



INTERNATIONAL JOURNAL OF RESEARCH IN SOCIAL SCIENCES & HUMANITIES

An International Open-Access Peer Reviewed Refereed Journal

Impact Factor: 8.909

E-ISSN : 2249 – 4642

P-ISSN: 2454 - 4671

THE ROLE OF CREATIVE LEADERSHIP IN ACHIEVING CREATIVE PERFORMANCE

Hasan Ghafil Jawad

Ministry of Higher Education and Scientific Research, Iraq

DOI: <http://doi.org/10.37648/ijrssh.v12i04.006>

Paper Received:

18 August 2022

Paper Accepted:

30 September 2022

Paper Received After Correction:

02 October 2022

Paper Published:

04 October 2022



How to cite the article: Hasan G.J.(2022)

The Role of Creative Leadership in Achieving Creative Performance, *International Journal of Research in Social Sciences & Humanities*, Oct-Dec 2022 Vol. 12, Issue 4; 83-100 DOI:

<http://doi.org/10.37648/ijrssh.v12i04.006>

ABSTRACT

Studying the role of leadership and its sciences in scientific research. The company has developed its time, and linked it between international companies represented in the research to the relationship between creative leadership and performance, testing and measuring it, creative leadership and its role in achieving performance and reaching only good results. And the reason for the success of the organizations and their announcement is the interest in the workers in the name of the organization and their containment in a way that makes them feel that they are from that organization. As for the most important recommendations, the leaders of organizations should choose a distinctive pattern of positive leaders, represented by creative leadership and lofty values, to gain the energies and experiences of the workers and make them more creative in their performance in the organization. To outstanding creative performance in addition to what you provide and then working hard and working hours for employees will lead to the employee's well-being and then his loyalty and adherence to it

Keywords: *leadership, creative performance, globalization*

INTRODUCTION:

In the modern world that is witnessing rapid transformations, for example, globalization, liberalization and informatics, companies face a more complex management environment and fierce competition. Leaders in institutions bear greater responsibilities in the survival and development of their organizations, especially in the face of the financial tsunami that swept the global economic system in 2009. Therefore, in any organization, the most important and influential person is the leader. Leaders are important to organizations in addition to being responsible for the sustainable survival of institutions. Responsible for leading the entire team and demonstrating higher performance than this Leadership is known to relate to the activities in the organization or its members. The rights of a leader in the organization are the power

and responsibilities that he bears as a result of his position or mission at work A good leader can gather ideas from the members of the organization and inspire the potential of the members to integrate their work through leadership or direction and enhance efficiency in the work Also a good leader can also meet the needs of the members of the organization so that they are spontaneous They work together to achieve organizational goals. However leaders in the past thought that they could require the members of their organization to follow their system because they were the ones with the power and as a result there was rare interaction between leaders and members and it was a one-way road where members did what they were told as the overall environment changed and team members today demand not only material satisfaction but They also demand flexible leadership built on moral values and respect. Strong leadership of the past is no

longer applicable. Leaders must develop a good and interactive environment to facilitate collaboration and open communication with members to ultimately achieve team goals.

THE FIRST TOPIC: THE SCIENTIFIC METHODOLOGY OF RESEARCH

First: The Research Problem:

Due to the increase in the problems occurring in most organizations, including the failure to achieve effective performance and benefit from the multiple experiences of employees in the organizations to reach the organizational goals for which the organization was found, and the failure of most leaders to choose strategies that attract human energies, which led to the waste of those functional experiences and thus the organization becomes insufficient to reach To high creative performance befitting the technological development taking place in global organizations and competition with similar ones. Hence, the following must be asked:

1. Is there a relationship between creative leadership and creative performance?
2. Is there an impact of creative leadership on achieving creative performance?

Second: The importance of research:

The importance of the current research is in the following aspects:

1. Presenting a theoretical framework on the variables of creative leadership and creative performance.
2. The importance of the research lies in adding a model linking creative leadership and creative performance.

Third: Research Objectives:

After the problem and questions of the research have been clarified, it is necessary to define the final goals that the current research seeks to achieve, which are:

1. Determining the relationship between creative leadership and creative performance.
2. Test and measure the impact of creative leadership on achieving creative performance.

