

LEADERSHIP SKILLS AND THEIR ROLE IN THE DEVELOPMENT OF CREATIVITY OF THE HUMAN RESOURCE

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Abstract:

In light of the development and expansion of the global economy, together with the phenomenon of economic globalisation, institutions have been forced to make changes in administrative thought and to search for modern creative management methods, all the way through creating the appropriate administrative environment, changing management mechanisms, and adopting modern programs that support the efficiency and effectiveness of the institution, inclusive of changing the orientation thereof in human resources management by focusing on the human element as the essence of the creative process.

Unquestionably, when talking about creativity from an interactive perspective between the individual and the surrounding variables, we cannot fail to notice a fundamental organisational variable that has an effective impact on the creative abilities of individuals. Thus, we aim, through this study, to clarify the impact of the leader's beliefs on the creative abilities of his subordinates, as leaders influence the behaviours of others and accordingly develop their creative abilities by opening space for them and encouraging them to face the problems and difficulties they confront while performing their jobs.

Keywords: Skill; Leadership; Creativity; Development; Human resource.

1. INTRODUCTION

In actual fact, our current era is witnessing increasing changes and developments in all different areas of life: economic, social and technical. In this respect, amongst the most prominent developments and transformations are the emergence of the information revolution and the development of communications, together with the emergence of free global markets. Further, these developments have contributed to increasing the desires of individuals and changing their ambitions, along with increasing competition for resources for renewed challenges to management as well, which require substantial and continuous development processes in structures, skills, capabilities and performance level. As a consequence, the interest of many modern thinkers in the process of change

and development has increased, the fact of which has become a basic requirement in the life of organisations.

In virtue of which, the success of the enterprise and the improvement of its production require special care to improve the performance of its workers, which has been paying attention thereto, by applying the scientific principles reached by studies in the field of leadership in a way that contributes to arousing the motivation of its members to work with continuous and permanent activity and to excite the worker's abilities to innovate and renew, together with providing ways to help him blow up his energy to the maximum extent possible, through taking their opinions and suggestions in the field of work in addition to taking them into account, over and above choosing the best ways to instruct and train employees according to the needs of the enterprise, and facilitating communication and information exchange in the enterprise as well. Further, leadership is one of the influential and extremely important factors toward achieving prosperity, progress and growth, in addition to providing an appropriate atmosphere for work and motivating workers to pay constant attention to improving their performance, responding to the instructions they receive, providing permanent communication between the organisation's staff and participating in decision-making, which all require successful leadership methods.

With the intention to shed more light on the subject matter, we ask the following question:-

- How do the leadership skills of some leaders affect the creation and development of creativity in the human resource?

2. The concept of administrative leadership:

In reality, there is no single definition of administrative leadership that is widely accepted by scholars and those interested in this field, but there are multiple and different concepts in the multiplicity and diversity of fields and domains. In this respect, among the definitions providing clarification of the concept of administrative leadership:-

Mohammed Chafik defines it as: "the art of influencing individuals, coordinating their efforts and relationships, setting an example for them in actions and behaviours to extend their loyalty, obedience, cooperation and discovering their trust and respect, in order to achieve the desired goals"¹.

As Kalalda Ferry, he considers that administrative leadership as: "the process by which a leader influences others and carries in essence the individual's cognitive stock of beliefs, values, ethics, behaviour, knowledge and skills".

John Locke defines the administrative leadership as: "a dynamic relationship between the leader and subordinates and a state of subordination without resistance through the

¹ Chafik Mohammed, Man and Society, Introduction to human behaviour, modern university office, Alexandria, 1997, p. 241

strength of the personality's influence of the leader in a particular situation through communication and moving toward achieving a special goal"².

In light of the facts set out above, it has been shown clear that these definitions are based on:-

- Leadership is the ability to influence the behaviour of others and direct them toward achieving a specific goal, diligence and perseverance, pre-eminence, and retaining the appropriate competitive position... Etc.
- It is based on the interaction between the leader and subordinates and depends on the skills of the leader in achieving positive interaction between him and subordinates to achieve common goals. Therefore, it turns out that leadership is one of the most influential processes on the organisational behaviour of the human resource. Besides, it affects both the realism of individuals for performance and their psychological attitudes and job satisfaction. Consequently, leadership has a social role played by the leader to help achieve the goals of the group. Likewise, it stands for a form of social interaction between the leader and members of the subordinate group in which he leads the group, influences the behaviour of its members and directs their actions.
- More to the point, it is of great importance in the development of the human resource and the improvement of his creativity through the skills possessed by the leader, making him the person who directs, organises and supervises his subordinates in an intelligent and effective way to reach the goal.

