- Academic achievement: The majority of the study sample are holders of a bachelor's degree, with a percentage of (77.540%), equivalent to (145), followed by diploma holders with a percentage of (9.909% (equivalent to (7) individuals, followed by holders of a middle school certificate or less, and their percentage reached) 7.486%), which is equivalent to (14) individuals, after which they hold a master's degree, as their percentage is (3.208%), which is equivalent to (6) individuals, and finally, they hold a doctorate degree, where their percentage is (2.673%), which is equivalent to (5) individuals.

4- years of service: Table (1) shows that members of the study sample who have years of service (20 years and over), or a percentage of (31.016%), which is equivalent to (58) individuals from the study sample, and after (15) persons who have years of service. 19 years), i.e. (25.668%), which is equivalent to (48) individuals from the study sample, and then the study sample who have years of service between (10-14 years), i.e.

(21.925%) or (41.4) individuals From the study sample and then to the study sample individuals who have years of service between (6-9 years) at a rate of (13.903%), which is equivalent to (26) individuals from the study sample with a percentage of less than 5 years of study, individuals who are older than (5 years) (7.486%), which is equivalent to (14) individuals from the study sample.

Table (1)/ Information and data for the study sample

the mutable	Category	Repetition	percentage
Gender	Male	186	99.46%
	feminine	1	0.534%
		Total = 187	Total=100%
Age	30 years and under	8	4.278%
	From 31 - 39 years old	75	40.106%
	40-49 years old	74	39.572%
	50-59 years old	30	16.042%
		Total=187	Total=100%
Academic achievement	PhD	5	2.673%
	Master's	6	3.208%
	Higher Diploma	0	0%
	Bachelor's diploma	145	77.540%
	Preparatory and below	17	9.909%
		14	7.486%
	Total=187	for total = 100%	
years of service	5 years or less	14	7.486%
	6- 9 years	26	13.903%
	10-14 years	41	21.925%
	15-19 years	48	25.668%
	20 years and over	58	31.016%
		Total=187	Total=100%

Source: Prepared by the researchers based on questionnaire data

eighth The statistical methods used: The researchers used a number of statistical methods and programs, which are as follows:

- 1- A test to ascertain the validity and credibility of the standards used in this study.
- 2- Preliminary tests for the scale of each variable of the study, such as the test of data loss and abnormality, data moderation (normal distribution), confirmatory structural validity, and reliability coefficient (Cronbach's alpha).
- 3- It was relied on technology (Boxplot) included in the SPSS.V.25 statistical package to explore the presence or absence of data anomalies.
- 4- One of the methods for exploring the distributive curve of the tested data was relied upon, which is a method (Kolmogorov-Smirnov), which is available in the SPSS.V.25 statistical package to verify the moderation of the data.
- 5- The apparent honesty test to show the availability of the phenomena to be studied.
- 6- Test(CFA) confirmatory factor analysis, which is a tool that attempts to ensure access to the best data model that collects correlations between sample responses.
- 7- Descriptive tests with percentages, arithmetic mean, standard deviation and other

descriptive statistical measures used in the study.

8- Adoption of the simple correlation method(Pearson) for the purpose of hypothesis testing

The second topic: Theoretical framework of the study

First: Creative Leadership:

1- The concept of creative leadership: The ability for creative leadership determines the level of the creative leader, the lower his ability to lead, the lower the ceiling of his potential, and the higher his ability to lead, the higher the ceiling of his potential (Maxwell, 2009, one of the leading methods of leadership. To work in developing innovative ideas, and tend to use creative leadership in their work by promoting conditions that promote creativity. Researchers have differed in defining the concept of creative leadership, which comes synonymous with the concept of creative leadership, as it is primarily a set of processes that organizations create or adapt to. under significantly changing conditions (Kotter, 2012:280).

Table (2) / Contributions of some researchers to the concept of creative leadership

NS	Source	concept
1	Shukla, et al, 2013:474	A process by which one person influences the thoughts, attitudes, and behaviors of others.
2	&Epitropaki Mainemilis,2016:296	It is an integrated leadership context that requires a high level of creative contributions from both the leader and the followers.
3	Help, 2016: 48	It is the basis of innovation and creativity, through his belief in the importance of creative leadership, which the creative leader strives to convey to individuals, encourage him and create the appropriate time for creativity.
4	Al-Musawi, 2016: 34	The process of communication between the creative leader and the followers as a result of exchanging and discussing different ideas and opinions in order to reach a creative idea that enables them to achieve a goal or solve a problem.
5	Khalili, 2017: 1119	It is the organization's ability to innovate and innovate, and that employees' creativity and innovative behavior are shaped through their interaction with others in the organization.
6	Svejnova& Christiansen, 2018: 63	It is a participatory process between the leader and the followers where creative leaders use talents and tools to serve the social purpose in all three processes of creative leadership (facilitation, integration and direction).
7	Al Hussein, 2018: 6	Leadership that authorizes the creative leader to make changes in creative and innovative ways away from traditional methods in order to achieve the goals of the organization and according to the existing skills.

Source: Prepared by the researchers based on the mentioned sources.

Using these concepts mentioned in Table (2), it is clear that many researchers have agreed on creative leadership by agreeing that a creative leader has a variety of skills that can be used to explore new ways and can find ways to influence their organization in a way that leads people and better. Managers and individuals participate in the development of a new and unfamiliar idea and its adoption in the service of the organization, and the researchers believe that creative leadership (is a process of communication and connection between leaders and followers through the exchange and discussion of different opinions to achieve creative ideas and develop solutions to apply them to enable them to achieve goals on the ground in order to solve problems on the ground desired).

2- The importance of creative leadership:

With technological superiority and globalization, critical changes in the world lead to uncertainty and ambiguity towards the future. Here, creative leaders play an important role to facilitate the creativity of employees and organizations for the purpose of facing the turmoil in the organization. Tsai, 2012: 76)), The importance of creative leadership lies in the creative leader's work and his ability to perform or implement the tasks assigned to him, as well as his ability to determine the method of making plans, and to spread vitality and continuity between administrative work and its workers. And discrimination in terms of restrictions on how to deal with daily administrative issues in addition to daily work procedures. Administrative efficiency and effectiveness These two concepts are related to the concept of the creative process in the literature of modern management (Al-Qurashi, 2003: 93). Its importance is highlighted by:

1- Implementation of the plan and goal, and implementation is done by people of different races, ages, genders, scientific and professional backgrounds, values, personalities, expectations and future behaviors. Leaders must demonstrate behaviors such as risk, cooperation, and openness to diverse viewpoints. Cynthia & Robert, 2015: 44) Because they have different encouraging, frustrating, and creative attitudes, leadership can bring these problems together.