Fourth: Research Hypotheses:

1. Correlation hypothesis

The first main hypothesis: It states that:

There is a statistically significant correlation between creative leadership and creative performance.

2. Impact relationship hypothesis

The second main hypothesis: It states:

There is a statistically significant effect of creative leadership in achieving creative

performance.

Fifth: The hypothetical model of the research:

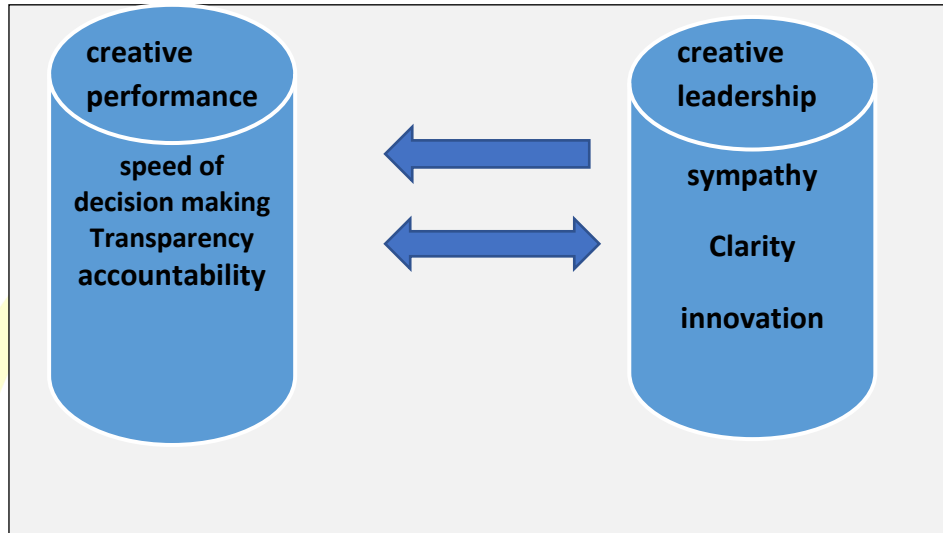


Figure (1) represents the hypothesis of the research

Sixth: Society and research sample

The study population is the employees of the professional department in Najaf education, and a questionnaire was distributed to them. The number of forms that were distributed 44 and that were retrieved amounted to 43. One form was excluded because it was not suitable for analysis, and the number of forms valid for statistical analysis was 42.

Eighth: The statistical methods and programs used:

The appropriate statistical programs were used, depending on the hypotheses of the research, the sample, and the target, which is the (SPSS) program, and through it the relationship of the correlation coefficient (Person) was used to calculate the results of the correlation relationship and the use of simple regression to measure the effect

Seventh: The search tool:

The main tool for research is the questionnaire.

Ninth: Research Methods:

In her study, the researcher relied on the descriptive-analytical approach because the research requires the descriptive approach in order to describe the data collected and related to the research sample about the main and sub-variables.

The analytical method was used for the purpose of analyzing the data and finding the relationships between the variables.

Tenth: The main terms of the research:

Creative leadership is an independent variable, and creative performance is a dependent variable.

THE SECOND TOPIC: THE THEORETICAL FRAMEWORK OF THE INDEPENDENT VARIABLE

Creative Leadership

First: The Concept of Creative Leadership

Defining an innovation is not easy, because it depends primarily on the context and the form(s) of the innovation being activated or represented. As something we experience or respond to intrinsically, any attempt to define it would be insufficient. An innovation elicits an emotional response in those who experience it or participate in it. So we tend to know it when we see it or feel it. It is unlikely that innovation will be captured or evaluated through checklists or check boxes. Because it is in context and will be judged in different ways by different people. What you see inevitably depends on where you stand. One person's innovation may be viewed by another as foolish, reckless, or insane. How you judge

innovation depends on your own unique view of the world (Wang & Cheng, 2010: 107.)