3. The elements and patterns of administrative leadership:

3.1 Leadership elements:

Through the definitions of leadership, it becomes clear that there are three main elements that must be available for the existence of leadership, namely the presence of a group (two or more people), the presence of a person among the members of the group who is able to positively influence the behaviour of the rest of the members. In this regards, the process of influence is aimed at directing their activity and cooperation to achieve the traced common goal.

- The existence of a group of people: Two or more people, the meaning here is the organised group, i.e., the group in which there is a specific organisation, and the location of its members varies according to the responsibilities assigned to them³.
- The leader: A person with intellectual, behavioural and psychological skills who is able to direct the actions of others and influence them to achieve the desired goals⁴.

² Charron, Jeulue, Organisation and management of the company, Lerond Paris, 2001, p.53

³ Boufleja Ghiat, Principles of human progress, Dar Al-Gharb publishing house, Oran, 2004, p.75

⁴ Djazia Zaatar, Origins of organisation and management, Ain Shams, Cairo, 1997, p.313

- The process of influence: Leadership is the process of positive influence carried out by the leader toward subordinates, with the aim of directing their activity and efforts in a certain direction. However, to achieve the process of positive influence, the leader needs to manifest skill in the art of leadership and use means of leadership influence based on satisfaction and not on coercion or constraint.

3.2 Leadership patterns:

Definitely, studies of leadership styles assume that the pattern followed by the leader in management with his subordinates varies depending on the achievement of the goals of the group together with the degree of their satisfaction with him. Further, the leading study that highlighted the importance of leadership behaviour and presented the same in the form of patterns, was the study carried out by “Lewin Lippitt White” in the late thirties (1939), whereat it was an experiment that used three styles of leadership, namely:-

- **Persuasive Democratic Leadership:** Which depends on human relations, participation and delegation of authority between the leader and his subordinates, satisfying their needs, creating cooperation among them and solving their problems; similarly, it depends on the participation of subordinates in some leadership tasks, in respect such as solving some problems and making decisions. As a consequence, it depends on the delegation of authority to subordinates who believe that they are able by virtue of their competence and experience to ensure exercise thereof, allowing the Democratic Leader time and effort to get acquainted with important leadership tasks⁵.

Democratic groups are characterised by being higher in terms of innovation, activities, motivation, consistency in performance, satisfaction, team spirit and social interaction⁶.

A Democratic leader is the one who endeavours to create a democratic atmosphere at work, which helps to achieve a great deal of interaction between employees and encourages them to participate and contribute to the organisation's activities, the fact of which requires him to have supportive and assistant relationships with them, to create a strong sense of responsibility in them, and to endeavour to develop the same; in this way, he avoids imposing control on them and leads to generating self-discipline for them. Consequently, it has been proven in scientific application that the proof of good leadership is not only the work performed by leaders but also the sway they make their subordinates perform with satisfaction and contentment and without control⁷.

⁵ Kanan Nawaf, Administrative leadership, library of the House of Culture, Amman, 2002, p.182

⁶ Khalil Abderrahman Aissaoui, Social psychology, University Publishing House, Alexandria, 2022, p.229

⁷ Kanan Nawaf, Op. Cit., pp.253-254

- **Autocratic leadership (authoritarian or dictatorial):** In which the autocratic leader is characterised by authoritarianism and concentration of all powers in his hand, as he cares more about work than he does about people, reduces the authority of subordinates, and does not interact with them, thus considering people as factors of production, the fact of which leads to disrupting the ability of employees to create, produce and innovate, whereat they completely depend on him. Moreover, this climate does not allow enough space for the development of human relations between subordinates; hence, morale decreases, the spirit of cooperation and brotherhood weakens between them, and this authoritarian behaviour instils fear in subordinates and a sense of anxiety, instability, dissatisfaction and a sense of value and belonging to work. More and more, this leads to the spread of negative spirit among subordinates. In virtue of which, it has been shown that employees in a group led by an authoritarian leader stop working once the leader is absent and they are not subject to his control⁸.

- **Chaotic leadership (neglectful or free):** In this type of leadership, the leader gives complete freedom to subordinates to perform works and actions as they please, he shares with them to a small extent, in respect such as providing them with some information and knowledge if asked. Further, he gives them complete freedom to make decisions, participates in the development of discussion, and the development of policies and plans, the fact of which leads to disinclination for him and the groups themselves. Besides, the free leadership style is characterised by the fact of aiming to direct the efforts of individuals working under the same by influencing their behaviour. Moreover, as each of the three leadership styles focuses its attention on a specific element, whereat we find that Democratic Leadership focuses its attention on workers and autocracy on production, while Free Leadership focuses its attention on the individual working in the performance of work. In closing, in order for the leader to attain this end, he must have skills and experience that help him understand the work he is performing, and then the possibility of directing his subordinates.

