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## THE IMPACT OF CREATIVE LEADERSHIP ON EMPOWERING HUMAN RESOURCES: ANALYTICAL RESEARCH IN SOME COLLEGE OF UNIVERSITY OF BAGHDAD

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**ABSTRACT**

The current research focuses on testing the role of creative leadership and its necessity and the extent of its contribution to the effect to achieve the empowerment of human resources in the organization independently for a sample of the leaders of the University of Baghdad, as well as diagnosing the extent of the research sample's interest in research variables and its dimensions, as the indicative variable of creative leadership consists of five dimensions (sensitivity to problems, originality, fluency, flexibility, perseverance and risk), and the responsive variable is the empowerment of human resources from three dimensions (information sharing, knowledge possession, freedom and independence). The researcher used the questionnaire as the main means of data collection, and she employed the descriptive analytical method as a research method. The research sample included (84) individuals from the senior leaders in colleges, and the main research tool (the questionnaire) was distributed to them to survey opinions about the variables, where the research community was (91)., the researcher distributed (91) questionnaires, and received (84) questionnaires valid for statistical analysis, and the data were analyzed using the statistical programs V24- Amos and the statistical analysis program SPSS- V24, with the adoption of descriptive and inferential statistics methods represented by a number of statistical programs that were extracted from these programs (arithmetic mean, standard deviation, coefficient of variation, simple correlation coefficient, simple linear regression (Pearson), frequencies and percentages, Komogorove-Simirnov test, coefficient (Alpha Cronbach), confirmatory factor analysis) to extract the results, and the researcher concluded that there is a correlation and impact of creative leadership in empowering human resources.

**Keywords:** *creative leadership, empowering human resources.*

**FIRST AXIS: RESEARCH METHODOLOGY**

In this section, the research problem, its importance, objectives, model, hypotheses and tools will be addressed as follows:

**First: The Research Problem:-**

Organizations face many challenges, whether from within the organization or from outside, which require conscious leadership in order to face these challenges in the right way. Therefore, the presence of a creative leader in these institutions is one of the best ways to solve their problems, as a comprehensive management interest has

recently spread that focused on the concept of leadership. And management and its impact on workers and mobilize their energies and a group Work to achieve organizational goals effectively and efficiently, and leadership represents the essence of the administrative process and its beating heart, as leaders play a major role in directing the activity of the group and influencing its production and spreading the prevailing morale among its members. Creativity is a characteristic of a successful leader who is characterized by a comprehensive strategic vision that contributes to the development of the individual and the organization And

building the culture of the organization that is concerned with focusing on the needs of workers and looking at them as members of a family that must be taken care of and trained and working to establish distinct performance standards for their performance and provide a measure of respect for workers and provide them with the opportunity to participate, which has the effect on everyone.

As for the field problem, Iraqi public organizations, especially universities, are still complaining about a clear lack of these studies, and that any kind of leadership cannot achieve human resource empowerment without being open to creativity and development, because one of the most important pillars of empowerment is the existence of a climate An organizational structure that allows creativity, and the research problem can be formulated by the following question:

What is the extent of the practice of creative leadership in empowering human resources in some colleges of the University of Baghdad?

The following sub-questions are derived from it:

1- What is the level of availability of creative leadership in some colleges of the University of Baghdad?

2- Does the creative leader in the studied colleges play a role in empowering human resources?

3- What is the level and nature of the relationship between the research variables (creative leadership, empowering human resources) in the research sample?

4- Is the empowerment of human resources enhanced by the influence of creative leadership?

### **Second: The Importance of Research:-**

The importance of the research can be addressed by highlighting the role of creative leadership in improving the performance of human resources and empowering them, as it is considered one of the necessities that achieve balance within the organization, and the goals it seeks, as institutions led by creative leadership affect working individuals and enhance, encourage and develop their spirit of creativity. It has the keys to success, unlike organizations that lack creative leadership, And shedding light on the importance of creative leadership as one of the most important requirements for administrative functions that help achieve maximum efficiency at work and achieve the goals that were set in light of the challenges of the era, as well as the importance of the place of application, which is a group of colleges affiliated to

the University of Baghdad and their role in The community and the importance of the community and the research sample, who are the university professors (Dean, Associate Dean, Head of the Department).

**Third: Research Objectives:-**

The research aims to identify the conceptual framework for each of (creative leadership, empowering human resources), to diagnose whether creative leadership in the colleges under study plays a role in empowering human resources, to identify the level of availability and practice of creative leadership in the research sample, to identify the relationship and impact Among the variables (creative leadership, empowering human resources) in the research sample, organizations increased awareness of the importance of creative leadership.

