

A Study on Leadership Style and Managerial Creativity in Select Organizations in Sultanate of Oman

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Abstract: The paper examined the relationship between leadership style and managerial creativity 111 in middle level employees in select government organizations in Sultanate of Oman. Study found that democratic leadership style was more dominant in government organizations in Sultanate of Oman. Respondents scored more than average in managerial creativity phenomena. Factors such as flexibility and authenticity scores were high compared to other factors in managerial creativity. Democratic leadership style was moderately correlated with managerial creativity but, free rein style of leadership was found negatively correlated with managerial creativity in government organizations in Oman. The impact of leadership style on managerial creativity was also ascertained through multiple regression analysis and found that a moderate effect of leadership styles on managerial creativity at managerial position in government organizations in Oman

Keywords: Creativity, Government organizations, Leadership Style, Oman.

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I. Introduction

Creativity plays an important role in sustainable development of an organization as it helps in solving intricate internal organizational problems and capitalizing on challenges from external environment. Importance of managerial creativity cannot be ignored as it is the most essential element in creating competitive advantage for any business enterprises. It is one of the most vital elements in overall growth of a modern day organization. Oman has also experienced the importance of creativity and innovation for achieving success in various industries in Oman.

On the other hand, leadership style is one of the important factors influencing the work behavior of followers in an organization. Leaders can contribute to develop creative abilities of their subordinate's by encouraging them to solve problems and motivating them to be more creative. Success of a leader depends on the use of appropriate leadership styles to identify and channelize their creative competence for organizational effectiveness.

Government organizations play an important role for the growth and development of a country therefore; there is a great need to have creative and innovative people in such organizations to cope up with the rapid development in technology within the organization. Government organizations in Oman are one of the largest employers in the country; therefore effectiveness and growth of these organizations are very important for the sustainable development of Oman's economy. Present research attempted to explore the relationship between leadership styles and managerial creativity among middle level employee in select government organizations in Sultanate of Oman.

II. Literature Review

Following studies examined the underlying phenomena and relationship between different leadership style and managerial creativity which provides a basis to find out the research gap for the present study.

Babatunde,O & Emem,I (2015) examined the impact of leadership style on employees performance to achieve organizational goals in an organization. It was concluded that there was significant relationship among leadership style and employees performance in achieving the organizational goals and objectives. Sirkwoo Jin (2015) explored the relationship between different leadership styles and employee creativity. It was reported that transactional leadership enhanced only responsive creativity. Transformational leadership enhanced both

responsive and contributory creativity. But, empowering leadership enhanced every type of creativity. Bratnicka, K. (2015) studied the impact of leadership styles on creativity by applying the methodology of meta-theoretical review. Study revealed that leadership played an important role in shaping up a unique configuration of organizational creativity and consequently in ensuring the necessary internal adaptation of an organization. Rabani, et. al. (2014) studied mediating role of organizational culture on the linear relationship between leadership styles and organizational creativity among 293 employees of advertising agencies of Islamabad. Findings revealed that organizational culture negatively and partially mediated the relationship of laissez faire leadership and organizational creativity. Mohammed,et.al.,(2014) studied the relationship between leadership style and employee performance in an organization in Federal capital Territory, Abuja. Study revealed a significant relationship between leadership style and performance. It was observed that leaders and leadership style in organizations have affected the ability to achieve corporate goals and objectives in their organization. Mokhtarpour,et.al.,(2014) examined the relationship between leadership styles and job satisfaction among 107 managers (head) in Shiraz University employees. Study reported significant correlations between job satisfaction and leadership styles. It was reported that transformational leadership style and transactional leadership style were used as a facilitator for job satisfaction and significantly impacting job satisfaction.

