

## A RELATIONSHIP BETWEEN LEADERSHIP STYLE AND MANAGERIAL CREATIVITY IN GOVERNMENT AUTHORITY IN SULTANATE OF OMAN

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### Abstract

Already this study was dealing with relationship between leadership styles, and managerial creativity in government authorities in sultanate of Oman, as the study aimed at achieving a solution to the problem of the research, **what is the relationship between leadership styles and the level of managerial creativity of workers in government authorities in the Sultanate of Oman?** Through the distribution of a questionnaire divided into three sections, first, personal characteristics, second: part of leadership styles consisting of 30 questions. Third, part of the managerial creativity component of 21 questions. The researcher was coordination with government authorities for the distribution of a questionnaire research, he was communicating with eight agencies, was been limited to the sample to 189 employees, , the choice of 60% of respondents to the questionnaire is distributed them. 111 were obtained from a questionnaire of 113 questionnaire was distributed by approximately 98%. It is sufficient rate to achieve the desired goal of the study. The researcher unloaded and questionnaire analysis using descriptive statistical method, using statistical analysis software SPSS (Version 20). The results showed Item reliability was found higher in both the scales, and the descriptive statistics were also reported and discussed. It was found that the prevailing pattern of leadership style in government authorities in Sultanate of Oman is a democratic style. Also exercise elements of managerial creativity are high for both of flexibility and authenticity and moderate practiced of fluency, ability to analyze, and was founded low practiced of initiative, out on the familiar and sensitivity to problems, and there is a strongly and positive correlation between leadership style (democratic leadership style) and the level of managerial creativity in government authorities in sultanate of Oman and there is a weekly and positive correlation between leader style (free style) and the level of managerial creativity. Also a very week and negative correlation between leadership style (autocratic leadership style) and the level of managerial creativity in government authorities in sultanate of Oman, and there are significant differences in the level of managerial creativity and personal characteristics, as following:

- Age: strongly, positive, related, and significant.
- Work experience: are strongly, positive, related, and significant.
- Job Title: very weakly, negative, related, and significant.
- Qualification: slightly moderate, positive, related, and significant.

The impact of leadership style on managerial creativity was ascertained through linear regression analysis: It showed that there was a moderate effect between leadership style, and managerial creativity at managerial position, (Head of the Department, Assistant Director, Director, Assistant Director-General, and Director General) in government authorities in the Sultanate of Oman. This indicates a lack of awareness of the importance of leadership style and its impact on managerial creativity.

### Introduction

Creativity play an important role in the survival and development of the organization. It is its tool to adapt to the economic, social, technological, political and cultural variables and other things around it. It also helps in the face of contemporary problems and challenges of the future through what offers its solutions to deal with these problems. Organizations in the Sultanate of Oman on the different functions and types and sizes, face many issues and problems that require leadership and workers need to think about reducing the reliance on the traditional approach, based on trial and error to solve problems and try to employ creative approach in this matter.

The subject of managerial creativity of important issues, which began capture the interest of scientist's management in the Arab world in the present day, this is because the creativity an essential element in the overall development process, and development lead to the birth of a new civilization or a new stage of the development of civilization, so like that name it creativity process.

### Problem Statement

Leadership is seen as a process through which arouse the interest of others and release their energy and direct it in the desired direction, and that the success of the leader mainly depends on the use of appropriate and effective leadership style to the personnel under his supervision. The study of creativity and factors affecting it are considered of interest to a lot of management writers, and where is the method of supervision or leadership style, one of the most influential variables on the creativity of employees in organizations. This stems mainly from the impact of the leader or President on the creative capacity of his subordinates.

What is the relationship between leadership styles and the level of managerial creativity of workers in government authorities in the Sultanate of Oman?

### Theoretical Concepts and Framework

There are several concepts of leadership and cannot say that there is definition perfect unified and agree by writers and researchers, because the definitions vary depending on the angles that seen by these writers and researchers. **Fadlallah, A, F (1997, P 106)** defined leadership as "the activity exercised by the person to influence the people, and make them cooperate to achieve the goal they wish to achieve. **Alnammar, S, M, & et, (1996, P 313)** Likert defined, as: maintaining the spirit of responsibility among members of the group and its leadership to achieve common goals. **Darwish, A, and Takla, L, (1980, P 386)** Leadership also defined as: the ability by the manager on his subordinates and direct them in a way that by earning their respect and obedience and loyalty and motivating and create cooperation between them in order to achieve the goal itself.