**Fourth: Research Hypotheses:-**

The first main hypothesis: There is a significant correlation between creative leadership in its dimensions and the empowerment of human resources, and the following hypotheses emerge from it:

1. There is a significant correlation between sensitivity to problems and empowerment of human resources.

2. There is a significant correlation between authenticity and the empowerment of human resources.

3. There is a significant correlation between fluency and human resource empowerment.

4. There is a significant correlation between flexibility and empowerment of human resources.

5. There is a significant correlation between perseverance, risk taking, and empowerment of human resources.

The fourth main hypothesis: There is a significant effect of creative leadership in its dimensions in empowering human resources, and the following sub-hypotheses emerge from it:

1. There is a significant effect of sensitivity to problems in empowering human resources.

2. There is a significant effect of originality in empowering human resources.

3. There is a significant effect of fluency in empowering human resources.

4. There is a significant effect of flexibility in empowering human resources.

5. There is a significant effect of perseverance and risk in empowering human resources.

**Fifth: Search Tools:-**

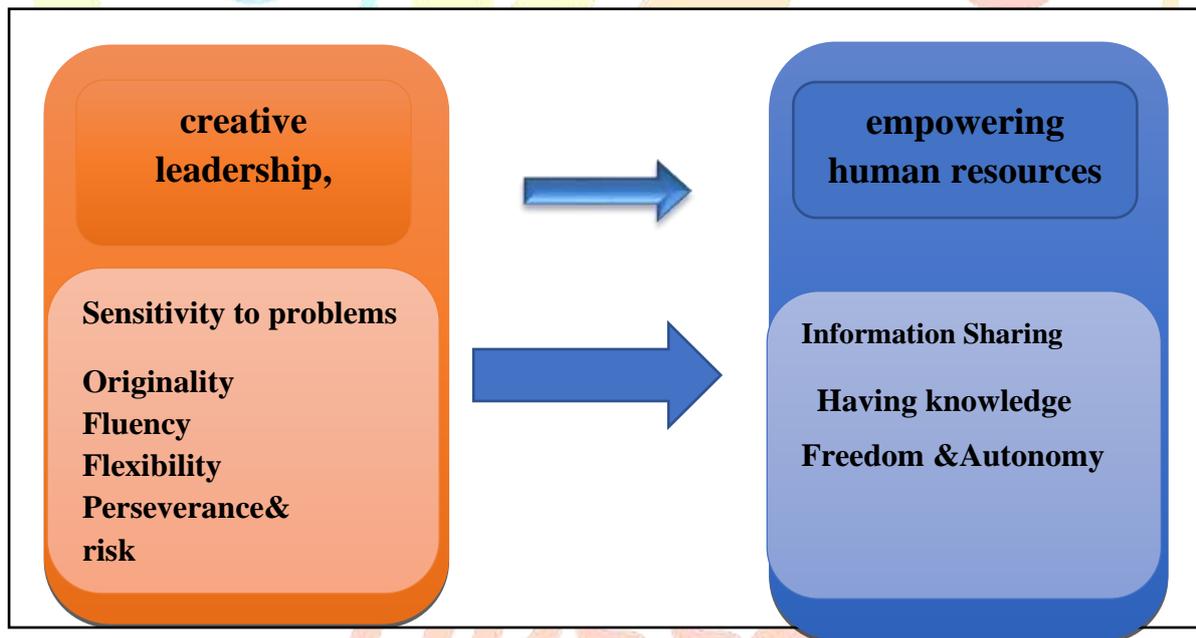
In covering its theoretical and practical aspects, the researcher used a number of means to collect data and information that we can clarify according to the following:

**Theoretical aspect:** Relying on Arab and foreign sources in terms of books, periodicals, reports, letters and dissertations, and the Internet.

**Applied side:** The researcher relied on personal interviews, where the researcher conducted a number of personal interviews

with a number of sample members for the purpose of strengthening the vocabulary of the questionnaire. It was formulated in order to serve the objectives of the study and its hypothesis based on the theoretical side and reference to previous studies and in a format that fits the concept of the variable to be measured, as well as fits into the study environment to achieve its requirements.

**Sixth: Researcher hypothesis**



Source: Prepared by the researcher

**Seventh: Statistical Methods**

The researcher uses the statistical methods that are extracted through the program

(SPSS V24) and the program (AMOS V24) to reach the desired results.

1- Notation for Likert Scale

- 2- Alpha Cronbach coefficient
- 3- Komogorove-Simirnov test
- 4- Confirmatory factor analysis.
- 5- Frequencies and Percentages
- 6- Arithmetic mean, standard deviation, coefficient of variation
- 7- Simple correlation coefficient
- 8- Simple linear regression (Pearson).