4- The conceptual framework of creativity:

4.1 Definition of creativity:

It was said by the Arabs that the word Creativity originates from “Create”, as “Create” something means to make it without a previous example⁹.

Besides, there have been many and varied concepts about the essence of creativity, as the reason for this is due to the complexity of the phenomenon itself and the multiplicity of fields in which the concept of creativity has spread due to the divergence of the diligences and interests of researchers and the schools of thought to which they belong,

⁸ Mohammed Chafik, Op. Cit., p.103

⁹ Modern contemporary dictionary (1998), Dar Al-Tawfiq publishing house, Beirut, 1998, p.20

where each of them looks at creativity from the angle that suits his specialisation and inclinations.

In a few words, these definitions can be limited to five entries, each of which deals with an aspect of the phenomenon, namely:-

- A) The First Entry: Creativity is seen as a process, then creativity is defined in this field as: “A process in which a person tries, by using his thinking and mental abilities and the various stimuli and individuals surrounding him, to produce a new production useful to him and the society in which he lives”.
- B) The Second Entry: It focuses on creative production, where creativity is defined as: “An action aimed at producing that is serious, appropriate and possible to develop”.
- C) The Third Entry: It focuses on the qualities of creative people, such as broad imagination, self-confidence, continuity of research, knowledge, inclination to risk, independence and thinking.
- D) The Fourth Entry: It focuses on the creative possibilities and psychological preparations of individuals, in respect such as independence, search for truth and need for achievement, where creativity was defined through this entry as “Full readiness for pre-eminence and excellence.
- E) The Fifth Entry: Definitions that focus on the stages of creative work, whereat there are those who consider creativity as a complex process of stages of a syndrome, namely attention, concentration, incubation, emergence and ascertain.

Additionally, some people went on to distinguish between two types of creativity, Technical and Administrative, as the first relates to the technical aspect within the organisation, in respect such as the provision of new goods and services or finding ways and methods directly related to productive activity, while the second relates to the administrative aspect, for instance, the introduction of new changes to the organisational structure or change in roles and tasks¹⁰.

In light of the previous definitions, we discern the following ideas about creativity:-

- Every new, unfamiliar production to be useful for the individual, his environment and even his society is considered as Creativity;
- The creative process is not exclusive to individuals only, but even rises to the level of groups and organisations;
- The outstanding quality of creativity is determined by the personal qualities and characteristics that creative people possess;

¹⁰ Maaradj Houari, Abderrezak Khalil (2006), “Creativity in the Algerian government sector”, Journal of Economic Sciences and Management, University of Setif, Edition No.06, p.68

- The creative process is not casual, but is the product of multiple stages, the most important of which are: Attention, concentration, incubation, emergence and ascertain;
- The creative behaviour can be enhanced and developed within organisations through the training of groups and individuals and providing the appropriate climate thereto.

4.2 The importance of creativity for the human resource:

In effect, contemporary organisations face many challenges and difficulties caused by the turbulent and complex environment in which they operate. However, with the aim to efficiently and effectively face these problems and difficulties, it requires high creative efforts and capabilities in such a way that these organisations can ensure their survival, continuity and even growth.

Undeniably, creativity has become an extremely important competitive advantage, particularly in light of the rapid and successive transformations imposed by the phenomenon of globalisation together with the accompanying explosion in information and communication technologies and the globalisation of markets, in addition to a change in consumer tastes, as the success of organisations is measured by the new ideas they possess and the extent to which they are able to embody these ideas on the ground, not by the material resources they possess.

As well, many writers and researchers have emphasised the need of organisations for creativity as an important resource for the organisation that must be properly managed and even developed. Above and beyond, recognising its importance, organisations have responded in various ways of attention and care by adopting comprehensive strategies and policies that encourage creative behaviour and thinking, seeing that some have created specialised units for the development of creativity, in respect such as research and development units, whilst others have spent large sums to take care of creative talents....¹¹

As for the Algerian organisations of all kinds, they are in dire need of creativity in various fields to attain development, and they should accordingly emphasise the importance of creative ideas and create the appropriate atmosphere to cultivate a culture of creativity at the level of individuals and groups and remove all obstacles that prevent the submission of new ideas for the improvement purpose of their performance.