We will give leadership in the most common models are in management thought, namely what concerns us in this study are as follows:

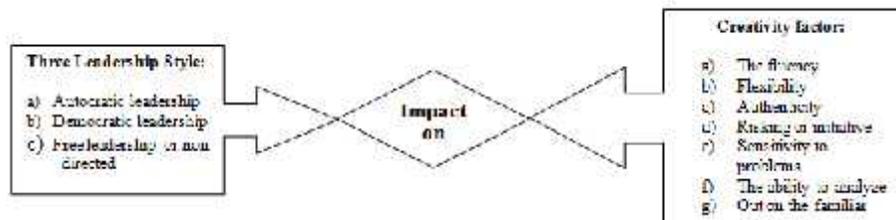
### Autocratic Leadership, Democratic Leadership, & Free Leadership or Non-Directed

Creativity is very complex phenomenon with axes and dimensions of differentiated and for many that the researchers differed in determining what it is, they did not agree on a clear and specific definition of it, and this is due to the complexity of the creative phenomenon, itself. **Roshka, A, (1989m P 19)** defined Creativity as very complex phenomenon (or a complex set of phenomena), with faces and multiple dimensions. Research has moved in the field of creativity on a broad front is full of diversity, Again and show new dimensions, and once again come to replace them, but more serious. That seems hard to wait to find a specific and agreed definition at present, especially that some of the definitions that came attaches importance to this dimension and some stresses after another and so on. **Ayish, Z, (1987, P 11)** described creativity as: "The creativity is very complex phenomenon, with the faces of multiple dimensions, so scholars differed in defining the concept of creativity, and there was no clear definition specific to him. This may be due to the large number of areas in which popularized the concept of creativity on the one hand, and to researchers and reasoning methods practical, cultural and intellectual schools on the other hand, and to creative aspects of the phenomenon and complexity of a third party.

Elements, associated with the level of creativity and are intended to be measured through a questionnaire study are:

- a) The Fluency
- b) Flexibility
- c) Authenticity
- d) Risking or Initiative
- e) Sensitivity to Problems
- f) The ability to Analyze
- g) Out on the familiar

### Framework



### Review of Literature

It is the subject of creativity in general, and leadership style in particular, of the topics that gained interest researchers and scholars both and appeared several studies emphasize the need to focus on leadership styles, as well as studies on the subject of Managerial creativity.

**Makhamreh, M, & Aldahaan, O, (1988, P 154)** The Peters and Waterman (Peters and B. Waterman) in 1982, was been conducting a study on a group of successful American organizations as creative organizations, in order to know the characteristics and features of these organizations. These researchers were found that organizations that are characterized by a high degree of creativity are consistent with each other in terms of the presence of some positive values to have, which can be summarized as follows: (1) field trend and the tendency towards the practice and training, ongoing, although failure. (2) Close connection to consumers and responding to proposals concerning development of goods and services. (3) Productivity through the participation of workers in the proposals and alternatives to work. (4) Simplicity in the organizational structure in terms of the number of levels and administrative units. (5) Packets and gentleness together. Where there are basic orientations and principles and values must not tolerate them in their application and at the same time, there is a self-autonomy and delegation of powers and the power of the worker during the performance of his mission. **Hagaan, A, (1999, P 18)** both (Clifford & Cavanagh 1985) also conducted a study in 1985 on a number of American organizations. Where it found that were a number of characteristics that differentiate creative organizations for non-creative organizations and between these Characteristics: • clarity of vision to the leaders and members of the organization. • encourage individuals to experimentation and initiative. • stay away from the bureaucracy routines. • Attention to incentives system to encourage the launch creative ideas with the members of the organization. **Makhamreh, M, & Aldahaan, O, (1988, P 151-174)**. A study on the factors affecting the creativity of workers in the Jordanian public shareholding companies in order to identify the factors affecting creativity as seen by workers in Jordanian public shareholding companies listed on the Amman Stock Exchange. The main findings of the study include: (1) that the workers in the Jordanian companies believe, in general, that their companies encourage creativity among its employees as long as does not come out for the company's core activities does not affect the senior staff positions have. (2) Workers believe that inertia and lack of flexibility in the administrative organization of the companies generally do not constitute an impediment to creativity. (3) Workers see as well, that the management companies do not provide sufficient material and moral incentives for creativity. **Humam, A, (1993, p 1-6)**. Studied on the impact of some of the determinants of the level of innovative capacity of director, and that application on the public banking sector in the Arab Republic of Egypt. The sample consisted of search (450) manager who occupy the upper and middle management level. The main findings of the study include: (1) the existence of statistically significant differences in the level of innovative capacity differences between managers and occupants of senior management positions and managers of middle management jobs and in favor of the first. (2) The existence of differences, statistically significant differences in the level of innovative capacity among managers in small-sized organizations and managers in large organizations and in favor of the first. (3) The high level of innovative capacity of teachers obtaining the qualifications above the first university degree compared to managers holding the only university academic qualifications.

