



Research Proposal:

**Transformational Leadership Behaviors and Their
Impact on Organizational Creativity: An Applied Study
on Human Resources**

مقترح بحثي:

سلوكيات القيادة التحويلية وأثرها على الإبداع التنظيمي: دراسة تطبيقية على
الموارد البشرية

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Introduction

Transformational leadership has long been regarded as an influential leadership style that can inspire and motivate employees to exceed their own expectations and contribute positively to organizational goals (Kloutsiniotis et al., 2022). This leadership type is based on a leader's capacity to motivate, envision and create. To many organizations today, creativity has emerged as a key success component particularly in the current departments like the Human Resource department which requires creativity for instance when solving problems, engaging employees and developing new strategies for the organizations (Qalati et al., 2022). The study to be conducted will seek to fill this gap by focusing on a research question that seeks to establish the effects of transformational leadership behaviors on organizational creativity based in the HR department.

Study Problem

The problem addressed by this study is the lack of understanding of how transformational leadership behaviors affect creativity in organizations, specifically within the HR department. It has been established that leadership plays a significant role in facilitating innovation and creativity in organizations yet the dynamics of the relationship between transformational leadership and creativity in human resource (HR) environment remain inadequately understood. The importance of change in the existing and development of new HR practices in the areas of recruitment and talent management underlines the relevance of this research to reveal the factors of creative leadership in the field of HR.

Objectives of the Study

The main objectives of this study are:

1. To examine the relationship that exists between transformational leadership behaviors and organizational creativity in HR.
2. To carry out the identification of which specific transformational leadership behaviors most significantly impact creativity in HR practices.
3. To provide critical insights into how HR leaders are capable of utilizing transformational leadership styles with an intention of fostering a creative and innovative work environment.
4. To contribute to the existing literature on leadership and creativity, particularly within the HR domain.

Study Questions

This study seeks to answer the following questions:

1. How do transformational leadership behaviors influence organizational creativity in the HR department?
2. Which transformational leadership behaviors have the greatest impact on fostering creativity in HR practices?
3. How can HR leaders implement transformational leadership strategies to enhance organizational creativity?
4. What are the potential barriers or challenges in applying transformational leadership to foster creativity in HR?

Study Assumptions

The study is based on the following assumptions:

1. Transforming leadership practices directly relate to creativity with the HR department.
2. Organizations that have high levels of transformational leadership behaviors from their HR leaders should expect a boost in innovation and creativity of the HR activities.
3. The creativity resulting from the application of the transformational leadership is associated with workplace performance, employee satisfaction and talent management.
4. The study assumes that employees in the Human resource departments are in a position to be motivated by transformational leadership behaviors, and in the process, foster development of additional creative solution as well as practice.

Previous Studies

A number of studies have explored the relationship between transformational leadership and organizational creativity. Nasir et al., (2022) concluded that transformational leadership has a major influence on the willingness of employees to produce products of higher quality and creativity. Transformative leaders can create a climate that encourages creativity through provision of ideas for ideas generation, encouragement of employee consequence focused orientation, and provision of meaningful vision and purpose for their work (Nabi, Liu & Hasan, 2023). Furthermore, these behaviors are found to change in the function who implement the theory, therefore books have found that practice of building assertiveness, the ability to advocate change and take risks necessary to development innovative solution in HR practices. Nonetheless, there is still a research void that concerns

with the influence of transformational leadership toward creativity in Human Resources. Prior research has been largely concerned with creativity at the organizational level, while very scant attention has been paid to creativity concerns specifically within the HR sphere. This research aims to fill this gap by exclusively concentrating on the effects of HR leaders in relation to organizational creativity.

Theoretical Starting Points of the Study

This study draws from Bass's Transformational Leadership Theory, which postulates that the leaders and other followers are directed to perform better levels after being encouraged to think to the next level, being provided personalized attention, and the overall goal of the leadership being in existence. Creativity theories will also be used by the study because creativity can be understood as the Componential Theory of Creativity that assumes that creativity in organizations depends on the combination of knowledge, motivation and environment. The integration of these theories will offer a solid theoretical background for the rationale of how the transformational acts impact on creativity in the field of HRM especially in relation to creating the innovation and engage the employer and employee to come up with new ideas and strategies to enhance the human resource management.

Methodology and Research Methods

This study will therefore employ both quantitative and qualitative research methodologies. The quantitative part will consist in the questionnaire filled in by the HR professionals to measure their perception of the transformational leadership behaviors and organizational creativity. The first component is a qualitative open-ended survey where the participants will be the HR leaders, and the focus will entail trying to find out more about the behaviors that the interviewed leaders exhibit to cultivate for creativity in their organizations.

1. **Quantitative Research:** For this study, a survey questionnaire will be designed to assess transformational leadership behaviors and organizational creativity. Some of the scales in the survey will be the MLQ to ascertain the degree of transformational leadership in the organization and the Organizational Creativity Scale to determine creativity of HR practices. The data concerning leadership and perceived creativity in the work place will be collected from HR professionals in different organizations through administering of the survey.
2. **Qualitative Research:** Semi-structured interviews will be conducted among few number of HR leaders to explore their own creativity and creativity culture in organizations, in an unstructured manner. The interviews will be recorded and later transcribed and using thematic analysis, used to analyze the occurrence of transformational leadership and creativity in the human resource field.

Study Tools

The primary tools for this study will include:

1. **Multifactor Leadership Questionnaire (MLQ):** To assess transformational leadership behaviors.
2. **Organizational Creativity Scale:** To measure creativity in HR practices.
3. **Interview Protocol:** A structured set of questions designed for qualitative interviews with HR leaders.

Limits of the Study

The study will be limited by the following factors:

1. **Sample Size:** The sample may be limited to different HR professionals within specific industries or geographic regions, which could end up impacting on the generalizability of the findings.
2. **Self-Reporting Bias:** The survey and interview data may be subject to self-reporting biases, where participants may end up overstating their leadership effectiveness or creativity.
3. **Time Constraints:** The study's timeline may also limit the number of different types of organizations and participants who are involved.

References

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