2- Creativity is the main motive for teamwork, so creative leadership encourages creativity to produce new ideas, because organizations need creative leaders who can generate areas of creative energy. Johannessen & Skalsvik, 2013: 14).

4- The creative leader in the organization is the leader who achieves specific goals.

5- Creative leadership means following the changes around it and using it to serve the security institutions.

3- Properties driving creativity:

Leadership creative she sympathy and clarity and invent from During response for opportunities And the challenge for issues that prevent learning On all levels And it's Regard thinking and do with things in the form of Different from Yes improvement chances life for all staff, and presents leaders creators Moreover Circumstances and environment and opportunities to others Stoll & Temperley, 2009: 2)) And there number from Properties that owns it leaders creators Different about Properties leaders traditionalists, Than Allow for them exercise proces driving creativity in ways and methods New , Than Makes the situation Present for the institution Successful in the job., has indicated(Al Qurashi, 2003: 86) to me that Leader creative enjoy group from

Properties or mission remember Forbidden what following:

1- Vision futuristic for the picture overall for the organization and its environment, This is Vision See Dimensions Such as:

a- How do it will be organization in the years the five Coming? administrative and artistic and economic from where Resources Humanity as and how.

NS- what Results the tween you need it Organisation?

Dr- more and improve the quality.

NS- Specify plans And Software and fields Excellence And successes desired.

2- Planning Mission organization on me Basis reading and watch The environment.

3- Building consciousness subscriber by message organization and levels organizational and sectors horizontal.

4- planting Values and directions and behaviors innovation in culture organization and performance This is behaviors Toward Empowerment and motivation and reinforcement positive.

5- reduction Approval staff on me leaders official and motivate them on me start.

4Dimensions of creative leadership:

Creative leadership is a transformational process. Individuals can access innate creativity and the ability to lead themselves and others towards fulfilling the goals and vision of the organization or project. Hence, the three dimensions or attributes of creative leadership focused on three axes: empathy, clarity, clarity, and innovation. The three model of leadership, clarity and innovation. (2) Concerning the statement of these dimensions, as shown below (Ivanova & et al, 2020:4)

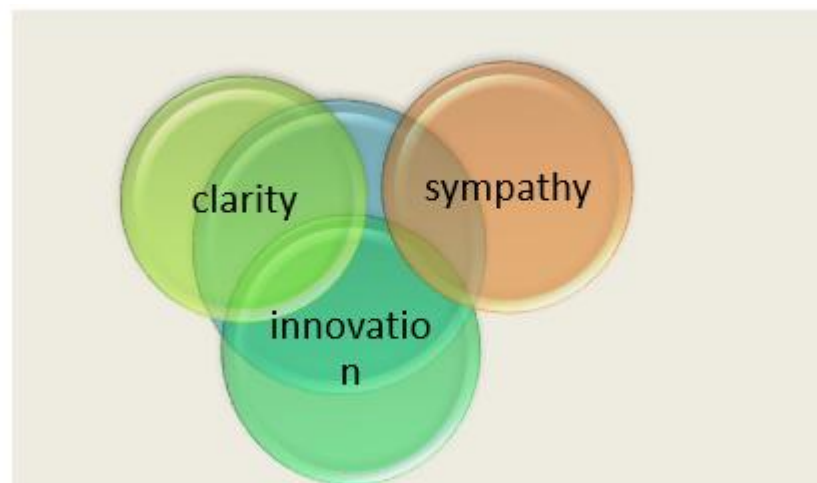


Figure (2)/ Dimensions of creative leadership

Source: Ivanova, N., Gheerawo, R., Poggi, J., Gadzheva, I., & Ramster, G. (2020, July:p4). Towards a Gold Standard Operations Control Center (OCC): applying Creative Leadership principles in the re-design of an OCC at a leading international airline. In The 22nd dmi: Academic Design Management Conference Proceedings (Vol. 2020, No. 1, pp. 273-291). Design Management Institute.

A- Sympathy: It is the ability to recognize the thoughts, feelings and behaviors of others, i.e. it is a cognitive ability to make inferences related to the mental states of others: their knowledge, needs, intentions and feelings.(Gheerawo & et al, 2020:6), since the institutional practice of empathy requires mechanisms of internal

communication and knowledge management. It leads to sufficient insight to enable empathetic communication (New & Kimbell, 2013: 9), and (Hodgson & Wertheim, 2007: 934) defined empathy as the ability to understand and relate to the cognitive and emotional experiences of others, 2016: Affective and emotional 108 It is manifested through the personal care and attention to customers, and the institutions in which employees distinguish themselves by caring for customers, sympathizing with them and receiving them with a smile, which are described as sympathetic institutions, according to him (Karfoua et al., 2017:205) Empathy is the concern for the beneficiary in particular, attention to his problems and the effort to find solutions in an elegant and humane manner and with gratitude, as well as communication and understanding with the individual through his specific needs and providing personal attention to him, in addition to the employees' knowledge and understanding of their needs and problems and showing interest in solving them, in addition to The suitability and proportionality of the work of the organization, and the researchers believe that empathy (is the ability to recognize, understand and think about the thoughts, feelings and behaviors of others).

b- Clarity: It is having a clear understanding of the vision and direction of the organization or project, i.e. it is the ability to communicate this effectively to a variety of audiences for the purpose of maintaining an issue mindset that supports the growth of the individual, the team and the organization. (Gheerawo & et al, 2020:7), which is a dimension of creative leadership that clarifies responsibilities, expectations, and performance objectives for creative leaders so that subordinates know what is expected of them, understand when their performance is equal, and subordinates do not care about ambiguous expectations unnecessarily, and they know how to make a significant contribution. To achieve organizational goals (Yuki & et al, 2013: 4), a creative leader exhibits creative behaviors in the workplace that are expressed by normatively appropriate followers. (2019: 3), and clarity represents the image in which the senior management is placed to explain the work they are doing and determine the method that must be followed to achieve this (Mahmoud and Harbi, 2019: 79), The researchers believe that clarity (is the ability to communicate effectively with a variety of audiences in order to have a clear understanding of the vision and direction of the organization or project).