Although defining innovation may be challenging, there are specific dimensions to innovative practice. West-Burnham (2008) suggests that it may be appropriate to define innovation in terms of:

- 1- Use imagination, insight and originality.
- 2- Develop a different product, process, or outcome.
- 3- Adding value to an existing product or process.
- 4- Use of skills, knowledge and superior qualities.
- 5- The ability to make a difference, to improve, enhance or enrich.

As for leadership, it is primarily about influence and change. Creative leaders understand the need to influence others so that talent can be released and maximized. This cannot be done in a manipulative manner. Innovation can truly flourish only when formal leadership authentically and truly reflects the desire of the many to excel rather than the few. These leaders have a strong set of core values that cannot be negotiated. They have a vision for their work or organization that is based on a

clear and consistent moral, social or moral purpose (Harris, 2009: 10.)

Creative leaders set the tone, climate, and conditions in which innovation can flourish. This means removing the structural and cultural barriers that prevent people from efficiently working together, learning from each other, and equipping each other to be creative through interaction and dialogue. This means that leadership can stem from those who do not have a formal title or role and that innovation is a byproduct of professional collaboration, dialogue, and disagreement (Isaksen et al., 2003: 984.)

Creative leadership allows leaders to move organizations in new, profitable directions, a view backed by management research showing that creative leaders are more effective at promoting positive change and inspiring their followers than leaders who lack creativity (Mueller et al., 2011: 496.)

Creative leadership is defined as innovative leadership and thinking by responding to challenging opportunities and issues that prevent learning at all levels. It is about seeing, thinking and doing things differently in order to improve the organization's chances of growth and development. Creative leaders also provide the conditions, environment,

and opportunities for others to be creative (Stoll & Temperley, 2009: 66.)

Creative leadership is not just about problem solving (seeing situations, finding better solutions to problems, it is about looking for solutions that are not narrowly focused); It also involves "discovering" or identifying the problem; Actively scanning the environment for challenges that, if not addressed now, could hinder improvement efforts or prevent the organization from engaging in more radical change as it strives to prepare its employees for the future. Often they are seen as opportunities (Stoll & Temperley, 2009: 66.)

Second: The Advantages of Creative Leadership

Creative leadership plays an important role in business organizations at the present time, through its significant contributions to achieving organizational goals. (Kim & Choi, 2018: 409) believes that the importance of creative leadership lies in the points mentioned below and as follows:

1-Create new approaches to problem solving

Creative leadership helps companies by opening new opportunities for problem solving and growth that traditional methods of leadership do not allow. New perspectives on problems from an

innovative approach can lead to new and perhaps unheard of solutions.

2-Achieving goals and growth

When leaders approach goals from a creative point of view, they gain the ability to reach goals more easily. The creative leader sees unique ways to reach these goals. Whether it is how to increase profits or expand product offerings, a creative leader has the ability to chart a path to reach new levels of success that other leaders within the company cannot see.

3-Promote a positive mindset in the workplace

As companies grow and processes change over time, executive-level employees often feel ostracized or forgotten. Therefore, creative leadership presents a number of opportunities to address this mindset by applying unconventional methods and ideas to engage people and teams in the success of the company. A creative leader might suggest having employees come up with ideas from their point of view, rather than taking ideas from the top. Because employees do not always have the same information as management, seeing problems or coming up with ideas from within may lead to new or profound ideas and information to help shape solutions to problems.

4- Search for improbable points of view

In order to thrive, the company must grow, adapt and create its own path to success. Creative leaders adopt improbable and unpopular views. Unlikely perspectives reveal new and exciting ways, which can be used to devise new and exciting changes to help a company thrive and grow.

Third: Dimensions of Creative Leadership

(Ivanova et al., 2020) identify the following three dimensions that measure creative leadership, and they will be illustrated as below:

1-Empathy

It is defined as the ability to recognize, understand, and think about the thoughts, feelings, and behaviors of others. Empathy is a cognitive ability to make inferences about the mental states of others (Decety & Ickes, 2009: 7:(

- a. their knowledge.
- B. Know their needs.
- c. Know their intentions.
- d. Know their feelings.

It also enables creative leaders to connect with others, build relationships and trust, in order to understand the

lifestyle, aspirations, and emotional needs of the people they work with.