**SECOND AXIS: THEORETICAL ASPECT:**

**Concept Creative Leadership:-**

Leadership is of paramount importance in today's organizations, and these organizations face a common challenge, which is the need to improve their performance to take advantage of rapid change, and here comes the role of leadership as it can greatly influence the thoughts, behaviors and feelings of individuals in a way in which strategies are implemented flawlessly and with great passion(Reckhenrichm,2011:12) Where civilized development and progress require leaders who have creative skills that allow them to initiate and manage change, and the creative desire provides the ability to deal with many aspects such as solving problems and facilitating change processes, and creative leadership helps leaders to create organizational climates

that encourage and facilitate the innate creative ability of each person. It equips leaders with the tools they need to effectively facilitate change processes, allowing them to have a positive impact on organizations. (Shukla,2019:479)

Leadership, in its general sense, refers to influencing others and pushing them to achieve the goals of the organization. In order for this influence to become effective and real, leadership must be based on creativity, and the creative leader is an outstanding, confident, persevering personality who takes the initiative and realizes the consequences of matters and has a comprehensive view and a future vision (Al-Salami, 2012: 42)

Creativity is the creation of something new that did not exist before, whether it was an industrial or commercial product, a process or a new method, or an innovative idea and perception that requires seriousness, originality and benefit. (Admo, 2016: 16-17), Creative leadership nurtures vision, generates new ideas, creates diverse approaches, produces intrinsically innovative outputs, and acts as a catalyst to drive beneficial change (Sohmen, 2015:5).

The term creative leadership is commonly used in organizational studies and was first coined in 1957, and in recent years there has been a clear increase in scientific

research related to creative leadership and innovation.

Creativity is not limited to thinking only, but also includes the production of what is seen as new in tangible and intangible

ways. It also results in innovation and the leader being creative through experiment, exploring the unknown, questioning assumptions, using imagination and synthesising information.

Contributions of researchers to the definition of creative leadership

(Puccio , et al, 2011)	The intended ability to engage one's imagination, to identify and direct the members of the group, toward a noble goal in the direction of what is new to the members of that group. As a result of inducing creativity, the creative leader has a profound positive impact on the members of the group or the environment in which he collaborates.
( Poonam,2014 )	It is a modern philosophy of human resource management in current organizational practices that includes a different style of leadership in organizations to influence employees to produce creative ideas and provide solutions to problems, products and services in a differentiated manner.
( Peterson ,2015)	It is the process of innovation, creativity, vision, the formulation of goals, the development of strategic plans, and the awakening of enthusiasm to work.
(AbuClub, 2017: 16)	It is the ability to collect rare and unexpected new ideas with each other and make them a focus of creativity, and the leadership role stems from the fact that the creative leader is the one who sees the problem without others, and in a different way in a kind of novelty and originality to invest the capabilities and talents of workers to achieve the goals of the group.

The researcher defines creative leadership as the influence processes practiced by leaders to develop their skills in order to lead the organization, and to follow unconventional methods characterized by creativity and enable them to achieve outstanding achievements.

**The Importance of Creative Leadership:**

Creative leadership has become an urgent necessity in various organizations, for the following reasons:-

1. It develops personal skills in interaction and collective creative thinking through

brainstorming teams. (Al-Faouri, 2005: 183).

2. Creativity is an essential element for the work of the work team, and this is what creates an active leadership that encourages creativity to generate new ideas.

3- It is the leadership of the organization in order to achieve the objectives set according to the efficiency standards.

4- Keeping abreast of the changes surrounding the organization and employing it to serve it (Zhang, Sun, Zheng and Liu, 2019).

**Basic skills of Creative Leadership:**

The success of creative leadership requires the availability of a set of basic skills that are all necessary for the leader, and these skills are: (Northouse, 2015:59)

**1- Artistic skills :-** It is for the leader to be proficient in his work, familiar with the work of his subordinates in terms of the nature of the work they do, aware of its stages and requirements, and the most important characteristics of technical skill are:

1- They are more specific than other skills, i.e. they can be easily verified by the leader because they appear clear while performing his work.

2- It is characterized by high technical knowledge and the ability to analyze and simplify the procedures followed in using the technical means necessary to accomplish the required work.

3- It is more familiar than others because it has become familiar in the era of specialization.

**2- Human skills:-** Human skills relate to the way the leader deals with subordinates, in which the management man can successfully deal with others and make them cooperate with him, be sincere in work, and increase their ability to give. As well as its ability to create a suitable climate for creativity

that would greatly affect the results (Ashley, 2009:53)

**3- Organizational skills:-** It is for the leader to view the organization as an integrated system, understand its objectives, regulations and plans, and master the work of authority and powers, as well as organizing work, distributing duties, coordinating efforts, and aware of all regulations and systems. that may occur in any part of it on the rest of its parts and its ability to visualize and understand the employee's relations with the organization and the relationship of the organization as a whole with the society in which he works.

**4- Intellectual skills:-** Leadership is based on knowledge and is manifested through activity, work and achievement (French, R, 2009), and the leader must have the ability to study, analyze and conclude in comparison, as well as flexibility and mental readiness to accept the ideas of others, as well as the ideas of changing and developing the organization according to the requirements of the times and circumstances (Hassan, 2006: 121).

We conclude from the above that the leader, in order to reach the rank of creativity, must have these skills in order to distinguish him from other leaders, provided that all of them are

available; Because they complement each other, if these skills are achieved, he can then reach the desired goal in a creative way.