**Marion & Marie (2006)** The study confirmed learn how strategic innovation leads to improved and effective performance by its dimensions (the value of creativity, creating new markets, distribution methods and processing to market, destroy the competition) to find out how strategically creativity organizations different from other organizations, and through the study's reliance on composed sample analysis the number of European companies, and the use of the questionnaire's (187) as executive director of those companies, The study concluded that the strategic creativity just cannot be in the production of new products, but also in creating new markets through distribution methods or new equipment, as found by this study, the distribution or processing methods have a positive impact on the performance of the strategic creativity, to create value for the customer have a positive effect and also a central role in the strategic creativity. But the technological development, does not have a significant impact on strategic creativity, as companies cannot be cutting-edge creative technology strategically, does not exercise a central activity in the performance of strategic creativity, but his role will be an assistant. The study recommended the necessity to resorting to strategic business organizations creativity by changing the rules of competition in the industry radically exciting to offer value to the customer.

**Huda, S, (1993, p 6-36).** The study on the obstacles to innovative thinking and behavior among managers, and so on application managers senior management in the oil sector in Egypt. Among the most prominent findings of its study is an inverse correlation between motivation features of the innovation and the obstacles stemming from the individual's relationship with the managers in the study sample. Lack of correlation between the obstacles from within the organization and the total capacity for creative thinking and originality and personality motivation of managers in the study sample. **Aldawi, A, (2001, p 99-102).** A study on the role of creativity administrative in resolving administrative problems in the security services in Bahrain and was of the objectives of the study recognize the importance of creativity administrative, and the most important factors that develop creativity administrative problem-solving, as well as identify the most important obstacles that prevent the application of creativity administrative in the security services. The main findings of the study include: (1) lack of encouraging regulatory environment for creative thought as provide controlled routine procedures in administrative work and concentrate decision-making power at the top of the administrative hierarchy. (2) The fear of failure and to stick to the familiar styles and discourage the organization are the main obstacles to creativity. **Woodard, D., (1994)** the studied aim to: Identify leadership styles with the directors of Central Georgia schools in the United States of America, and determine the level of teacher motivation towards work. In addition, disclosure of the relationship between the leadership styles of the middle school principals and teacher motivation towards work. The study found a range of results, including one, the existence of a medium correlation between leadership style to the school principal, and teacher motivation towards work, and gave statistically significant study that teachers are more motivated to implement the goals of the middle school program when working for the director have a high potential in leadership behavior skills. **Alsalem, A, (2002).** Studied on the impact of regulatory variables at the level of creativity administrative workers with instruments of security in Saudi Arabia, and applied to the five security services. It designed to identify the administrative level of creativity among workers in the security services in Riyadh and determine the impact of regulatory variables at the level of creativity. Was a highlight the findings of her study is that creativity administrative employees in the security services in the Kingdom of Saudi Arabia in general, the average level.