2- Clarity

Clarity is defined as having a clear understanding of the vision and direction of the organization or project. It is also the ability to efficiently communicate the organization's vision to a variety of audiences, and through it the leader strives to maintain an accountability mindset that supports the growth of the individual, team and organization. The clarity component was born out of a perceived need for open and direct communication, which can help solve complex organizational problems and enable innovation and empathy in various operations. Myerson (2017) states that simple language can reduce complexity and make difficult concepts more accessible and understandable. Others associate clarity, emotional awareness, emotional intelligence (Bodet et al., 2011: 234), vigilance, well-being, and conscientiousness (Hanley & Garland, 2017: 335.)

3- Creativity

It is the innate human ability to leverage intellect, skills, and resources to create new, useful and relevant solutions, services, and products. Innovative thinking is related to the ability to provide solutions that positively affect the operations and

objectives of the organization, and innovation focuses on enabling innovation-related capabilities in the organization's work team. The innovation includes some specific features, including the following (Mayseless et al., 2015: 233:)

- a. Form new, task-related connections between existing ideas.
- B. Intuitive thinking.
- c. Sensory perception.
- Dr.. Identify problems.
- e. evaluation and expression.
- And the. attention processes.
- g. working memory.
- h. improvisation.
- i. Insight into problem solving.

THE THIRD TOPIC: THE THEORETICAL FRAMEWORK OF THE DEPENDENT VARIABLE

Innovative Performance

Introduction

With the impact of some changes in the business environment, such as the increasing importance of services, knowledge, creativity, developments in information technology, digitalization, globalization and intellectual property

boom, a new type of economy has been created. In this new economy, the ability to create value has shifted from tangible resources to intangible resources such as knowledge, creativity, unique organizational culture, company reputation, innovation, branding and design. in the markets. Kamasak, 2015:1330)) Creative performance (such as developing, adopting and implementing new ideas for products and working methods) are important resources for making an organization successful in dynamic business environments. Moreover, organizations require creative people to maintain their competitive positions in the market keeping in mind the importance of innovation. For Organizational Sustainability (Abbas & Raja, 2015: 128(

First, the concept of creative performance

The creative performance of companies has been studied extensively and for a long period of time. Hagedoorn & Cloodt, 2003:1365) It is the most important factor in the survival of the company (Sözbilir, 2018:2) and is a feature of sustainability in a fast-paced age driven by technology. It is also a risky business because only a small portion of innovations that start as promising ideas reach the market as successful new products and services due to increasing globalization, shorter market

access period, and intense competition. (Chen et al, 2011:362(

Creativity is defined as the behaviors related to the generation of new and useful ideas, while creative performance does not include the generation of new ideas only, but also includes the adoption of new ideas of others at the level of the organization, the individual or the work unit. Although creative performance is closely related to innovative behaviors, creativity It is only a starting point. On the other hand, innovation includes the different steps of the successful implementation of creative ideas within an organization at different levels. An individual's innovative behaviors are a complex of complex behavioral tasks including idea generation, idea promotion, and idea realization (Abbas & Raja, 2015: 128(

Creativity also refers to the deliberate introduction and application within a job, work team, or organization of new ideas, processes, products, or procedures to that job, work team, or organization that are designed to benefit the job, work team, or organization (Sözbilir, 2018:2(

Scientists suggested that all types of creativity consist of three stages, starting with the stage of generating ideas, which includes generating new and useful ideas in any field. The next stage is the development of the idea, which includes

mobilizing support and obtaining approvals for the idea from colleagues and supervisors. to useful applications within a role or workgroup, or within the entire organization (Abbas & Raja, 2015:129((

As for creative performance, it is defined as the achievements of companies in terms of ideas, graphics, models of devices, products, processes and new systems (Hagedoorn & Cloudt, 2003:1370.(

As Jiang & Li, 2009:359) has pointed out, innovative performance relates to a company's ability to "exploit its knowledge of the unexplored potential of technology" and "generate new sets of existing knowledge."