**Key requirements for creative leadership:**

There are several requirements to achieve the goals of creative leadership:- (Khairallah 2009: 227)

1- Taking leadership responsibility and applying modern concepts in the field of management and leadership such as (change management, management by objectives, total quality management, situational leadership, transformational leadership, time management), and the ability to make and take rational decisions.

2- Foreseeing the future, predicting situations and events, preparing for them by planning, and being able to know the external and internal variables and analyze them rationally.

3- Attention to activities with creative and future orientations to form a collection of distinguished, unusual and uncommon ideas.

4- Understand the opposite opinion and face criticism, even if it is unanimously agreed by others.

5- Develop highly efficient and effective systems and incentives that achieve individuals' orientation towards work.

**Creative leadership qualities:**

There are several qualities of creative leadership: Baer, 2010; Raja and Johns, 2010))

1- Confidence: the leader must have confidence in himself and his abilities and others; As an inevitable result of this, we find that the leader who enjoys this quality enjoys the confidence of others in him, as trust is an essential pillar of the leader.

2- Intelligence: Although intelligence is innate, it can be acquired. Capacity of culture and knowledge: It is not enough for a leader to have certain qualifications or experience, but it is important to increase knowledge and form multiple cultures, especially among leaders who work in multiple environments.

3- Imagination and deduction: the ability to implement creative ideas and elicit matters; He is not satisfied with seeing phenomena as they are, but analyzes them and raises questions that lead him to unconventional solutions.

4- Leading change: We find that leaders who aspire to lead others and make breakthroughs are distinguished by their rapid response to changes, acceptance of change, and positive interaction with others through cooperation with others and working in a team.

5- Analysis: the ability to analyze problems and results, search for their causes, and strive to solve them in a creative way.

### **Creative leadership Dimensions of:**

1- **Sensitivity to problems:-** It means awareness of the existence of a problem or elements of weakness in the environment or the situation, and the creator notices that there is something wrong that others did not notice (Khair Allah, 2009:30), and (Al-Qurashi, 2005: 94) indicated that sensitivity to problems is one of the most important characteristics of creative leadership, because A creative leader has the ability to face a situation that involves a problem or several problems that need to be resolved or to make a change.

It is also the ability of the creative leader to diagnose many problems within a single position by identifying their dimensions, aspects and shortcomings in order to reach creative solutions in this regard. (Rizeq, 2015, 55)

The researcher defines sensitivity to problems as “the ability of the administrative leader to see the problems in the organization and find innovative solutions to them and make improvements to them.”

2- **Originality:-** Originality is the most characteristic of creativity, which is the

individual's ability to generate new or amazing ideas that no one has preceded, and it is an unfamiliar production, and the less common the idea, the higher the degree of its originality. The familiar and aware of relationships and think of new solutions and ideas that differ from what others think and that what is important in originality is the value, quality and novelty of ideas, not the quantity of ideas.

3- **Fluency:-** It means the speed and ease of generating the largest number of synonyms and ideas appropriate to a specific situation or problem, which is the process of remembering information and experiences, measured and determined by the number and quantity of what the creative leader gives of information in a certain unit of time, provided that these ideas are rare, and there are several types of fluency we mention Among them: intellectual fluency is related to a person's mental ability, such as imagination, deduction and analogy, i.e. the individual's ability to recall a large number of ideas in response to a specific situation, and expressive fluency is related to the ease of constructing sentences, i.e. the ability to formulate ideas into useful phrases, and verbal fluency, i.e. the individual's ability to summon greater The possible number of meaningful sentences that contain the words in order, and the fluency of association, that is, the production of the

largest possible number of words with the same meaning. (Larib, 2020), (Erdogan et al., 2008).

The researcher defines fluency "is the speed of being able to devise a large number of solutions or alternatives for a particular subject in a certain period of time, provided that these solutions and alternatives are not previously discussed."

**4- Flexibility:-** It is the individual's ability to change from one situation to another easily, think in several different directions, and look at the problem from several angles, which helps the creative leadership to produce a number of different and distinct ideas, and this means thinking out of the specific framework, and that flexibility means the individual's ability On looking at the problem from different dimensions, which is a degree of ease and lack of intolerance to ideas in themselves (Al-Aljah, 2009: 209)

The researcher defines flexibility as "the administrative leader's possession of a future outlook capable of anticipating sudden changes and preparing to confront them and adapt to them."

**5- Perseverance and risk :** It means the strength of determination and persistence, one of the creative traits capable of achieving achievement, assuming responsibilities, controlling emotions, and

continuing to work to reach useful and successful solutions away from mental rigidity (Rizk and Al-Hadidi, 2011: 609).

From the above it is clear that perseverance is one of the important characteristics of a creative personality that is able to achieve achievement, assume responsibilities, control emotions, continue to work, and reach useful and successful solutions away from mental rigidity. (Saad, 2016:43).