Asgari & Hasanzadeh (2013) studied the impact of participative and collaborative management styles on creativity, job satisfaction and organizational commitment among 386 secondary school teachers in Rasht City of Iran. Study reported a significant difference between the variables based on participative and collaborative management styles. Bosiok,et.al.,(2013) studied the phenomena of leadership style and creativity with a sample of 140 leaders of both genders in different business organizations. Significant correlations between the dimensions of the creativity and various leadership styles were reported. Study concluded that creativity was an important construct to have a positive impact on development of business organizations. Garg & Ramjee (2013) examined the relationship between leadership style and employee commitment among 34 managers and 163 subordinates. Transformational leadership was weakly but positively correlated with affective, normative and continuance commitment. The relationships between these two phenomena were reported significant. Laissez-faire leadership style was found negatively correlated with affective commitment and normative commitment. The relationship between laissez -faire leadership style and two commitment types were found significant. Study suggested that leadership styles played an important role in determining levels of affective commitment, continuance commitment and normative commitment among subordinates.

Baloglu, N. (2012) studied a relationship between value based leadership and distributed leadership behavior of school principals on the basis of the views of 225 primary school teachers. Study reported a positive correlation between value based leadership and distributed leadership. Regression analysis results revealed that the distributed leadership was moderately explained by value based leadership. Mousavi,et.al.,(2011) studied the relationship between leadership styles and teachers creativity with a sample of 160 physical instructor and administrators of physical education. The study reported a significant and positive correlation between leadership style and creativity. It was reported that leadership style acted as a facilitator and stimulator of the direct and indirect effects on people's creativity. Haq,et.al.,(2010) investigated the relationship of transformational leadership with employee creativity among 189 respondents from two organizations in Islamabad, Pakistan. Study also explored the mediating role of employee's intentions to engage themselves into creative work on the relationship of transformational leadership and employee creativity phenomena. Results identified that transformational leadership was positively related to employee creativity and employee's engagement in creative work process strongly mediated the relationship of transformational leadership and creativity. Uru & Yozgat (2009) explored the effect of leadership styles on employee creativity in Iron, Automotive and Textile industries listed in Istanbul Chamber of Industry's in Turkey's top 500 industrial enterprises. Results revealed that transformational, transactional and laissez faire leadership styles had positive effect on employee controlling creative personality. It was also reported that compensation factor was negatively associated with creativity in these organizations.

Literature related to leadership styles and managerial creativity was reported in different sectors and industries covering all levels of employees across the world from EBSCO database. Other related variables with managerial creativity and leadership styles were also reported to bring more clarity on these two phenomena. Paucity of studies on these two phenomena was reported in Arabian countries. Since a very few research made an attempt to explore and report these phenomena among middle level employees, present study made an attempt to report the relationship between leadership style and managerial creativity among managers in Government organizations in Sultanate of Oman.

Objectives of the Study

1. To find leadership styles prevailing in select government organizations in Sultanate of Oman.
2. To determine the level of managerial creativity among employees in select government organizations of Sultanate of Oman.

3. To identify the relationship between the leadership styles of the leaders and the level of managerial creativity of employees.
4. To observe the impact of leadership styles on managerial creativity.

III. Research Methodology

Research Design: A combination of descriptive and conclusive research was adopted in the present study to assess and describe the relationship between leadership style and managerial creativity in government organizations in the Sultanate of Oman.

Sampling Design: Simple Random sampling method was adopted for this study.

Sample Unit: Sample unit consisted of employees from eight (8) select government organizations of similar types from Sultanate of Oman.

Sample Size: The total sample size in the present study was 111 employees from government organizations, Oman.

Data Collection Method:

Primary data was collected through two structured questionnaires taken from the study from Shaghaa & Adel Bin Saleh (2003). Questionnaire items were translated and modified as per the requirement of the study. Leadership styles questionnaire consisted of 30 items. Managerial creativity questionnaire had 21 items. Since the most of the respondents more often communicate in native Arabic, questionnaires were translated into Arabic language for gathering accurate response from them. Secondary data was collected through Internet, journal research articles and other official sources and records etc.