While Kamasak (2015:1332) defines creative performance as "the technical, design, manufacturing, management and business activities involved in marketing a new (or improved) product or the first commercial use of a new (or improved) process or equipment for organizations that have the ability to reinvent. Continuously designing its working procedures by utilizing advanced technology and continuous improvement methods such as Total Quality Management and Timely Recognized for being innovative

)Between Kotabe et al, 2017:1135))
Innovative performance is the process of

improving and enhancing existing products and services and relying on companies' ability to exploit existing competencies.

Also (Sözbilir, 2018:2) defined creative performance as "a combination of assets and resources". And that "the ability to transform inputs of creativity into outputs, and thus the ability to transform creativity and effort into market execution".

Whereas (Criscuolo et al, 2018:117) creative performance is a set of organized activities to solve problems that involve the creation and recombination of technological ideas.

It has been defined as the iterative process of developing, producing and marketing products and services in response to the perception of new opportunities and in conjunction with ambitious commercial success (Saastamoinen et al, 2018:2(

As explained by Kaya et al 2020:279 (Innovative performance is "the contribution of product and process innovation to the economic performance of a company".

Second, the importance of creativity

The importance of creative performance is highlighted in several points, the most important of which are:

1-Innovative performance is an essential source of competitiveness in modern knowledge-based economies. It raises living standards and contributes to solving environmental and social challenges. Kotabe et al, 2017:1133((

2- It is an important factor in the success of the organization and its ability to compete with other organizations because the creative performance is difficult for competitors to imitate (Wu et al, 2007:280(

3- Creativity is critical for companies seeking to find their place in the market and ensure long-term survival since “Creativity is a vehicle for economic growth (Kamasak, 2015:1332((

4-Contributes to achieving high levels of efficiency and quality, which help in meeting the needs of customers (the market) better

5- Creative performance is a way to avoid obsolescence and respond to changing market expectations (Corchuelo Martínez-Azúa et al, 2020:4(

Third: Contributing factors to enhancing creative performance

Between Alpkhan et al, 2010: 34)) that there are five factors that contribute to enhancing creative performance in the organization

1- Supporting management to generate and develop new business ideas.

2- Allocate free time.

3- Appropriate organizational structures related, in particular, to the level of decentralization to the independence of decision-making.

4- Appropriate use of incentives and rewards.

5- Tolerating trial and error or failure in cases of creative undertakings or undertaking risky projects

As pointed out (Corchuelo Martínez-Azúa et al, 2020:4), there are a set of variables that intervene to achieve creative performance and make all this possible:

1- An organizational culture that drives an appropriate mindset

2-An organizational structure that organizes work in a way that enhances the human capital and creative capabilities of individuals

3- A strategy that defines a path and defines “how to” creative processes and generates new and different ideas

4- Management that acts proactively, creating not only the appropriate internal conditions, but also external conditions, in the management of complementary resources

5- Market orientation that establishes the relationship between the environment and the organization as a source of ideas, recommendations, modifications, and standards

6- An organizational climate capable of creating the enthusiasm and commitment necessary to achieve goals

Fourth: Indicators of creative performance

Organizations engage in four different types of innovation activities - research and development, patents and (counts and citations), and the generation of new products and services (whether new to the company or new to the market), all of which are indicators of a company's innovative performance. These indicators can be used individually. Or combined in a multidimensional environment to measure creative performance in the broadest sense (Kaya et al 2020:279) and the dimensions will be explained as follows (Hagedoorn & Cloudt, 2003:1371-1372; Jiang & Li, 2009:359; Criscuolo et al, 2018:120)

1- R&D input

The literature usually takes R&D expenditures primarily as an indicator of innovative performance and includes incorporating the efforts companies make in establishing R&D that may ultimately lead to output. However, apart from the

actual correlation of R&D inputs with R&D outputs through patent R&D efforts, prior R&D expenditures influence subsequent R&D inputs. Successful R&D inputs at an earlier stage will increase the commitment to allocate future R&D resources. Actual R&D efforts not only reflect current inputs but also their past successes which are integral to the skills that companies develop in creating R&D strategy with a stable portfolio of long-term projects. We expect R&D inputs to significantly affect future outputs as they are part of the company's current innovative performance in terms of generating new ideas, new blueprints and new models, part of which will eventually lead to new patents and new products.