The researcher defines it as "taking the initiative and keenness to adopt new ideas, and to search for solutions to them at the same time when the individual is ready to bear the risks resulting from the actions he undertakes and is ready to assume the responsibilities resulting from that."

### **The concept of human resource empowerment**

Human resources are one of the most important resources that organizations possess, and the life and survival of any organization depends largely on the different capabilities and skills of the human resources in it. Which provides the organization with opportunities to launch and succeed and achieve the goals it seeks. (Marei, 2006:3)

According to (Ibn Manzur, 1995:38), the word tamkeen in the Arabic language means "he made something possible, that

is, he made it possible for him to have authority and ability, and he made it possible for so-and-so, that is, he made it easy for him, made it easy for him, and made it possible for him.”

Management scholars consider organizational improvement and development as the result of empowerment, which is a crucial tool in the field of organizing working individuals and their motives towards achieving the best performance, and the control of the work entrusted to them at the individual, collective and organizational levels, as the empowerment of human resources used by organizations today is one of the most popular concepts in the business world (Khansharifan et al., 2015:503), Empowerment is seen as a weapon to

maximize the potential of employees through its wide application within the organization because it contributes mainly to organizational success, taking into account the existence of a direct relationship between empowerment and the performance of employees, and then considering it as a means to encourage the participation of middle and lower levels in decision-making. (2014:33 Ibua)

Empowering the employee does not mean making him absolute authority, but rather the extent or degree of responsibility and authority granted to the employee or to the team, which is the art of defining tasks for the employee and moving confidently independently. Senior management approval before commencing work. (ogden, 2007:403).

Contributions of researchers to the definition of human resource empowerment

Heizer&Render,2011:228	The process of expanding the functions of employees and giving them authority and responsibility and transferring them to the lower levels of the organization.
Ghosh:2013:65	It is the process of delegating authority and responsibility to employees at the lowest level of the organizational hierarchy, and it means transferring authority from managers to their subordinates.
Pradhan,2017:71	A process by which employees are involved in organizations, such as involving them in work to improve their productivity, which ultimately leads to improving organizational performance.
Pradhan,2019:3-4	The process of granting, transferring or sharing authority from the boss or leader to employees, which is a basic administrative practice that enhances the efficiency of the organization, since human resources are always the most important factor for achieving development.

The researcher defines it as the process of giving workers greater responsibility and powers, i.e. liberating them from

restrictions and censorship, and freedom to make the appropriate decision for the problem at hand, by strengthening their belonging and giving them confidence that they have the ability to be creative and

perform the roles assigned to them and achieve the general goals of the organization in which they work.

### **Importance of Enabling Human Resources:**

The leadership in organizations must provide opportunities for all workers and contribute as much as possible to achieving the goals of the organization, and works to unleash the energies of workers at work, and be more productive, and he saw (5: 2016 Choi et al.,) that the importance of empowerment lies in the following

- 1- Reducing exhaustive stress in the workplace among workers.
- 2- Increasing positive feelings and job satisfaction among workers.
- 3- The participation process provides workers with an atmosphere of trust with their leaders and they become more creative and innovative.

Through what has been presented, it is important to give the workers greater freedom to perform the work in the way they desire, because the empowered workers are responsible to their leaders for the final result.

### **Objectives of empowering human resources:**

The main objective of empowering human resources is to find a workforce with effective capabilities that meet or exceed the expectations of customers, and the workers practice activities that exceed the standard rates specified for those dealing with the organization or the beneficiaries of its activities. Of which :-

- 1 - Increasing the level of motivation to reduce errors, and increasing the degree of individuals' responsibility for their actions.
- 2 - Increasing opportunities for creativity and innovation.
- 3- Increased productivity through a sense of self-respect and self-respect.
- 4- Allowing time for the upper and middle management to develop.

The researcher believes that empowering workers increases the skills that workers have, as well as increases their chance of enjoying work, eliminating routine and increasing their sense of responsibility towards the work they do, which opens the way for senior leaders to devote themselves to the most important affairs in the organization.

### **Types of empowerment:**

A group of researchers (Suominen, Savikko, Puukka, Irvine Doran, & Leino-

Kilpi, 2005) indicated that empowerment is divided into three types:

1- Virtual Empowerment: It means the ability of workers to express their opinion and clarify their views on the work they do, and the main component of this type of empowerment is participation in the decision-making process.

2- Behavioral empowerment: the ability of working individuals to work in the group in order to solve and identify problems, collect data about them and make proposals to solve them.

3- Empowerment of results-related workers: The ability of workers to identify the reasons that led to the occurrence of the problem, and the way to solve it, as well as change in working methods in order to achieve the basic objectives of the organization.

#### **Factors affecting the empowerment of human resources**

Identify (GanjiNia, et al., 2013: 40) the factors that affect the empowerment process as follows:

- 1- Defining the objectives, responsibilities and authority of the organization.
- 2- Work environment.

3- Improving the effectiveness of operations, work methods and communications.