C- innovation It is the innate human ability to use thought, skills and resources to find solutions for new and useful related services and products. (Gheerawo & et al, 2020: 7, and indicated (Al-Hajouj and Abu Ali, 2018: 15) that innovation is a set of practices, processes and behaviors that help improve the general climate in the organization by motivating employees to solve problems and make decisions in more creative and unfamiliar ways. Thinking, and it was defined (Al-Mashouat, 2011: 4) that innovation is the ability to feel that there is a problem that requires treatment, then the ability to think differently and creatively and find an appropriate solution, and added (Mi'raj, 2015: 31), and the researchers believe that innovation (is the human ability The innate ability to take advantage of intellect, skills and resources to create new, useful and relevant solutions, services and products).

Second: Creative performance:

1- The concept of creative performance: Creative leaders have a particularly positive impact on the creative organization by enhancing the creative work climates, and that the creative leader is the best partner to discuss ideas with less creative leaders so that

the ideas are further developed and improved (370:Ellen & et al, 2012) and to clarify the concept of creative performance, we include below a table of definitions related to creative performance, according to the chronological order, as shown in Table (3) below:

Table (3)/ Contributions of some researchers to the concept of creative performance

NS	Source	concept
1	Houghton& DiLiello, 2010,231	It is the process of generating new, useful and appropriate ideas to solve problems and increase efficiency.
2	Ellen et al, 2012 : 368	It is a process or behavior that involves the generation, evaluation, and selection of ideas. The behavior can be considered important in its own right because it can be conceived as a necessary precondition for creative outcomes.
3	Gupta & Singh, 2013: 66	The production of new and useful ideas by an individual or by a group of individuals working together” has been found to contribute fundamentally to organizational innovation, growth, survival, and new product performance.
4	Humala, 2015: 427	It is the act of generating something new and useful, related to individuals and groups, and it is a process that arises from personal as well as collective preparedness.
5	Murphy,2016,265	It is a socially determined process that can be enhanced through training and by providing the right environment for many different levels of creativity to thrive in a social context.
6	Du& et al, 2016: 6	Employees try to generate new ideas or a large number of alternatives to the same problem before choosing a final solution.
7	Wen& et al, 2017:24	It is the production of new and useful ideas, processes and solutions, which occurs at several levels, both at the level of individual creativity and the level of collective creativity.

Source: Prepared by the researchers based on the mentioned sources.

Using these concepts mentioned in Table (3), it is clear that many researchers have agreed that creative performance is the process of generating new ideas, and these ideas result in a new work, product, idea, process or procedure, which raises the level of the organization or institution to A better level than the level it was before the creation or birth of this idea, and through the concepts in Table (3), we derive the following facts:

- 1- Creative performance is the process of generating new, useful and appropriate ideas to solve problems and increase efficiency.
- 2- Creative performance is a behavior that includes the generation, evaluation and

selection of ideas. The behavior can be considered important in itself because it can be conceived as a necessary precondition for creative results.

3- Creative performance is the act of generating something new and useful, linked to individuals and groups, and it is a process that arises from personal readiness in addition to collective readiness, and the researchers believe that creative performance is (the idea that is issued by a person represented by the creative leader or by a group of people And represented by the subordinates in an organization after this idea is shared between the leader and the subordinates, which results in reaching the goal from which this idea arose).

2- The importance of creative performance: The importance of creative performance comes from two main aspects (Al-Obaidi, 2013: 23):

- The factors that prompted organizations to pay attention to creative performance because the changing conditions in which organizations live today, whether political, cultural, social or economic, prompted organizations to respond to them in a creative way that ensures their survival. and its continuity.
- Develop the technical and technological forces of organizations to respond to them and changes in the structure, work style and management in creative ways.

3- Creative performance features: pointed out (Politis, 2005: 183) to me that there are Properties a personality for performance the creative and tate Include what following:

1- openness on me Experiments New, less traditional and conscientious, people Whose they love their tasks they become also creative if they were they own Knowledge and skills in the field and some of them degree openness in thinking and surely staff they will be As well creative when Complete give them Resources enough to conduct their work

2- more trust by oneself, and tate create environment positive for creativity Because the increase communication ben peers the job.

3- accepted for self and ambitious , when He is their work full challenges intellectual.

4- dominant and rushing, when Complete give them Degree High from independence and control on me themselves in the job.

4- Dimensions of creative performance: The dimensions of creative performance contribute to measuring and evaluating the best service, noting that researchers have reached agreement on some dimensions and disagreement on others, and that most researchers have adopted the same dimensions but with different names, and the researchers have adopted and based on the dimensions of Purnomo (Purnomo,2019:13), which is represented by the following (originality, flexibility, fluency, sensitivity to problems), which will be adopted by the researchers in the research and tested on the practical side because it is more important and applies to the reality of the research and its objectives and the research environment of the organization represented by:

A- Authenticity: One of the behaviors of the creative leader is stimulating the perceptions of the employees, and this support or motivation from the creative leader leads to the subsequent creativity of employees about facilitating the work of employees who have experience to ensure their development for better creative performance, in order to reach the core creative work (Cerne & et al, 2013: 9), and that the ability to come up with new, rare and useful ideas that are not linked to repetition of previous ideas and to come up with an unusual and far-reaching production here is called originality (Al-Obaidi, 2013: 28). Addressing it, he knew it (Al-Sakarna, 2011: 51) means moving away from traditional ways of thinking and discovering creative ideas, as well as the ability to generate unprecedented or unknown ideas because the creative

person has an original thinking that moves away from the known and the common. (Al-Mashhadani, 2016: 44) The researchers believe that originality (is the essence of modernity and the creation of originality to be recorded from anywhere because the original is the first and last copy of itself and not from another place and represents one of the most important creative capabilities as it represents the production of new and non-repetitive ideas and possession of originality means distinction and the inability of others to own it).

b- Flexibility: As a result of the circumstances in which the organization changes in its work environment, which imposes a degree of acceptance in adapting to this change, and this encourages the adoption of everything that exists that can be adapted and modified as a result of those conditions and work with it, and on the contrary, if this existing does not perform limited needs, the result will be rejection (Al-Mousawi, 2016: 44), flexibility means the speed of adaptation and having sufficient capabilities for intellectual and mental changes (Mohammed, 2019: 29), and flexibility can be divided into two types:

Adaptive flexibility: is the ability to change the mental direction through which he sees a solution to a final problem called adaptation, because a person needs a deliberate change in behavior to conform to the correct solution. (Murphy, 2016: 252) that creative leaders must have the adaptability to lead change which is reinforced by high levels of strategic leaders and this is an important role in ensuring their organizations participate in decision making.

Automatic flexibility: Flexibility is what appears within the individual without the unnecessary need required by the situation, so the person gives a number of responses that do not fall within a category, but fall within various categories (Al-Hussein, 2018: 20), and the researchers believe that flexibility (the ability to To adapt and respond to the problems and challenges faced by organizations and quickly adapt to them and obtain appropriate solutions. The importance of individuals and organizations and their potential to innovate are among the ideas that contribute to facing problems and challenges in a creative manner.