However, some studies have found no relationship between leadership styles and management creativity, For example, **Jaskyte, K, (2004)**, in his study was a great difference exists in the production of creative ideas, and leadership styles. **Judge, T., & Piccolo, R. F. (2004) and Lowe, K. B., Kroeck, K. G., & Sivasubramaniam, N. (1996)** was Found a positive relationship between leadership styles, and the effectiveness of the administrative work and creativity, the study found that innovation is an important element in the effectiveness. **Pawar, B. S., & Eastman, K. K. (1997)**, in his study he suggested that these leaders they must build organizational creative vision and bring about a change in cultural values to reflect greater innovation and more creativity. **Mumford, M. D., & Gustafson, S. B. (1988)** was said that the leadership styles related to the transformation of the organizational level in the organization in order to be more innovative and creative, through the formulation of the vision in terms of business objectives and to clarify this vision through the selection of projects and performance evaluation, through modern and innovative ideas. **Becheikh, N., Landry, R., & Amara, N. (2006)** in his study, was described the negative leadership is unwilling to influence the staff are negative type, and it is not effective and does not lead to the formation creative environment. **Avolio, B., & Gardner, W. (2005)** was said Strong leadership, is working on the development of self-awareness, and motivate employees to creative ideas, and participate in the construction of the institution, and to express their feelings, and defend their rights. **Goffee, R., & Jones, G. (2005)** the study was for originality of the individual by others, so the leadership must be cooperative, and with control, as well as allowing communication between officials and staff, and authentic leadership to be strong through its staff. **Tichy, N. M. and Devanna, M. A. (1990)** was aimed to identify the nature of transformational leadership, and highlighted the characteristics and practices, and to understand the dynamics of successful change, and the realization restructuring, processes and procedures required to make a self-change in the organization, the study sample consisted of 12 the leader of the change worked to lead change in their organizations successfully and excellence. The researchers have used and have conducted field interviews with each member of the sample oriented qualitative studies, The study found that the leaders of the change are clearly involved in a range of general characteristics that distinguish them from traditional administrative leaders. **Otto, A.(1993)**The study aimed to find out the relationship between leadership style, and all of the staff loyalty and organizational commitment, and their sense of organizational justice, and the study found that there are statistically significant positive relationship between the leadership of the Director of the behavior of the hand, and all of the staff loyalty and their sense of distributive justice, on the other hand.

#### Significance of Study

It is the subject of Managerial creativity of important issues in the field of management, which attracted the attention of many researchers, especially in developed countries.

This study stems from addressing important topics in the field of management, namely, Managerial creativity and leadership styles, and stems the importance of studying leadership styles prevailing in the practices of leaders in government sectors in the Sultanate of Oman, and their relationship to the level of Managerial creativity.

Where scientific study is gaining importance through the researcher's intention to follow a scientific approach to enrich scientific knowledge in the field of appropriate leadership styles to the government sector and its impact on the level of creativity of workers and then their productivity and their interaction.

### Objectives of the Study

1. Identify leadership styles prevailing in government authorities in Oman.
2. Determining the level of managerial creativity among workers in government authorities of sultanate of Oman.
3. Determine the relationship between the leadership styles of the leaders and the level of managerial creativity of workers.
4. Determine the relationship between the personal characteristics of employees and the level of managerial creativity.
5. Determine the relationship between leadership styles and personal characteristics among workers.

### Scope of the Study

The scope of the study in all employees in government authorities in the Sultanate of Oman, who occupy managerial position, Head of the Department, Assistant Director, Director, Assistant Director-General, Director General. Was identified in this study sample management positions for being qualified academically and professionally and the fact they represent the higher administrative levels, Central, and executive, in government authorities.

### Research Methodology

Descriptive research was adopted which describes and assesses the reality of the relationship between leadership style and managerial creativity in government authorities in the Sultanate of Oman. Descriptive approach is used which tries to compare, interpret, and evaluate, in the hope of reaching to a substantial conclusion. The descriptive method is most suitable for such a study, where the researcher describes an accurate description and expressed quantitatively and qualitatively. The purpose of which is to reach at clear and practical recommendations.

Sample consisted of research and study in employees of government authorities in the Sultanate of Oman, the number of respondents was approximately 189 individuals from 8 government authorities.

### Data Collection Method(s)

The researcher used both primary and secondary data:

1. Primary Data: used structured questionnaire Adel Bin Saleh, (2002-2003). Relationship between leadership styles and the level of managerial creativity, Naif Arab University for Security Sciences, Riyadh.
2. Books, journals, research articles and online research databases available from the institutions were used for review of literature.

### Findings of the Study

The researcher was coordination with government authorities for the distribution of a questionnaire research, he was communicating with eight agencies, was been limited to the sample to 189 employees, , the choice of 60% of respondents to the questionnaire is distributed them. 111 were obtained from a questionnaire of 113 questionnaire was distributed by approximately 98%. It is sufficient rate to achieve the desired goal of the study.