4- Assigning jobs.

5- Trust, sincerity and honesty.

6- Develop organizational mentalities by providing information, knowledge, participation and teamwork.

#### **Benefits of HR Empowerment:**

Al-Mughrabi, 454:2006 pointed out the benefits of empowerment on three levels, which are:

A- The level of the organization: developing the way of thinking of managers, and allowing them the most time to focus on strategic affairs and drawing up long-term plans for the organization.

B - The level of departments and sections: that is, the management is more enthusiastic and successful and is able to use and employ people and resources, and increase the focus on benefiting from each individual in the organization.

C - The level of individuals: it is represented in increasing commitment and undertaking greater responsibilities, and developing their abilities and skills, where empowerment contributes to increasing their knowledge and innovative

capabilities and gives them the energy to continue working without complaining or getting tired.

### **Dimensions of HR Empowerment:**

**1- Information Sharing :-** (Blanchard, et al., 2001:29) pointed out that the main approach to implementing empowerment depends on the availability of information and how the business in the organization works in front of all its employees. Managers lose influence, as they share information even though everyone's participation means everyone's responsibility. (Abu Al-Nasr, 2007:83) The exchange of information depends on trust in the organization and allows workers to know the status and analysis of the organization and increase the traditional responsibility of workers. (GanjiNia et al., 2013:39) It must be noted that the success of empowerment depends on the ability of those who are being empowered to access the appropriate information with the required speed, accuracy and on time. Therefore, the ability to access the required information by making decisions based on prior information requires the availability of systems Effective communications make this happen. (Al-Molouk, 2002, 67). The availability of information is a basic indicator of effective empowerment, so

that the empowered individuals achieve the following: (Al-Nouri, 2005: 63)

1- Employees possess the technical and administrative aspects necessary to obtain and exchange information with others. 2- Availability of information enables employees to answer all questions asked by customers.

3- Not withholding information from senior management and ensuring that it reaches the employees.

4- Confidence in the ability of workers to provide accurate information and holding them responsible for the validity of that information.

The researcher defines participating in information as "the availability of the necessary and required information related to the objectives of the organization, which contributes to the employees' understanding of their role and raise their level of performance, and increases the spirit of belonging and a sense of responsibility in order to achieve the general goals."

**2- Having knowledge:** Organizations at the present time are not limited to capital, manpower and material resources, but rather rely on intellectual and knowledge capital, which is considered the basis for these organizations' launch towards innovation and creativity (Daft, 1992:257).

And (Maier, 2000:66) defines knowledge as “all perceived expectations and observations that are meaningfully organized, assembled and contained in a particular field through experience and communications that the individual and the organization use to translate situations and generate productions, behavior and solutions.”

The researcher defines possessing knowledge as "the skills and ideas of the workers, which are the original capital of the organization."

**3- Freedom & Autonomy:** - What is meant by freedom in empowerment is that individuals choose the appropriate means and method in performing work, and this means choosing the process and not necessarily choosing the goals and objectives; Because working individuals will be more committed and creative if they are given the freedom to make decisions about how they want to do the work. (Kings, 2002:68)

Addressing the types of freedom gives us an understanding of the limits of behavior to which the employees are committed, and perhaps the logic in the empowerment strategy necessitates that the freedom of action of the employees should be in light of the limits of the organization’s vision, mission and goals. (Al-Dhahab, 2004: 30)

As for independence, it means the amount of freedom that team members enjoy and what they believe can be taken decisions in proportion to their point of view, as important decisions are made and implemented by the team. (Al-Taie, 2010:11), meaning that workers have the right to Deciding their policy and what is related to it, and they have the right to freely choose. (Al-Zayyat, 2008:330)

The researcher defines freedom and independence as “the ability of workers to act freely in the tasks entrusted to them, and to instill confidence in them in the ability to complete work and face difficulties during work, without referring to the higher management on an ongoing basis.”

### **THIRD AXIS: THE PRACTICAL SIDE:**

#### **Presentation and analysis of the sample responses in the creative leadership variable:**

The creative leadership variable was measured through five dimensions (sensitivity to problems, originality, fluency, flexibility, perseverance and risk).