2- Patents

It is the second indicator of creative performance. As in most other indicators, the patent metric has been subject to a long-running debate regarding its biases and shortcomings. International and sectoral differences in patenting behaviour, differences in patenting between large companies and small companies, the same weight given to some very important patents as well as to ordinary patents, the fact that patents cover only part of the general path from research and development to innovation, and on Despite all these shortcomings, the number of raw

patents is generally accepted as one of the most convenient indicators that enables researchers to compare the innovative performance of companies in terms of new technologies, new processes, and new products. Even authors who are somewhat critical of the general use of patents as an indicator of performance acknowledge that patents can be a convenient indicator in the context of many sectors.

3-Patent Citations

Researchers are increasingly using patent citations as an indicator of companies' creative performance. Compared to the raw number of patents, which generates a purely quantitative measure, patent citations also include a measure of patent quality. The underlying assumption in using this indicator is that there is a positive relationship between patent importance and the degree of patent citation in subsequent patents. This information on prior patents can be tracked in each patent application as each patent is required to cite prior patents with similar or somewhat related technical claims and the number of patent citations for a particular patent indicates its importance or impact. Patent professionals are somewhat skeptical about calculating patent citations without the necessary in-depth knowledge needed to interpret the basic citation reports that accompany each

patent. Evidence of the validity of patent citations is found as an indicator of the quality of inventions or innovations.

4- New product announcements

The numbers of new product announcements is another commonly used indicator of creative performance that is tracked through various sources and databases, that the positive relationship between the number of patents and new product announcements is found primarily at the level of industries rather than at the level of individual companies. One of the main problems with the use of new product ads, is that they are based on press releases of companies' marketing departments, and the database operators themselves seem to do little or no checking. In other words, new product announcements are accepted by the companies themselves as long as the companies define them as such. On the other hand, patents are examined for their original contribution during the pre-application period and during the actual application period by in-house engineers, patent attorneys and patent office officials. So more than some other indications, close examination of the data may be necessary with new product announcements in order to avoid major problems with the validity of the results.

Fifth: Dimensions of creative performance

Determine (Abdel-Raheem & Saad, 2020: 23) the dimensions of creative performance as follows:

1. Quick decision making

About new opportunities means innovating faster than other competitors. Speed in decision-making enables organizations to mobilize against new opportunities to gain first-market advantages as well as to respond quickly to changes in the customer environment or competitors' actions.

2. Transparency

Transparency - the exchange of information between functions Transparency are characteristics that allow direction and action to be demonstrated through the organization. For effective innovation, transparency ensures that development priorities and efforts can align with strategic priorities.

3. Accountability

Accountability is the mechanism that ensures that cross-functional commitments are taken seriously, and establishes personal ownership of performance and results.

FOURTH TOPIC: THE PRACTICAL ASPECT OF RESEARCH

First: To test the correlation between the research variables

This topic deals with the analysis of the correlation relationship between the variables adopted in the research, represented by creative leadership and creative performance.

The following are the most important final results reached by the researcher according to the statistical analysis regarding the testing of the main hypotheses related to the correlation relationship between the research variables:

:1The first main hypothesis: The creative leadership variable has a positive, significant statistical relationship with creative performance.

Through the statistical analysis of the correlation test, Table (3) indicates the presentation of the correlation between creative leadership and creative performance, and through it, the acceptance or rejection of the main hypothesis will be shown, as follows:

Table No. (1) The correlation between creative leadership and creative performance

Correlations			
		CL	IP
CL	Pearson Correlation	1	.580**
	Sig. (2-tailed)		.001
	N	42	42
IP	Pearson Correlation	.580**	1
	Sig. (2-tailed)	.001	
	N	42	42

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

It is clear from the results contained in Table (1) that there is a statistically significant correlation between creative leadership and creative performance, according to the correlation coefficient, which amounted to.**)

Second: To test the influence relationships between the research variables:

In this section, the results of the impact relationship test between the research variables will be discussed and analyzed

according to the main impact hypothesis, as follows:

The second main hypothesis: There is a statistically significant effect of creative leadership on creative performance.