The researcher unloaded and questionnaire analysis using descriptive statistical method, using statistical analysis software SPSS (Version 20).

1. Test Cronbach Alpha for both Leadership Style and Managerial Creativity to see the items reliability of the questionnaire.
2. Descriptive (Mean, Average )
3. Correlation to see association between variables
4. Regression to see the effect of independent variable on dependent variable

### The Reliability of the Questionnaire

#### 1.1 The Reliability of the Questionnaire

Questionnaire intended to Reliability in various times and circumstances, in other words, they are suitable for distribution at any time, and withdraw the same results. Researcher has been made of the stability of the questionnaire through Cronbach's alpha coefficient as follows:

##### 1.1.1 Reliability of Leadership Style Questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.716	30

##### 1.1.2 Reliability of Managerial Creativity Questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.902	21

The reliability coefficient value was found bit highly significant (0.716) for Leadership Style questionnaire that depicted high item reliability. Similarly Managerial Creativity the reliability coefficient value was (0.902) and depicted high reliability. Reliability test was applied using SPSS 20.

## Descriptive Statistics

### Identify Leadership Styles prevailing in Government Authorities in Sultanate of Oman

Statistics		Democratic_Style	Free_Style	Autocratic_Style
N	Valid	111	111	111
	Missing	0	0	0
Mean		4.1189	2.7568	2.7279

It is evident from the table that the prevailing pattern of leadership in government authorities in Sultanate of Oman is a democratic style, reaching arithmetic average of the value of the total (4.1189), followed by the free leadership style with a mean (2.7568), and followed by the autocratic style with a mean (2.7279).

### The Level of Managerial Creativity Prevailing among Workers in Government Authorities in Sultanate of Oman

1. The fluency (that fluency element was being systematically practiced moderate in government authorities in Sultanate of Oman)
2. Flexibility (that flexibility element was being systematically practiced highly in government authorities in Sultanate of Oman)
3. Authenticity (that authenticity element was being systematically practiced slightly highly.)
4. Risking or initiative (that initiative element was being systematically practiced slightly low in government authorities in Sultanate of Oman)
5. Sensitivity to problems (that sensitivity to problems element was being systematically practiced slightly low in government authorities in Sultanate of Oman)
6. The ability to analyze (that ability to analyze element was being systematically practiced moderate in government authorities in Sultanate of Oman)
7. Out on the familiar (that Out the Familiar element was being systematically practiced low in government authorities in Sultanate of Oman)

### Correlation, the Relationship between the Level of Managerial Creativity of Employees and Leadership Styles in Government Authorities in Sultanate of Oman

#### 1. Leadership Styles (democratic) and Managerial Creativity

Correlations		Democratic_Style	Mean_of_Managemental_Creativity
Democratic_Style	Pearson Correlation	0	.519**
	Sig. (2-tailed)		.000
	N	111	111
Mean_of_Managemental_Creativity	Pearson Correlation	.519**	0
	Sig. (2-tailed)	.000	
	N	111	111

It is clear that the simple linear correlation coefficient (Pearson) between leadership style (Democratic) and Managerial Creativity for members of the study sample of (.519\*\*) with significance level (0.00). This indicates that leadership style (Democratic) and perceived Managerial Creativity are slightly strongly and positive and related. This is shown by the correlation value as 0.519. Also, the relationship between leadership style (Democratic) and Perceived Managerial Creativity is significant because the significance value is reported as 0.000 which is nearly 0.05.

#### 2. Leadership Styles (Free Leadership) and Managerial Creativity

Correlations		Free_Style	Mean_of_Managemental_Creativity
Free_Style	Pearson Correlation	0	.026
	Sig. (2-tailed)		.791
	N	111	111
Mean_of_Managemental_Creativity	Pearson Correlation	.026	0
	Sig. (2-tailed)	.791	
	N	111	111

It is clear that the simple linear correlation coefficient (Pearson) between leadership style (Free Leadership) and Managerial Creativity for members of the study sample of (0.026) with significance level (0.791). This indicates that leadership style (Free Leadership) and perceived Managerial Creativity are slightly weakly and positive and related. This is shown by the correlation value as 0.026. Also, the relationship between leadership style (Free Leadership) and Perceived Managerial Creativity are not significant because the significance value is reported as 0.791 which is well above 0.05.