C- Authenticity: The creative leader possesses creative insight through his ability to envision many alternatives by which he deals with problems to ask correct questions, which are characterized by the absence of a single answer to them. Patience quickly (Al-Serafi, 2006: 262), and from here many researchers defined fluency, which means the possession of the creative leader to think in angles and directions that are outside the scope of previous and current thinking, which makes the mind of the creative leader his ability to generate as much as possible of ideas, alternatives, perceptions, synonyms and uses (Al-Attar and Al-Mousawi , 2016: 161), and the two researchers believe that fluency is (the ability of creative individuals to produce creative ideas during a certain period of time and quickly and easily to recall these ideas when falling into problems and exposure to challenges that afflict the organization).

D- Sensitivity to problems: The awareness of problems, needs or weaknesses in the environment or the situation here means sensitivity to problems (Salama, 2016: 23), and sensitivity to problems means the ability to deal with a specific situation that involves a problem or some problems that need to be resolved, and he indicated (Abdul Amir, 2020: 215) that sensitivity to problems is the ability of a creative leader to see many things in one situation, and he is aware of mistakes and shortcomings. and the dangers resulting from it, the ability to contain it and the possibility of avoiding it and not falling into it).

The third topic: The field framework for the study

First: Description and diagnosis of the study's parameters and analysis of its results

This section is dedicated to showcasing the results of analysis of the descriptive responses of the study sample about the availability of the study variables (creative leadership dimensions of the three: empathy, clarity, innovation) and variable (performance creative four dimensions: flexibility 'fluency, originality' sensitivity to problems) and sub-dimensions in the province of Muthanna Police Directorate Study sample. This topic includes the presentation of the values of the weighted arithmetic means (it will depend in the commentary on the results to interpret the value of the arithmetic mean in light of dividing its values into five categories that fit with the scale categories) **Likert) the quintile used in determining the answers of the sample members, which are (very low 1-1.80; low 1.81-2.60; moderate 2.61-3.40; high 3.41-4.20; very high 4.21-5) (Dewberry, 2004: 15).**, standard deviations values, answer level, relative and ordinal importance, according to the appropriate statistical analysis programs. And as follows:

Description and diagnosis of the creative leadership variable Describing and diagnosing the 1.creative leadership variable includes describing and diagnosing the paragraphs and dimensions of this variable in detail, and then describing and diagnosing the variable in total, as follows:-

A.Description and diagnosis after empathy: This paragraph is related to the description and diagnosis of the empathy dimension within the creative leadership variable, as it is clear from Table (4) that the empathy dimension was measured by sixteen paragraphs, in which the thirteenth paragraph was **He has a strong desire to help when he sees someone who needs help**) is the highest in terms of the arithmetic mean that reached (4.30) and with a standard deviation of (0.781), and this indicates that the level of the answer was very high and with a relative importance of (86%), and this result shows that the sample is convinced that the manager at work has a high sense of helping others when there is a need for that so that he does not refrain from Providing advice, advice and guidance in a way that enhances meeting the needs of the affiliated individuals. While the fourth paragraph, which contains **He does not feel happy when he sees a happy affiliate (R)**) on the least arithmetic mean that reached (3.89) with a standard deviation of (0.692), and this indicates a high level of response to this paragraph, whose relative importance was (78%). before administration. At the dimension level, in general, the arithmetic mean was (4.13) with a standard deviation of (0.765), as this result indicates a high level of availability after sympathy in the Governorate Police Directorate, and this is the most important level of (83%). By the administration in the directorate towards them and their personal issues, which was reflected in the sample's good perception of its management.

Table (4)/ Arithmetic averages, standard deviations, response level, and ordinal significance of the sympathetic dimension (n=187)

NS	Phrase	SMA	standard deviation	Relative importance	answer level	ordinal importance
1	Emotionally aroused when someone else feels emotionally aroused	4.16	0.707	0.83	high	8
2	He does not care about the problems afflicting the affiliates (R) ¹	4.20	0.714	0.84	high	5
3	He gets upset when he sees someone being treated disrespectfully	4.10	0.702	0.82	high	10
4	He does not feel happy when he sees a happy affiliate (R)	3.89	0.692	0.78	high	16
5	He feels enjoyment when he makes the associates improve their condition.	4.04	0.720	0.81	high	12
6	He cares about the feelings and needs of those under his responsibility.	4.03	0.775	0.81	high	13
7	When a member talks to him about his problems, he tries to change the conversation to another topic. (R)	4.01	0.754	0.80	high	14
8	Others feel when they are sad, even when they don't say anything.	4.11	0.742	0.82	high	9
9	He finds that he is in tune with the mood of others.	4.19	0.760	0.84	high	6
10	He does not feel sympathy for people who have serious illnesses. (R)	4.29	0.736	0.86	very high	2
11	Reacts to the sorrows of others.	4.24	0.778	0.85	high very	4
12	Not interested in what others feel. (R)	4.26	0.757	0.85	high very	3
13	He has a strong desire to help when he sees someone who needs help.	4.30	0.781	0.86	high very	1
14	When he sees someone being treated unfairly, he doesn't feel much pity for him. (R)	3.97	0.918	0.79	high	15th
15th	He is very happy when his subordinates are happy.	4.17	0.831	0.83	high	7
16	When he sees someone being exploited, he feels the importance of protecting him.	4.09	0.865	0.82	high	11
General Average		4.13	0.765	0.83	high	

¹. The answers were reversed during the analysis

A. Description and diagnosis after clarity: This paragraph is related to the description and diagnosis of the dimension of clarity within the creative leadership variable, as it is clear from Table (5) that the dimension of clarity was measured by ten paragraphs, in which the sixteenth paragraph whose content **It is allowed to participate in the formation of work teams at various levels in building security strategies.** is the highest in terms of the arithmetic mean that reached (3.27) with a standard deviation of (0.954), and this indicates that the level of the answer was high and with a relative importance of (65%), and this result shows the existence of a belief by the study sample that the manager is pushing towards building specialized teams to work in order to develop appropriate strategic plans. While the tenth paragraph which contains **Follows up on action plans to ensure they are completed** on the least arithmetic mean that reached (3.02) with a standard deviation of (1.007), and this indicates a moderate answer level for this paragraph whose relative importance was (60%), as this result shows that the sample has a moderate belief that the administration is following what has been set in order to know what has been accomplished and to solve the problems it may encounter. At the dimension level in general, the arithmetic mean was clear (3.17) with a standard deviation of (0.982), as this result indicates a moderate level of clarity in the police directorate of Al-Muthanna Governorate, the sample of the study, and within the level of importance (63%). Directorate.