4.3 The elements of creativity:

- Originality: It means the ability to produce unprecedented or unfamiliar ideas, a creative person has original thinking with which he moves away from the familiar or common.

¹¹ Hussain Harem, Management of organizations, Hamed publishing and distribution house, Amman, 2003, pp.203-204

- Fluency: It means the ability to produce a huge amount of ideas that directly lead to the proposed solutions to problems.
- Flexibility: It is the ability to form flexible relationships between objects and look at them from different angles.
- Tendency to analysis and particularisation: It means the ability to understand and analyse the elements that make up things and work to find relationships between these elements.
- Ability to handle problems: This element is considered the basis of creative work, which means diagnosing many problems within one situation, by identifying their dimensions, aspects and shortcomings in order to reach creative solutions in relation thereto.
- Tendency to experiment: A creative person tends to doubt and criticise things and issues that others take for granted and are not debatable, as he considers them relative to the subjective perspective in their regards.
- Self-confidence: A creative person is characterised by boldness and courage to defend his opinions and ideas, because of his high ambition and desire for success.
- Riskiness: It means that a creative person is a forerunner to take the initiative and adopt new ideas, and is ready at the same time to take responsibility for the consequences thereof.
- Self-criticism: A creative person is constantly inclined to criticise and evaluate his ideas using the methods of social and psychological analysis, and not to rely on any image that does not fit with the aspirations aimed at building the human personality, mainly with regards to its criticism and assessment.

In any event, these elements are considered as attributes that identify and distinguish creative people from others, and are the result of scientific studies and research in both psychology and sociology; likewise, they are considered the basis for the creative construction of individual and collective self. Subsequently, the organisation must invest in the skills and knowledge of these talents for the benefit of their development and pre-eminence¹².

4.4 The creative process stages:

Unquestionably, creativity is a human phenomenon that takes place according to steps and stages that can be evoked as follows¹³:-

¹² Hussain Harem, Op. Cit. p.305

¹³ Maaradj Houari, Op. Cit.

- **Stage of attention:** At this stage, the problem being the focus of the creative individual's attention is determined; thus, he must ask many questions that he considers necessary to solve this problem. As a general rule, this stage is the stage of determining the dimensions of the problem and the approved plans.
- **Stage of preparation:** It consists of collecting information on the problem topic. In this respect, creative individuals have to use various methods, certain forms of questions and surveys to collect information.
- **Stage of incubation:** It stands for a stage in which the interaction between the personality of the researcher and the information and the subject of research is carried out and the development of solutions and alternatives as well.
- **Stage of emergence:** At this stage, the creative individual rearranges and coordinates his ideas to allow him to reach the solution; thus, the latter unexpectedly flows in the form of a creative emergence.
- **Stage of ascertain:** At this stage, the sincerity of the new idea is tested; to be precise, is it worthwhile or not? Subsequent to which, the creator here must think about the way in which the idea can be implemented and the conditions necessary to provide for its success, together with the people who are entrusted with the implementation thereof.

Unquestionably, the sequence of these steps and stages does not represent a model to be followed, as the creative phenomenon is intertwined and overlapping most of the time, the fact of which does not negate that creative work is carried out according to organised steps, particularly at the level of collective creativity. In addition, it is not always a process that can be controlled and directed in accordance with what serves the goals of the organisation.

4.5 The barriers of creativity:

Actually, creativity is considered a form of change, dictated by circumstances and changes and a source of characterisation of organisations looking for survival and continuation; nonetheless, this process often faces obstacles and constraints without the growth and development of creative behaviour of individuals and groups within the organisation, which can be recapitulated as follows¹⁴:-

- Obstacles related to the individual himself, in respect such as the fear of failure, the promise of self-confidence and the fear of taking responsibility, all of which are limiting factors for creativity.
- Neglecting new ideas, particularly those coming from lower levels, and looking at the same with a kind of doubt and suspicion.

¹⁴ Hussain Harem, Op. Cit. p.305

- The organisational culture prevailing in organisations, which contradicts everything that is new and accordingly should not be violated.
- The lack of confidence of administrative leaders in themselves and their fear of involving employees in labour affairs because they consider that as a threat to them.
- The literal adherence to laws, instructions and procedures.
- The absence of a motivational policy that encourages hard-working and excellent workers who are considered a source of creativity.
- The adoption of the bureaucratic organisational structure, as it is based on centralisation and on the principle of specialisation and does not leave the freedom of thinking, research and diligence.
- The lack of clarity of the organisation's goals and the chaos and ambiguity it generates in the work environment, and affects the creativity process, accordingly.
- The failure to rely on scientific and objective foundations in the design of recruitment, evaluation and training systems, would alike hinder creativity in the organisation.