Table (2) indicates the results of testing the influence relationship of creative leadership on creative performance according to the results of simple regression and the presence of the relationship between them for the sample of (42) as follows:

Table (2) Transactional analysis of the influence relationship of creative leadership and creative performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.208	10.465		3.364	.002
	CL	2.264	.635	.580	8.304	.001

a. Dependent Variable: IP

The arithmetic averages and standard deviations of both variables are also referred to, where the general average of the creative leadership variable was the arithmetic mean (3.74) and the standard

deviation (0.99). As for its dimensions, clarity came in first place (3.97), in the second place was innovation (3.83), and in the third place was empathy (3.44). While the creative performance reached an

arithmetic mean (3.94) and a standard deviation (0.907), transparency came in the first place (4.17), and in the second

place was the speed of decision-making (3.91), while in the third place was accountability (3.75).

Arithmetic averages and standard deviations of the independent variable Creative leadership			
The severity of the answer	standard deviation	SMA	main dimension
0.69	1.142	3.44	sympathy
0.80	0.819	3.97	Clarity
0.76	1.023	3.83	innovation
0.75	0.99	3.74	Overall rate of creative leadership
Arithmetic averages and standard deviations of the dependent variable creative performance			
0.78	0.941	3.91	speed of decision making
0.83	0.796	4.17	Transparency
0.75	0.985	3.75	accountability
0.78	0.907	3.94	Overall average of creative performance

Table (3) represents the arithmetic means and standard deviations of both variables

FIFTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

First: The Conclusions

The conclusions reached by the researcher are the following:

1. There are a few Arab researches that dealt with the role of creative leadership and the extent of its impact on achieving creative performance.
2. It was found by many researchers' research that the creative leadership variable is one of the relatively recent topics in the business administration literature in general and organizational behavior in particular.
3. From the results of the practical application, it was found that there is a

positive correlation between creative leadership and creative performance.

4. The reason for the success of organizations and achieving their goals is to take care of the employees of the organization in a way that makes them feel that they are part of that organization and achieve the best performance.

Second: Recommendations

- 1- The leaders of organizations must choose a distinctive pattern of positive leaders, represented by creative leadership and with lofty values as well, in order to gain the energies and experiences of the employees of the organization.
- 2- An effective positive atmosphere must be provided within the organizations in which love, cooperation and respect prevail by the leaders of the organizations, which in turn leads to creative

performance, and this saves the organization not to waste job experiences in all fields.

-3Reducing the effort and long working hours of the employees will lead to the employee's well-being and then his loyalty to the organization and adherence to it .