Table (5)/ Arithmetic averages, standard deviations, answer level, and ordinal importance of clarity (n=187)

NS	Phrase Managers at work:	SMA	standard deviation	Relative importance	answer level	ordinal importance
1	The paragraph has been deleted based on the outputs of the confirmatory factor analysis					
2	It tries to explore the various interests of the affiliates and seeks to achieve them.	3.24	0.991	0.65	high	3
3	It takes into consideration the importance of the associate's participation in the decisions that concern them.	3.22	0.923	0.64	high	5
4	Seeks to achieve compatibility between the visions of the organization and the visions of the working individuals.	3.23	0.982	0.65	high	4
5	It adopts an organized scientific method to accomplish the work.	3.25	0.999	0.65	high	2
6	It is allowed to participate in the formation of work teams at various levels in building security strategies.	3.27	0.954	0.65	high	1

7	Brainstorming method is used to obtain ways and methods to address security issues.	3.19	0.977	0.64	Moderate	6
8	It builds an action plan with specific schedules and responsibilities to be clear to the affiliates for the purpose of achieving them.	3.03	0.966	0.60	Moderate	9
9	It discusses the plans presented by the affiliates in a scientific manner that facilitates their acceptance if they are effective.	3.11	1.024	0.62	Moderate	8
10	Follows up on action plans to ensure they are completed.	3.02	1.007	0.60	Moderate	10
11	It seeks innovative solutions to the ongoing problems facing the Directorate.	3.13	0.995	0.63	Moderate	7
General Average		3.17	.982	0.63	Moderate	

NS. Description and diagnosis of the innovation dimension: This paragraph relates to describing and diagnosing the innovation dimension within the creative leadership variable, as it is clear from table (6) that the innovation dimension was measured with eight paragraphs, in which the eleventh paragraph whose content was (**He thinks he has to be in the right mood to do innovative work.**) is the highest in terms of the arithmetic mean that reached (3.97) with a standard deviation of (0.952), and this indicates that the level of the answer was high and with a relative importance of (79%), and this result shows the presence of positive feelings such as sympathy in the workplace by the director in the Muthanna Governorate Police Directorate. While the seventh paragraph, which contains **He believes in unconscious processes that facilitate the process of innovation**) on the least arithmetic mean that reached (3.66) and with a standard deviation of (1.051), and this indicates a high level of response to this paragraph, whose relative importance was (73%), as this result shows that the sample has confidence in its manager, especially when one of the affiliates presents a specific problem, so he tries to find solutions with him. she has. And at the dimension level in general, the arithmetic mean reached innovation (3.82) with a standard deviation of (1.04) as this result indicates a high level of availability after innovation in the Directorate of Police of Muthanna Governorate in the sample of the study and within the level of importance (76%). And the way the administration deals with associates is the determinant of achieving that innovation.

Table (6)/ Arithmetic averages, standard deviations, answer level, and ordinal importance of the innovation dimension (n=187)

NS	Phrase Managers at work:	SMA	standard deviation	Relative importance	answer level	ordinal importance
1	The paragraph has been deleted based on the outputs of the confirmatory factor analysis					
2	The paragraph has been deleted based on the outputs of the confirmatory factor analysis					
3	The paragraph has been deleted based on the outputs of the confirmatory factor analysis					
4	The paragraph has been deleted based on the outputs of the confirmatory factor analysis					
5	He describes his innovation style as irregular or unsystematic. (R)	3.89	1.008	0.78	high	4
6	He has visions, the sources of which cannot be explained or understood. (R)	3.68	1.127	0.74	high	7
7	He believes in the unconscious processes that facilitate the innovation process.	3.66	1.051	0.73	high	8
8	There are often long gaps in his work during which he is not motivated to work. (R)	3.93	.967	0.79	high	3
9	He was able to achieve clear achievements in the directorate.	3.70	1.033	0.74	high	6
10	He believes that his emotional influence is important to be innovative.	3.94	1.105	0.79	high	2
11	He thinks he must be in the right mood to do innovative work.	3.97	.952	0.79	high	1
12	When he gets a new idea, he absorbs it completely and even follows it completely.	3.78	1.116	0.76	high	5
13	The paragraph has been deleted based on the outputs of the confirmatory factor analysis					
14	The paragraph has been deleted based on the outputs of the confirmatory factor analysis					
15th	The paragraph has been deleted based on the outputs of the confirmatory factor analysis					
16	The paragraph has been deleted based on the outputs of the confirmatory factor analysis					
General Average		3.82	1.04	0.76	high	

1. Description and diagnosis of the creative performance variable Describing and diagnosing the creative performance variable includes describing and diagnosing the paragraphs and dimensions of this variable in detail, and then describing and diagnosing the variable as a whole, as follows: -

A. Description and diagnosis of the flexibility dimension: This paragraph relates to describing and diagnosing the flexibility dimension within the creative performance variable, as it is evident from the table (8) The dimension of flexibility was measured by five paragraphs, in which the first paragraph contained its content. **They have the ability to search for new ideas to get work done effectively .)** is the highest in terms of the arithmetic mean that reached (4.04), with a standard deviation of (0.717), and this indicates that the level of the answer was high and with a relative importance of (81%), and this result shows that individuals in the application environment have high capabilities and abilities to generate new ideas that lead to the completion of work with the best performance. While the fifth paragraph, which contains **(They are keen to bring about changes in work methods from time to time.)** on the lowest arithmetic mean that reached (3.53) with a standard deviation of (0.905), and this indicates a high level of response to this paragraph, whose relative importance was (71%), as this result shows that individuals in the Muthanna Governorate Police Directorate seek to make changes in the ways of working in a way that enhances the level of work of the department for its assigned duties. At the dimension level in general, the arithmetic mean reached flexibility (3.81) with a standard deviation of (0.817), as this result indicates a high level of flexibility in the Muthanna Governorate Police Directorate in the study sample and within the importance level (76%), and this indicates a good level of flexibility in the governorate of Muthanna.