Data Analysis Method

Data collected from sample was analyzed through SPSS by using descriptive statistics (mean & percentage), correlation and multiple regressions.

IV. Results And Discussion

Table 1: Reliability test of Questionnaire

| Questionnaire | Cronbach's Alpha | No. of items |
|-----------------------|------------------|--------------|
| Leadership style | 0.716 | 30 |
| Managerial Creativity | 0.902 | 21 |

Cronbach's Alpha coefficient is one of the tests of item reliability. Cronbach alpha is an indicator of internal consistency of the scale. If alpha reported is greater than 0.7 means high reliability. But, if Alpha reported is smaller than 0.3 means low reliability (Robinson & Shaver, 1973). From Table 1 it was revealed that the internal consistencies of the items in administered questionnaire were highly reliable as the alpha value reported was greater than 0.7.

Table 2: Leadership style prevailing in government organizations in Sultanate of Oman

| Leadership Styles | Democratic style | Free rein style | Autocratic style |
|-------------------|------------------|-----------------|------------------|
| Mean Value | 4.11 | 2.75 | 2.72 |

It was identified from Table 2 that the leadership style prevailing in government organizations in sultanate of Oman was more of a democratic one. Arithmetic mean of democratic leadership style was reported as 4.11 followed by free rein style as 2.75 and autocratic leadership style as 2.72. It was inferred that democratic style was more dominant and practiced in government organizations in Oman compare to other two styles of leadership.

Table 3: Managerial creativity prevailing in government organizations in Sultanate of Oman.

| Factors of Managerial Creativity | Authenticity | Fluency | Flexibility | Initiative | Ability to Analyze | Sensitivity to problems | Out on the familiar | Managerial Creativity (Unified) |
|----------------------------------|--------------|---------|-------------|------------|--------------------|-------------------------|---------------------|---------------------------------|
| Mean Value | 3.96 | 3.88 | 4.00 | 3.60 | 3.87 | 3.60 | 3.51 | 3.77 |

Table 3 showed arithmetic mean of each factors of managerial creativity reported in government organizations in Sultanate of Oman. It was found that Flexibility and Authenticity was highly practiced. Fluency and Ability to Analyze was moderately practiced. Initiative, Out of Familiar and Sensitivity to Problems were

least practiced. The reported mean value of managerial creativity dimension was 3.77. The result indicated that there was a fair potential and scope of creativity among employees working in select government organizations in Sultanate of Oman.

Table 4: Correlation Analysis between Leadership styles and Managerial creativity

Table 4.1: Democratic Leadership style and Managerial creativity

| Correlation | | Democratic Style | Managerial creativity |
|-----------------------|---------------------|------------------|-----------------------|
| | Pearson correlation | 0 | .519** |
| Democratic style | Sig.(2-tailed) | | .000 |
| | N | 111 | 111 |
| | Pearson correlation | .519** | 0 |
| Managerial Creativity | Sig.(2-tailed) | .000 | |
| | N | 111 | 111 |

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

Table 4.1 showed the correlation between democratic leadership style and managerial creativity as 0.519 which indicated that democratic leadership style and managerial creativity were moderately and positively related to each other. The relationship between these two variables reported in the study was significant as the significance values was 0.000 (less than .05) as shown in the above table.

Table 4.2 Free rein leadership style and Managerial creativity

| Correlation | | Free Rein Style | Managerial creativity |
|-----------------------|---------------------|-----------------|-----------------------|
| | Pearson correlation | 0 | .026** |
| Free rein style | Sig.(2-tailed) | | .791 |
| | N | 111 | 111 |
| | Pearson correlation | .026** | 0 |
| Managerial Creativity | Sig.(2-tailed) | .791 | |
| | N | 111 | 111 |

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

Table 4.2 showed the correlation between free-rein leadership style and managerial creativity as 0.026 which indicated that free-rein leadership style and managerial creativity were very weakly but positively related to each other. The relationship between these two variables reported in the study was not significant as the significance values was 0.791 (more than .05) as shown in the above table.