Financial support and sponsorship: Nil

Conflict of Interest: None

REFERENCES

1. Abbas, M., & Raja, U. (2015). Impact of psychological capital on innovative performance and job stress. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 32(2), 128-138.
2. Alpkan, L., Bulut, C., Gunday, G., Ulusoy, G., & Kilic, K. (2010). Organizational support for intrapreneurship and its interaction with human capital to enhance innovative performance. *Management decision*.
3. Chen, J., Chen, Y., & Vanhaverbeke, W. (2011). The influence of scope, depth, and orientation of external technology sources on the innovative performance of Chinese firms. *Technovation*, 31(8), 362-373
4. Corchuelo Martínez-Azúa, B., López-Salazar, P. E., & Sama-Berrocal, C. (2020). Determining Factors of Innovative Performance: Case Studies in Extremaduran Agri-Food Companies. *Sustainability*, 12(21), 9098.
5. Criscuolo, P., Laursen, K., Reichstein, T., & Salter, A. (2018). Winning combinations: search strategies and innovativeness in the UK. *Industry and Innovation*, 25(2), 115-143.
6. Hagedoorn, J., & Cloudt, M. (2003). Measuring innovative performance: is there an advantage in using multiple indicators?. *Research policy*, 32(8), 1365-1379.
7. Jiang, X., & Li, Y. (2009). An empirical investigation of knowledge management and innovative performance: The case of alliances. *Research Policy*, 38(2), 358-368
8. Kamasak, R. (2015). Determinants of innovation performance: A resource-based study. *Procedia-Social and Behavioral Sciences*, 195, 1330-1337.
9. Kaya, B., Abubakar, A. M., Behraves, E., Yildiz, H., & Mert, I. S. (2020). Antecedents of innovative performance: Findings from PLS-SEM and fuzzy sets (fsQCA). *Journal of Business Research*, 114, 278-289.
10. Kotabe, M., Jiang, C. X., & Murray, J. Y. (2017). Examining the complementary effect of political networking capability with absorptive capacity on the innovative performance of emerging-market firms. *Journal of management*, 43(4), 1131-1156.
11. Saastamoinen, J., Reijonen, H., & Tammi, T. (2018). Should SMEs pursue public procurement to improve innovative performance? *Technovation*, 69, 2-14. doi:10.1016/j.technovation.2017.10.003
12. Sözbilir, F. (2018). Innovation Capacity and Innovation Performance in Terms of Educational Level of Managers. *İşletme Araştırmaları Dergisi*, 10(2), 1-12.
13. Wu, S. H., Lin, L. Y., & Hsu, M. Y. (2007). Intellectual capital, dynamic capabilities and innovative performance of organisations. *International Journal of Technology Management*, 39(3/4), 279.
14. Abdel-Raheem, A. B. E. D., & Saad, M. (2020). The Relationships between Healthy and Unhealthy Types of the Organizational Personality and Innovative Performance: A Comparison between Egyptian and International Organizations. *Journal of Business*, 8(1), 21-27
15. Mueller, J. S., Goncalo, J. A., & Kamdar, D. (2011). Recognizing creative leadership: Can creative idea expression negatively relate to perceptions of leadership potential?. *Journal of Experimental Social Psychology*, 47(2), 494-498.
16. Stoll, L., & Temperley, J. (2009). Creative leadership: A challenge of our times. *School Leadership and Management*, 29(1), 65-78.
17. Harris, A. (2009). Creative leadership: Developing future leaders. *Management in Education*, 23(1), 9-11.
18. Isaksen, S. G., Babij, B. J., & Lauer, K. J. (2003). Cognitive styles in creative leadership practices: Exploring the relationship between level and style. *Psychological reports*, 93(3), 983-994.
19. Wang, A. C., & Cheng, B. S. (2010). When does benevolent leadership lead to creativity? The moderating role of creative role identity and job autonomy. *Journal of organizational behavior*, 31(1), 106-121.
20. Spreng*, R. N., McKinnon*, M. C., Mar, R. A., & Levine, B. (2009). The Toronto Empathy Questionnaire: Scale development and initial validation of a factor-analytic solution to multiple empathy measures.

- Journal of personality assessment, 91(1), 62-71.
20. Decety, J. & Ickes, W. (Eds.) (2009). The social neuroscience of empathy. Cambridge, MA: MIT Press.
 21. Bodet, M.T., Bonn-Miller, M.O., Kashdan, T.B., Alvarez, J. & Gross, J.J. (2011). The interactive effects of emotional clarity and cognitive reappraisal In Posttraumatic Stress Disorder. *Journal of Anxiety Disorders*, 26 (1), 233-238.
 22. Hanley, A.W. & Garland, E.L. (2017). Clarity of mind: Structural equation modeling of associations between dispositional mindfulness, self-concept clarity and psychological well-being. *Personality and Individual Differences*, 106(1), 334-339.
 23. Maysel, N., Eran, A. & Shamay-Tsoory, S.G. (2015). Generating Original Ideas: The neural underpinning of originality. *NeuroImage*, 116, 232-239.
 24. Ivanova, N., Gheerawo, R., Poggi, J., Gadzheva, I., & Ramster, G. (2020, July). Towards a Gold Standard Operations Control Centre (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.
 25. Kim, J. S., & Choi, H. J. (2018). Effects of capstone design program on creative leadership, problem solving ability and critical thinking. *The Journal of the Korea Contents Association*, 18(4), 406-415.



IJRSSH