Table (8)/ Arithmetic averages, standard deviations, answer level, and ordinal importance of the elasticity dimension (n=187)

NS	Phrase My co-workers:	SM A	standar d deviatio n	Relative importanc e	answe r level	ordinal importanc e
1	They have the ability to search for new ideas to accomplish work effectively.	4.04	0.717	0.81	high	1
2	They try to experiment with new, constructive ideas and do not judge them in advance	3.92	0.758	0.78	high	3
3	They believe that change is an evolving phenomenon that the organization must adapt to.	4.03	0.775	0.81	high	2
4	They are keen to know the opinion that differs from mine in order to benefit from it.	3.54	0.934	0.71	high	4
5	They are keen to bring about changes in work methods from time to time.	3.53	0.905	0.71	high	5
General Average		3.81	0.817	0.76	high	

Description and diagnosis of post-fluency: This paragraph relates to describing and diagnosing the dimension of fluency within the creative performance variable, as it is clear from the table (9) The dimension of fluency was measured in four items, in which the fourth item whose content (they have the ability to think quickly in different circumstances.) was the highest in terms of the arithmetic mean, which amounted to (4.29) and with a standard deviation of (0.807), and this indicates that the level of the answer It was very high and with a relative importance of (86%), and this result confirms that individuals affiliated with the Muthanna Governorate Police Directorate have the ability to brainstorm to generate solutions for various emergency conditions. While the first paragraph whose content (they have the ability to suggest quick solutions to face work problems) got the lowest arithmetic mean, which reached(4.00) with a standard deviation of (0.885), and this indicates a high level of response to this paragraph, whose relative importance was (80%), as this result shows that the affiliated individuals can generate many ideas for any problem at work, and this is a good indicator of their possession of this level and this characteristic. In general, the dimension reached the arithmetic mean Fluency (4.03) and with a standard deviation of (0.866), as this result indicates a high level of availability after fluency in the Police Directorate of Muthanna Governorate, the study sample, and this indicates that (within 81%) the level of fluency is good. Muthanna Governorate Police Directorate.

Table (9)/ Arithmetic averages, standard deviations, answer level, and ordinal importance of the fluency dimension (n=187)

NS	Phrase	SMA	standard deviation	Relative importance	answer level	ordinal importance
1	My co-workers: They have the ability to suggest quick solutions to face work problems.	4.00	0.885	0.80	high	4
2	They have the ability to present more than one idea within a short period of time.	4.07	0.800	0.81	high	2
3	They are constantly looking for new creative ideas.	4.06	0.829	0.81	high	3
4	They have the ability to think quickly in different circumstances.	4.29	0.807	0.86	high very	1
5	The paragraph has been deleted based on the outputs of the confirmatory factor analysis					
General Average		4.03	0.866	0.81	high	

NS. Description and diagnosis of the dimension of authenticity: This paragraph relates to describing and diagnosing the dimension of originality within the variable of creative performance, as it is clear from Table (10) that the dimension of originality was measured by five paragraphs, in which the first paragraph whose content was(They accomplish the tasks assigned to them in a renewed manner) It is the highest in terms of the arithmetic mean that has reached(4.05), with a standard deviation of (0.957), and

this indicates that the level of the answer was high and with a relative importance of (81%), as this result shows that the affiliated individuals perform their duties entrusted to them in several ways according to the requirements of their work, while the fifth paragraph containing its content (**They have the ability to suggest logical solutions to face work problems .**) on the least arithmetic mean that reached (3.87) with a standard deviation of (0.978), and this indicates a high level of response to this paragraph, whose relative importance was (77%). In general, the arithmetic mean of originality was (3.96), with a standard deviation of (0.999), as this result indicates a high level of availability after authenticity in the Directorate of Police of Muthanna Governorate, the study sample, and within the level of significance, there is a good level of significance (79%). Muthanna Governorate.

Table (10)/ Arithmetic averages, standard deviations, answer level, and ordinal importance of the originality dimension (n=187)

NS	Phrase	SMA	standard deviation	Relative importance	answer level	ordinal importance
	My co-workers:					
1	They carry out the tasks assigned to them in a renewed manner	4.05	.957	0.81	high	1
2	They try to stay away from imitating others in solving problems that hinder the progress of work	3.93	1.082	0.79	high	4
3	They can manage the discussion and the ability to persuade is one of the most important skills they have.	3.97	1.013	0.79	high	3
4	They put forward several proposals or alternatives to solve a single problem.	4.00	.969	0.80	high	2
5	They have the ability to suggest logical solutions to face work problems.	3.87	.978	0.77	high	5
General Average		3.96	0.999	0.79	high	

Dr.. Description and diagnosis of post-allergic problems: This paragraph relates to describing and diagnosing the dimension of sensitivity to problems within the variable of creative performance, as it is clear from Table (11) that the dimension of sensitivity to problems was measured in three paragraphs, in which the first paragraph whose content (they show the average enthusiasm where the arithmetic work) is dealing with the most important arithmetic work. who reached(3.79) with a standard deviation of (1.023), and this indicates that the level of the answer was high and with a relative importance of (76%), as this result shows that there is a high level of enthusiasm among the affiliated individuals to deal with the problems that obstruct their work. While the fifth paragraph, which contains (they collect data analysis and information related to problems before making a decision.) got the lowest arithmetic mean, which

reached(3.64) with a standard deviation of (1.043), and this indicates a high level of response to this paragraph, whose relative importance was (73%), as this result shows that the affiliated individuals have the ability to obtain information, analyze it and devise solutions to problems in a creative way. At the dimension level in general, the arithmetic mean reached the sensitivity to the problems (3.73) with a standard deviation of (1.026), as this result indicates a high level of availability after sensitivity to problems in the Muthanna Governorate Police Directorate in the study sample, within the significance level of (75%), and this indicates a moderate level of problems.

Table (11)/ Arithmetic averages, standard deviations, answer level, and ordinal importance of the sensitivity dimension to problems (n=187)

NS	Phrase	SMA	standard deviation	Relative importance	answer level	ordinal importance
1	The paragraph has been deleted based on the outputs of the confirmatory factor analysis					
2	The paragraph has been deleted based on the outputs of the confirmatory factor analysis					
3	They show enthusiasm in dealing with work problems.	3.79	1.023	0.76	high	1
4	They have the ability to develop many alternatives to deal with problems	3.77	1.012	0.75	high	2
5	They collect and analyze data and information related to problems before making a decision.	3.64	1.043	0.73	high	3
General Average		3.73	1.026	0.75	high	

Second: Testing the correlation hypothesesThe simple correlation method will be adopted (Pearson) for the purpose of testing the main hypothesis on the relationships of correlation between the variables of the study (creative leadership, and performance of creative) shows the table (13) transactions simple correlation (Pearson) between the current study variables, and the level of morale (Sig.), Which refers to the moral test correlation coefficient, size Sample (n). In order to explain the value of the correlation coefficient and how to judge it, the value of the correlation coefficient will be looked at into five basic categories, as shown in Table (13):

Table (13) Categories of Interpretation of the Level of Correlation Coefficient

NS	Interpretation of the correlation	The value of the correlation coefficient
1	There is no relationship	0
2	Complete positive or positive correlation	± 1
3	Weak positive or positive correlation	0.30) \pm -(0
4	Strong positive or positive correlation	(0.31-0.70) \pm
5	Very strong positive or positive correlation relationship	\pm (0.71-0.99)

Source : Saunders, M., Lewis, P., & Thornhill, A. (2009). "Research methods for business students" 5th ed, Pearson Education Limited: Prentice Hall, England, p.459.