5. Leadership skills and their role in the development of creativity of the human resource:

In light of the rapid transformations that organisations are experiencing, imposed by the phenomenon of globalisation, and the resulting technological acceleration, knowledge explosion and increased competition at the local and global levels, with the aim to adapt to the surrounding changes and attain distinction in performance, it was necessary to focus on intellectual capital, in particular on the human element, which is today the basis of modern management.

On the other hand, a contemplator of the literature of administrative creativity and administrative leadership, along with the studies carried out in this field, notes that the abilities of subordinates and their creative skills are directly influenced by the leadership style prevailing in the organisation, meaning that there is a relationship between the leadership style and the creative returns.

In light of the facts set out above, leaders have a direct and strong influence on the behaviour of their subordinates, and they affect their creative abilities clearly and concretely; besides, many of the differences that exist between organisations in the degree of renewal and development are caused by differences in the values and behaviours of leaders more than any other organisational factor; likewise, the creative abilities of subordinates are influenced by the democratic leadership style. More to the point, leaders can contribute to the development of the creative abilities of their

subordinates, the fact of which can be performed by encouraging them and providing them with freedom to express opinions and participate; more and more, the leader's behaviour itself increases from the motivation of the individual toward creativity and raises his morale with the intention that he can face the problems that beset him while doing his job, seeing that it is not reasonable for subordinates to think creatively whilst their leader is still clinging to the old and does not have the spirit of risk toward change; nevertheless, he himself must be fresh-minded and cultivate the spirit of positive competition among his subordinates in order to push them to come up with new ideas and discuss the same with them while giving them a helping hand¹⁵.

In this respect, some experts and researchers have reported that creative abilities vary from one individual to another, but the individual always aspires to achieve his creative self, which gives him thinking and respect. Further, qualified administrative leadership will push the individual in this direction and the leader can develop and enhance creativity in the midst of individuals and his staff all the way through the means and methods hereunder¹⁶:-

- **Charismatic influence:** The qualities that an administrative leader should have play an important role in triggering the instincts of creativity and innovation, among which we hereinafter itemise:-
 - ✓ Burnish the highest standards of personal ethics: An effective leader must match his personal ethics with his professional ethics.
 - ✓ High activity: An effective leader should be energetic and rise above trivial matters, and focus all his attention on important and exciting issues.
 - ✓ Achievement: An effective leader must have the desire to achieve and attain goals.
 - ✓ Having courage: An effective administrative leader is by nature bold and intrepid, sometimes taking risks while bearing all the consequences thereof.
 - ✓ Work motivated by creativity: Effective leaders are characterised by their own motivation for creativity and are never satisfied with familiarity.

In addition to hard work with mastery and commitment, intelligence and good human relations, recognition and appreciation, achievement of interaction with the work group, instilment a culture of change therein, and provision of the necessary information to subordinates that help them develop and create. In addition to the facts set out above, the organisation must provide sufficient financial resources to train and develop the

¹⁵ Yenat, Z, HRM function, strategic function of the company today and tomorrow, Algeria, 1988, p.15

¹⁶ Hage, j Dewar (1973), Elite values versus organisational structure in innovation administrative science quarterly, p.290

experience of superiors and subordinates to solve unconventional problems and provide immediate rewards for creative and innovative work.

6. Conclusion:

Beyond doubt, the secret of the development of organisations no longer lies not only in their ability to manage their material wealth, but alike in how to use their leaders to direct the workforce and push them to discover and explode all the creative energies of those workers; therefore, organisations in developing countries are in dire need to pay attention to these leaders and raise their leadership level so that they can face the challenges of globalisation and take advantage of the opportunities it presents, all the way through influencing others to reach the satisfactory performance of the organisation and increase its competitiveness, the fact of which can be attained by paying attention to the human resource and adopting rationality in the use of authority for officials, together with providing the right atmosphere for work. As a consequence, the attention of the organisation these days to the worker should not be focused only on providing material conditions, but should go beyond the same to providing moral and motivational conditions, as this can only be achieved by providing many factors, the most important of which is leadership, as it is considered one of the most influential processes on the behaviour of the group by directing and motivating them to work, as well as choosing the appropriate style in improving the worker's performance and using a continuous way to face new changes and arouse the worker's motivation toward his work, along with using the technical skills that a competent leader must have to attain the goals for which the organisation was established, in addition to the leader's ability to build and structure the group and encourage informal third-party relationships and focus on the relationship between the boss and subordinates, because the prevailing relationship between the senior management levels determines the prevailing relationships as a whole

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