vertebrae	Arithmetic mean	standard deviation	Variation coefficient	ranking	the direction of the answer
1-Senior management anticipates work problems before they occur.	3.940	0.734	18.62%	4	I agree
2-Senior management cooperates with employees to gather information needed to solve existing problems.	4.143	0.661	15.96%	2	I agree
3-Senior management encourages employees to express their abilities and skills.	3.988	0.784	19.65%	3	I agree
4-There is a need to follow up on the complaints of employees of the organization.	4.202	0.724	17.24%	1	I agree
<b>sensitivity to problems</b>	4.068	0.551	13.54%	81.37%	18.63%
5-Senior management searches for new ideas and innovations while working.	4.095	0.786	19.19%	2	I agree
6 Senior management deals with employees according to their abilities and ways of thinking.	3.929	0.916	23.30%	4	I agree
7 The proposed ideas are discussed in light of their relevance to their available capabilities.	3.988	0.736	18.46%	3	I agree
8 Senior management needs to possess the art of managing discussion and dialogue between employees.	4.238	0.816	19.25%	1	I agree
<b>Original</b>	4.063	0.586	14.42%	81.25%	18.75%
9 Senior management proposes appropriate solutions to work problems.	4.202	0.673	16.01%	2	I agree
10 The senior management tries to express the real ideas in a clear and clear way.	4.119	0.701	17.02%	3	I agree
11 Senior management develops several alternatives and solutions to problems.	4.060	0.750	18.48%	4	I agree
12 Senior management needs flexibility in dealing with changing circumstances.	4.274	0.766	17.92%	1	I agree
<b>Fluency</b>	4.164	0.520	12.49%	83.27%	16.73%
13 Senior management reacts constructively to criticism.	3.905	0.801	20.51%	2	I agree
14Senior management provides channels for employees to communicate their new ideas and suggestions.	3.845	0.829	21.55%	3	I agree
15 Continuous changes are made in work methods and methodology.	3.929	0.725	18.44%	1	I agree
16 There is a limited opportunity for workers to express their opinions and points of view.	3.274	1.068	32.63%	4	I agree
<b>Flexibility</b>	3.738	0.585	15.64%	74.76%	25.24%
17 Senior management has the ability to focus despite the many administrative burdens.	4.119	0.870	21.12%	3	I agree
18 Senior management works to find solutions to difficult tasks and problems at work.	4.274	0.588	13.76%	1	I agree
19 Senior management acts rationally in difficult situations.	4.262	0.696	16.34%	2	I agree
20 Senior management encourages to a limited extent new initiatives by	3.333	1.010	30.30%	4	I agree

employees.					
<b>Perseverance and risk</b>	3.997	0.614	15.37%	79.94%	20.06%

The dimension of sensitivity to problems came in the second rank among the dimensions of the creative leadership variable, and it was measured through four paragraphs of the sequence (1-4) in the study questionnaire, and it obtained an arithmetic mean (4.068), that is, high availability, and a relative difference coefficient of (13.54%). It indicates agreement and homogeneity in the sample's opinions about the availability of the sensitivity dimension to the problems in the studied colleges, as well as the convergence of the sample's opinions, which was indicated by the standard deviation (0.551), and the size of the gap amounted to (18.63%), and after the originality came in the third rank among the dimensions of the variable creative leadership, It was measured through four paragraphs of sequence (5-8) in the study questionnaire, and scored On an arithmetic mean (4.063), i.e. with high availability, and with a relative coefficient of difference of (14.42%) indicating agreement and homogeneity in the opinions of the sample about the availability of the dimension of authenticity in the researched university, as well as the convergence of the opinions of the sample, which is indicated by the standard deviation (0.586), and that the size of the gap was ( 18.75%), and after fluency, it came in the first place among

the dimensions of the creative leadership variable, and it was measured through four paragraphs of the sequence (9-12) in the study questionnaire, and it obtained an arithmetic mean (4.164), that is, with high availability, and a relative coefficient of difference of (12.49). %) indicates agreement and homogeneity in the sample's opinions about the availability of the fluency dimension in the studied university, as well as the convergence of the sample's opinions, which was indicated by the standard deviation (0.520), and that the size of the gap amounted to (16.73%), and that the dimension of flexibility came in the fifth order among the dimensions of the variable Creative leadership, and it was measured through four paragraphs of the sequence (13-16) in the study questionnaire. And it obtained an arithmetic mean (3.738), i.e. with high availability, and a relative coefficient of variation of (15.64%) indicating agreement and homogeneity in the opinions of the sample about the availability of the flexibility dimension in the researched university, as well as the convergence of the opinions of the sample, which was indicated by the standard deviation (0.585), and that the size of the gap amounted to (25.24%), and after perseverance and risk, it came in the fourth

rank among the dimensions of the creative leadership variable, and it was measured through four paragraphs of the sequence (17-20) in the study questionnaire, and it obtained an arithmetic mean (3.997), that is, high availability, and a relative coefficient of difference Its value (15.37%) indicates agreement and homogeneity in the sample's opinions about the availability of perseverance and risk-taking in the researched university, as well as the

convergence of the sample's opinions, indicated by the standard deviation (0.614), and the size of the gap amounted to (20.06%).