Testing the first major correlation hypothesis: Concerning the hypothesis of the link key to test the extent of the correlation by testing the correlation between the variable and creative leadership as an independent variable and the variable creative performance variable is supported, which states (there is a correlation is a positive significant moral between the creative leadership and the performance of creative) Recalling the results shown in the table (14) There is a direct and significant relationship between the creative leadership variable and the creative performance variable, as the value of the correlation coefficient between them is (0.689**This value indicates the direct trend of correlation between the independent variable creative leadership and the dependent variable creative performance.0.01) with a confidence level of (99%) The correlation relationship above indicates the existence of a direct correlation between the two variables from the sample point of view within the field of application of the study sample (which is within the level of a strong direct proportional correlation relationship with) Recalling these results that the presence of the behavior of the leadership of the creative, which is reflected in the achievement of the level of creative performance in the province of Muthanna Police Directorate, (and depending on what progress can be accepted hypothesis first major special relationship link between the creative leadership variable and variable creative performance

Table (14)/ Matrix of correlation coefficients between creative leadership with its dimensions and the creative performance variable

Correlations					
		sympathy	clarity	innovation	Creative leadership
sympathy	Pearson Correlation	1	.027	.029	.385**
	Sig. (2-tailed)		.712	.690	.000
	N	187	187	187	187
clarity	Pearson Correlation	.027	1	.080	.714**
	Sig. (2-tailed)	.712		.279	.000
	N	187	187	187	187
innovation	Pearson Correlation	.029	.080	1	.641**
	Sig. (2-tailed)	.690	.279		.000
	N	187	187	187	187
Creative leadership	Pearson Correlation	.385*	.714*	.641*	1
	Sig. (2-tailed)	.000	.000	.000	
	N	187	187	187	187
creative performance	Pearson Correlation	.817*	.387*	.202*	.689**
	Sig. (2-tailed)	.000	.000	.006	.000
	N	187	187	187	187

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

Source: output a program

Three sub-hypotheses emerge from the main correlation hypothesis:

- 1.The first sub-hypothesis test: This hypothesis is interested to test the extent of the correlation between the exponential after empathy and variable creative performance which states: (there is a correlation with a positive indication of the moral and empathy after the variable creative performance) The results of Table (14) indicate that there is a direct and significant relationship between the after-sympathy and the creative performance variable, as the value of the correlation coefficient between them is (0.817**)(This value indicates the positive relationship between the dimension of empathy and the creative performance variable at the level of morale)0.01) and with a degree of confidence (99%), Recalling the above result to the exponential correlation between after empathy and variable creative performance within the level of a very strong positive relationship, as it turns out that the presence of empathy in the province of Muthanna Police Directorate of the study sample from the point of the sample view will inevitably lead to a positive outcome in the level of creative performance (and depending on what The first sub-hypothesis emanating from the first main hypothesis can be accepted.
- 2.Second sub-hypothesis test: This hypothesis is related to testing the correlation between distance clarity and the level of creative performance, which states: **(There is a positive, significant, positive correlation between the creativity performance dimension, clarity).**The results of Table (14) indicate the existence of a positive and significant relationship between clear and the creative performance variable, as the

value of the correlation coefficient between them was (0.387**)(This value indicates the positive relationship between the dimension of clarity and the creative performance variable at the level of significance)0.01) and with a degree of confidence (99%), as the above result indicates the direct correlation between the two dimensions clarity The variable creative performance within the level of a strong relationship positive, this result suggests that there are good levels of clarity will lead to the inherent increase in the level of creative performance from the point of the study sample considered the province of Muthanna Police Directorate, and depending on what progress can be accepted sub-second hypothesis emanating from the hypothesis key The first.

3.Third sub-hypothesis test: This hypothesis is related to testing the correlation between the innovation dimension and the level of creative performance, which states: **(There is a positive, significant relationship between the innovation dimension, the variable, and the creative performance)**.The results of Table (14) indicate that there is a positive and significant correlation between the following:innovation and the creative performance variable, as the value of the correlation coefficient between them was (0.202**)(This value indicates the positive relationship between the innovation dimension and the creative performance variable at the level of significance)0.01) and with a degree of confidence (99%)The above result indicates a direct correlation between the innovation dimension and the creative performance variable and within a weak direct relationship level. The third sub-hypothesis emanating from the first main hypothesis can be accepted.

Third / Testing hypotheses

The main and secondary effect hypotheses will be tested depending on the structural equation modeling method (SEM) as it became the techniques of modeling the structural equation of the most important tools that can access to a series of interconnected links between the independent and dependent variables are measurable in a way, though (SEM) comprehensive statistical technique taught hypotheses relations between the observation and the underlying variables, plus it should be noted that technology SEM is much more valuable than analyzes of multiple regression, especially in the case of the variables measured, and thus the SEM effective style is very in terms of representation of the direct effects and indirect underlying variables on the measured factors in the default form and can thus determine the level of direct influence between the variables on the way, and it also comes :

Test The second major premise:: This hypothesis is concerned with examining the impact of the independent variable on creative, innovative and innovative leadership: **(There is a positive, significant relationship between the creative leadership variable and the creative performance variable)** Through this, it is clear that there is a positive and significant effect of the creative leadership variable on the level of creative performance, and it is clear that the value of the standard influence factor has reached (0.69) This means that the variable driving creative positively affects the variable creative performance by (69%) at the level of the province of Muthanna Police Directorate of the study sample. This means that the change unit deviation and one of the creative leadership in the province of Muthanna Police Directorate of the study sample will lead to a proportional change in Creative performance by (69%). This value is considered significant because the value of the critical ratio (CR) shown in Table (15) of (12,958) is a significant value at a level of significance (P-Value = 0.01), which appears in the same table. The value of the interpretation coefficient (R^2)

has reached (0).47This means that the creative leadership variable explains the changes that occur in the creative performance and this may be due to two reasons. The second is that the creative leadership behaviors are related to the senior management, and it is clear the availability of the sample and the extent of its direct reflection on the level of creative performance from the point of view of the sample **(Based on the foregoing, it is possible to accept the second main hypothesis related to the existence of a positive effect between creative leadership and the variable of positive, creative and creative performance.**

Table (15)/ Model estimates of the influence between the creative leadership variable and the creative performance variable.