### 3. Leadership Styles (autocratic) and Managerial Creativity

Correlations			
		Autocratic_Style	Mean_of_Managerial_Creativity
Autocratic_Style	Pearson Correlation	0	-.265- <sup>**</sup>
	Sig. (2-tailed)		.005
	N	111	111
Mean_of_Managerial_Creativity	Pearson Correlation	-.265- <sup>**</sup>	0
	Sig. (2-tailed)	.005	
	N	111	111

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

It is clear that the simple linear correlation coefficient (Pearson) between leadership style (autocratic) and Managerial Creativity for members of the study sample of (-.265-<sup>\*\*</sup>) with significance level (0.005). This indicates that leadership style (autocratic) and perceived Managerial Creativity are very weakly and negative and related. This is shown by the correlation value as (-.265-<sup>\*\*</sup>). Also, the relationship between leadership style (autocratic) and Perceived Managerial Creativity are significant because the significance value is reported as 0.005 which is well below 0.05.

#### Multiple Regression

Multiple regression of Leadership Style with Managerial Creativity factors:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.550 <sup>a</sup>	.302	.283	.46299

a. Predictors: (Constant), Autocratic\_Style, Free\_Style, Democratic\_Style

The model summary table shows that the multiple correlation coefficient (R) using all the predictors simultaneously is 0.550 (R square= 0.302) and the adjusted R square is 0.283 meaning that 28.3% of the variance in Managerial Creativity factors can be predicated from Leadership Style.

Based on the result it can be inferred that Leadership Style is significantly impacting Managerial Creativity because the variance explained is 28.3 percent in the reported model. It can be said that a change of Leadership Style there will be 28.3percent change in Managerial Creativity, which is slightly moderate. It can be inferred that Leadership Style affect Managerial Creativity of the employees in the government authority. The relationship was also found significant because the significance value was reported as 0.000, which is small compare to 0.05 level.

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.938	3	3.313	15.454	.000 <sup>b</sup>
	Residual	22.936	107	.214		
	Total	32.874	111			

a. Dependent Variable: Mean\_of\_Managerial\_Creativity  
b. Predictors: (Constant), Autocratic\_Style, Free\_Style, Democratic\_Style

The ANOVA table shows that (F=15.454 and significance value = 0.000), so this indicates that the combination of the predictors is significantly predict Managerial Creativity.

#### Conclusions

Results showed the study of leadership styles and managerial creativity, and the relationship between them in the government authorities in the Sultanate of Oman, which has already analyzed the following:

1. Item reliability was found higher in both the scales. It means the scale used to identify and report the phenomena shall give the right result for the maximum time.
2. The descriptive statistics were also reported and discussed. It was found that the prevailing pattern of leadership style in government authorities in Sultanate of Oman is a democratic style.
3. Exercise elements of managerial creativity are high for both of flexibility and authenticity and moderate practiced of fluency, ability to analyze, and was founded low practiced of initiative, out on the familiar and sensitivity to problems.
4. There is a strongly and positive correlation between leadership style (democratic leadership style) and the level of managerial creativity in government authorities in sultanate of Oman.
5. There is a weekly and positive correlation between leader style (free style) and the level of managerial creativity in government authorities in sultanate of Oman.
6. There is a very week and negative correlation between leadership style (autocratic leadership style) and the level of managerial creativity in government authorities in sultanate of Oman.
7. There are significant differences in the level of managerial creativity and personal characteristics, as following:
  - Age: strongly, positive, related, and significant.

- Work experience: are strongly, positive, related, and significant.
  - Job Title: very weakly, negative, related, and significant.
  - Qualification: slightly moderate, positive, related, and significant.
8. The impact of leadership style on managerial creativity was ascertained through linear regression analysis: It showed that there was a moderate effect between leadership style, and managerial creativity at managerial position, (Head of the Department, Assistant Director, Director, Assistant Director-General, and Director General) in government authorities in the Sultanate of Oman. This indicates a lack of awareness of the importance of leadership style and its impact on managerial creativity.

#### Scope for Future Research

1. Study the impact of personal characteristics on managerial creativity in all government and private sectors in the Sultanate of Oman.
2. Study the effectiveness of training programs to follow the Styles leadership for the development of effective administrative leadership skills in government authorities in the Sultanate of Oman.
3. Study the creative awareness among the staff of government authorities in the Sultanate of Oman.

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