**Testing hypotheses of correlation and direct effect**

Test the hypothesis that states: (there is a significant correlation between creative leadership in its dimensions and the empowerment of human resources)

variable	correlation coefficient	standard error S.E	critical ratio C.R	morale P	N
<b>creative leadership</b>	.802	.066	12.15	.000	84
<b>sensitivity to problems</b>	.663	.097	6.84	.007	84
<b>Original</b>	.719	.079	9.10	.006	84
<b>Fluency</b>	.759	.074	10.26	.005	84
<b>Flexibility</b>	.659	.093	7.09	.007	84
<b>Perseverance and risk</b>	.706	.081	8.72	.006	84

It is clear to the researcher that there is a strong positive (.802) positive significant correlation, with a significant level (.000), which is less than the significance value (0.05), and with a critical ratio value (12.15), which is greater than its tabular value (1.96) at the level of significance (0.05) between The main independent variable: Creative leadership with human resource empowerment. When an organization is interested in promoting creative leadership, it will automatically be interested in promoting human resource empowerment, and vice versa. Through the results that have been reached, it is clear that the main hypothesis has been accepted, which states, “there is a significant correlation between creative

leadership in its dimensions and the empowerment of human resources.” , as the senior leaders in the faculties at the University of Baghdad provided the appropriate atmosphere, which contributes to exploding the creative energies of its employees to present the best innovations and ideas, and that the strongest positive direct moral correlation is to the dimension of fluency, where it becomes clear to the researcher that there is a strong positive moral correlation (.759), And with a level of significance (.005), which is less than the value of morality (0.05), and with a value of the critical ratio (10.26), which is greater than its tabular value (1.96) at the level of morality (0.05) between the

dimension of fluency with the empowerment of human resources.

And the weakest positive significant positive correlation is for the sensitivity dimension to the problems, where it becomes clear to the researcher that there is a strong positive direct correlation

(.663), and with a level of significance (.000), which is less than the value of the moral (0.05), and the value of the critical ratio (6.84), which is greater From its tabular value (1.96) at the level of significance (0.05) between the dimension of sensitivity to problems with the empowerment of human resources.

**Test the main hypothesis: "There is a significant effect of creative leadership in its dimensions in empowering human resources."**

variable	Variable HR Empowerment						
	Form Parameters		calculated t	morale	R <sup>2</sup>	F	morale
creative leadership	α	0.545	1.96	0.053	0.643	147	0
	B	0.836	12.14	0			
sensitivity to problems	α	1.4	4.459	0	0.44	64.4	0
	B	0.614	8.026	0			
originality	α	1.356	4.95	0	0.517	87.7	0
	B	0.625	9.366	0			
fluency	α	0.8	2.705	0.008	0.576	111	0
	B	0.744	10.56	0			
Flexibility	α	1.75	6.388	0	0.434	63	0
	B	0.574	7.934	0			
Perseverance and risk	α	1.557	5.932	0	0.498	81.3	0
	B	0.585	9.016	0			

From the previous results, we conclude the acceptance of the main hypothesis which states that there is a significant effect of creative leadership in its dimensions (sensitivity to problems, originality, fluency, flexibility, perseverance and risk) in empowering human resources.

**THE FOURTH AXIS: CONCLUSIONS AND RECOMMENDATIONS**

The research reached a set of conclusions, the most important of which are:-

1. Creative leadership obtained a high level of availability, which reflects its presence in the sample members, especially that they are among the administrative leaders in the colleges investigated, followed by the level of availability of human resources empowerment with social capital.

2. The dimension of fluency is the most available among the dimensions of creative leadership (sensitivity to problems, originality, flexibility, perseverance and

risk) in the faculties of the University of Baghdad, while the dimension of sensitivity to problems is the second most available among them, which reflects the tendency of the sample to pre-study and determine Possible problems that may occur and ensure that they are quickly addressed.

3. The least applied and available among the dimensions of human resource empowerment is after possessing knowledge, but after sharing information, it came second most applied and available among the dimensions of human resource empowerment, and the most widely applied and available among them is the dimension of freedom and independence.

4. The low level of flexibility among the research sample, especially in cooperation with situations that occur within the organization.

5. The senior management's lack of interest in the employees' opinions, ideas and points of view, which you may see that sometimes contradict the instructions and directives, and at other times the university's goals are more important than them.

#### **Recommendations:-**

1. Increasing the interest of the studied colleges in the study variables, which are considered relatively recent, especially in

the field of human resources empowerment, and deepening the understanding of the administration and its workers, of its importance at the level of the organization and improving its performance, through the establishment of its own workshops and scientific seminars.

2. Encouraging the transfer and sharing of knowledge among workers through the formation of work teams and motivating them to cooperate in the completion of work and to provide requirements that facilitate storing knowledge and benefiting from it in the future.

3. Paying attention to the ideas, opinions and views of employees and submitting them to the colleges and universities councils and benefiting from them, as they may share some of the university's goals, which lead to their achieving them more effectively.

4. Motivating and encouraging employees and taking care of them in the faculties of the University of Baghdad, financially and morally, for the work they perform in addition to their regular work, and work on allocating resources and including them in the university budget, and this leads to their feeling of belonging to the organization and completing the work in the best way.

5. Delegating powers to the new leaders, because the delegation process leads to their sense of the need for self-development and a high sense of responsibility and the importance of the role they play, and to highlight their best energies and creativity.

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