The variable and the dimensions	path	Variables	SRW	Estimate	SE	CR	P
creative performance	<---	Creative leadership	.689	.716	.055	12,958	***
fluency	<---	creative performance	.769	1.051	.064	16,421	***
originality	<---	creative performance	.648	1.104	.095	11.600	***
Flexibility	<---	creative performance	.606	.767	.074	10.381	***
sensitivity to problems	<---	creative performance	.540	1.078	.123	8.744	***
sympathy	<---	Creative leadership	.385	.444	.078	5.684	***
clarity	<---	Creative leadership	.714	1.403	.101	13,894	***
innovation	<---	Creative leadership	.641	1.153	.101	11,382	***

Source: Prepared by the researchers based on program outputsAmos. V.23

Three sub-hypotheses are derived from this hypothesis:

1.The first sub-hypothesis: There is a positive and significant effect of the dimension of empathy in the variable of creative performance andIt turns out that there is a positive, significant effect of the empathy dimension on creative performance, and it is clear that the value of the standard influence factor has reached (0.81) This value is considered significant because the critical ratio value (CR) shown in Table (15) is (27.718) a significant value at a level of significance (P-Value = 0.01) shown in the same table, as they show the value of the interpretation coefficient (²R) of the model The laboratory has reached (0.84) and this means that the dimensions of creative leadership are able to explain (84%) of the changes that occur in the creative performance in the Directorate of Al-Muthanna Governorate. Creative performance, as this may be due to the clarity of sympathy on the part of the administration towards the affiliates in enhancing the level of creative performance.**Based on the foregoing, the first sub-hypothesis emanating from the second main hypothesis is accepted from the effect hypotheses).**

2.Second sub-hypothesis: There is a positive and significant effect of the

dimension of clarity in the creative performance variable It turns out that there is a positive, significant effect of the dimension of clarity in the creative performance, and it is clear that the value of the standard influence factor has reached (0.35) This value is considered an expression of the effect of the dimension of clarity on creative performance as well as the value of the critical ratio (CR) shown in Table (15) amounting to (11.860) a significant value at a significant level as (P-table 0.01) itself, the apparent value = This result indicates that the sample believes that clarity directly affects enhancing the level of creative performance, and this may be due to the nature of the work of the Muthanna Governorate Police Directorate, which is characterized by harmony among its job cadres and management, which is reflected in an increase in creative performance. **Based on the foregoing, the second sub-hypothesis emanating from the second main hypothesis is accepted.**

3.The third sub-hypothesis: There is a positive and significant effect of the innovation dimension in the creative performance variable. It turns out that there is a positive and significant effect of the innovation dimension on creative performance, and it is clear that the value of the standard influence factor has reached (0.20) This value is considered to be an expression of the effect of the innovation dimension on creative performance, in addition to the critical ratio (CR) value shown in Table (15) amounting to (6.714) significant value at a significant level (P-Value, apparent value = 0.01) This result indicates that the sample believes that the availability of innovation levels in the Muthanna Governorate Police Directorate directly affects the enhancement of the level of creative performance, and this shows that the directorate relies on innovation fields to achieve its security and administrative requirements **(Based on the foregoing, the third sub-hypothesis emanating from the second main hypothesis is accepted.** From the foregoing, it was found that all the paths achieved an effect on the dependent variable, the paths between after empathy to the variable of creative performance, and between the aftermath of creativity and creativity to creativity In light of the foregoing, this result provides total support towards accepting the sub-hypotheses.

Schedule (16)/ The impact model estimates between the dimensions of the creative leadership variable and the creative performance variable.

The variable and the dimensions	path	Variables	SRW	Estimate	SE	CR	P
creative performance	<---	sympathy	.814	.733	.026	27,718	***
creative performance	<---	clarity	.349	.184	.016	11,860	***
creative performance	<---	innovation	.198	.114	.017	6,714	***
fluency	<---	creative performance	.769	1.051	.064	16,421	***
originality	<---	creative performance	.648	1.104	.095	11.600	***
Flexibility	<---	creative performance	.606	.767	.074	10.381	***
sensitivity to problems	<---	creative performance	.540	1.078	.123	8.744	***

Source: Prepared by the researchers based on program outputs Amos. V.23

Conclusions

The findings of the study, which represent the final outcome reached by the researchers in order to provide a detail of the practical aspect

- 1- The results indicate that there is a correlation between the availability of creative leadership behaviors and the levels of creative performance in the Muthanna Governorate Police Directorate.
2. All dimensions variable-based (creative) performance, which includes (originality, fluency, flexibility, sensitivity to the problems) are available in the province of Muthanna Police Directorate shows that the dimension (fluency) was the strongest application in the Directorate of the surveyed followed after (originality) and then after (flexibility) and finally after (sensitivity to problems).
- 3- The directorate officials possess skills and abilities that enable them to mix and perform more than one behavior to perform the tasks and work requirements, which enhances the level of performance in the directorate.
- 4- The study found that most managers at work have a high sense of helping others when there is a need for that so that they do not refrain from giving advice, advice and guidance in a way that enhances meeting the needs of the affiliated individuals.
- 5- There is a belief by the study sample that the manager is pushing towards building specialized teams to work with the aim of developing appropriate strategic plans, and there is a moderate belief that the administration is following up on the plans that have been set in order to know what has been accomplished and solve the problems that may be encountered.

Recommendations

- 1- Raising awareness of the dimensions of creative leadership in the Muthanna Governorate Police Directorate, under study, by holding scientific conferences and conducting or adopting scientific research.
- 2- Focusing on creative leadership because the study proved its importance, impact and reflection on creative performance.
- 3- Spreading the culture of creative leadership among the joints and sections of the organization so that employees adhere to the organizational goal proposed by the senior management, because the financial resources and the administrative authority must be compatible with the size of the task entrusted to the creative leader.
- 4- Communicate effectively with a variety of audiences in order that they have a clear understanding of the vision and direction of the organization or project.
- 5- The research organization has the ability to adapt and respond to the problems and challenges it is exposed to and quickly adapt to them and get appropriate solutions. It is of great importance to individuals and organizations and their potential to innovate from ideas that contribute to facing problems and challenges in a creative way.

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