Table 4.3 Autocratic leadership style and Managerial Creativity

| Correlation | | Autocratic Style | Managerial creativity |
|-----------------------|---------------------|------------------|-----------------------|
| | Pearson correlation | 0 | -.265** |
| Autocratic style | Sig.(2-tailed) | | .005 |
| | N | 111 | 111 |
| | Pearson correlation | -.265** | 0 |
| Managerial Creativity | Sig.(2-tailed) | .005 | |
| | N | 111 | 111 |

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

Table 4.3 showed the correlation between autocratic leadership style and managerial creativity as -0.265, which indicated that autocratic leadership style and managerial creativity were weakly and inversely related to each other. The relationship between these two variables reported in the study was significant as the significance values was 0.005 (less than .05) as shown in the above table.

Table 5: Multiple Regression of Leadership styles with Managerial Creativity Factors:

Table 5.1: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | .550a | .302 | .283 | .46299 |

a. Predictor: (Constant), autocratic style, free style, democratic style

The model summary showed the multiple regression R using all the predictors simultaneously taken together is 0.550 (R square = 0.302) and the adjusted R square is 0.283 as shown in Table 5.1 it was inferred that leadership style was significantly impacting managerial creativity because the variance explained by leadership styles on creativity is 28.3 percent in the reported model. It was inferred that a 100 point change in leadership style there would bring 28.3 point change in managerial creativity which was slightly moderate.

Finally, it was inferred that leadership styles significantly affected managerial creativity of the managers in the government organizations in Sultanate of Oman. Also, the predictive ability of the proposed model was reported moderate, where leadership styles were moderately affecting managerial creativity exhibited among the employees working in government organizations in Sultanate of Oman.

Table 5.2: ANOVA^a

| Model | Sum of Square | df | Mean Square | F | Sig. |
|------------|---------------|-----|-------------|--------|-------------------|
| Regression | 9.938 | 3 | 3.313 | 15.454 | .000 ^b |
| Residual | 22.936 | 107 | .214 | | |
| Total | 32.874 | 111 | | | |

- a. Dependent variable: mean of managerial creativity
b. Predictors: (constant), autocratic style, free style, democratic style

The significance level reported as $p= 0.000$ in Table 5.2 was less than 0.05. It was inferred based of significance value that the linear relationship between Leadership styles (taken together) and managerial creativity (unified) was significant.

V. Conclusion

The paper investigated the relationship between leadership styles and managerial creativity in select government organizations in sultanate of Oman. It was found that the democratic leadership style was predominant in government organizations in sultanate of Oman. The leaders preferred to have democratic styles of leadership for improving managerial creativity within the organization. Flexibility and Authenticity variables were reported high in managerial creativity phenomena. Result showed moderate score for Fluency and Ability to analyze in the dimension of managerial creativity. Familiarity and Sensitivity to problems were found at the lower side.

Study reported a moderately high and positive correlation between democratic leadership style and managerial creativity. A weak and positive correlation between free rein style of leadership and managerial creativity was reported. Besides, a very weak and negative correlation between autocratic leadership style and managerial creativity were found in government organizations in Sultanate of Oman. It was evident from the findings that an autocratic style of leadership is highly detrimental to the creativity among managerial level employees in government organizations in Oman. But, a democratic leadership style was directly related to the level of creativity among the employees working in such organizations.

The relationship between leadership style and managerial creativity was also ascertained through multiple regression analysis and result showed a moderate effect on managerial creativity by leadership styles. Government organizations' employees have shown inclination towards creativity in their organization. Finally, leadership styles taken together as unified variable were positively affecting managerial creativity. It was concluded that leadership styles exhibited by the leaders in government organizations have shown a moderate impact on managerial creativity at managerial position in government organizations in sultanate of Oman.

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