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-The impact of leadership style on employees' creativity at (Yasref) Company in Yanbu City.

- تأثير أنماط القيادة على ابتكار الموظفين في شركة (ياسرف) في مدينة ينبع

ABSTRACT

Leaders are responsible for the performance and success of their organization, which is dependent on the employee's creativity. Leadership considers an indispensable requisite for the success of any organization.

To achieve the objective of the study, the study used a descriptive research design to address the research objectives. A sample size of 60 was selected from a population of employees and managers at Yasref company. The study findings realized that there is a positive significant relationship between the three factors and employee creativity.

The study, therefore, recommended that leaders should develop long term strategies to increase their morale to work.

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CHAPTER ONE:

1.1. Introduction: Leadership in the organization is considered as significantly critical towards achievement of goals and future sustainability. Organizations that are regarded as high performers have effective leadership portfolios that are often passed from one generation to the next (Bryman, 2013). There are many types of leadership, and the type of leadership that will apply through leadership will determine the level of success also, will determine the influence therein on personnel that inside the organization. Because of that, the goal from leadership is to influence and motivate towards better performance and maximization of available resources towards achieving organizational goals, also it is found that employee creativity is influenced by leader skills and behavior.

The employee is the basis of the organization where he can make or demolish it, so the skills of leadership are significantly required by a manager to create an effective environment and performance.

The leadership style that you use actually influences creativity, because it impacts employee morale. If you have clear goals for your organization that make your employees know what is expected from them. Some leaders set goals without input from employees. Another thing that affects employees' morale is communication. Also, structure, the way that is used to structure tasks impacts creativity. Because employees react to structure differently, depending on the situation.

A successful leader is to make workers feel comfortable doing the job because the behavior of the leader creates happy or unhappy situations among employees.

1.2. Background of study: Leadership is the core on which the success of any organization stands. Leadership skills such as conceptual skills, interpersonal skills, emotional intelligence and social intelligence have an impact on increasing the creativity and productivity of employees (Lewis & Gilman, 2013).

Leadership is considered an important element in the social relationship of groups at work. It is the main factor that determines and shapes group morale. When leadership style is correctly applied, each employee enjoys a feeling of strong commitment towards achieving organizational goals.

Employee creativity is one of the most important elements of the organization. The purpose of any company is to be successful, and many studies have already established that employee creativity can make a successful company. There are some factors that impact employees'

creativity. Such as, a great manager and effective plans and strategies, clear and prioritized goals to focus on the work.

The five of the most basic leadership styles are: Transformational, Transactional, Bureaucratic, Laissez-faire and Democratic. This research will briefly define each style and describe the situations in which each one might be used. Leadership Styles are the behavioral manner that a leader adopts to influence the behavior of his followers, the way that a leader gives direction to the employees, and encourages them to accomplish given goals.

1.3. Statement of Problem: Most organization style of leadership opposes the growth and development of the employees, and there are some leaders who do not focus on organizing, supporting, and developing the people in the leader's team. A person who has a poor attitude requires a different approach than one with a high degree of motivation to be influential.

The fundamental starting point is considered as a good understanding of human nature: needs, emotions, and motivation. There are some organizations that do not understand the application trait approach for tests and interviews in the selecting managers.

Leadership style in organizations is all strategies adopted by those who influence the decision to guarantee continuous maximum productivity in terms of decision making within an organizational context, and lack of the strategic interventions of specific leadership styles to specific situations is the problem at hand.

Therefore the problem of this study was to establish the impact of leadership styles that are exhibited at the employee creativity in rendering their services.

1.4. Objectives of the Study:

1- To identify the effect of leadership style on employee morale towards achieving organizational goals.

2- To determine the influence of leadership style on teamwork at Yasref organizations.

3- To identify the factors of leadership style that improve employee creativity.

4- To identify which leadership style has more impact on employee creativity.

1.5. Importance of the study: in work environments leading employees towards the right path to achieve them. This study has been selected for the core belief of the huge impact of leadership style on employees' productivity. It is required because some organizations face some problems in their employees' creativity and they didn't know also the leadership style can affect their employees' attitude and thus affect their creativity. Through this study, awareness will be spread among organizations of the importance of leadership styles within organizations to achieve success.

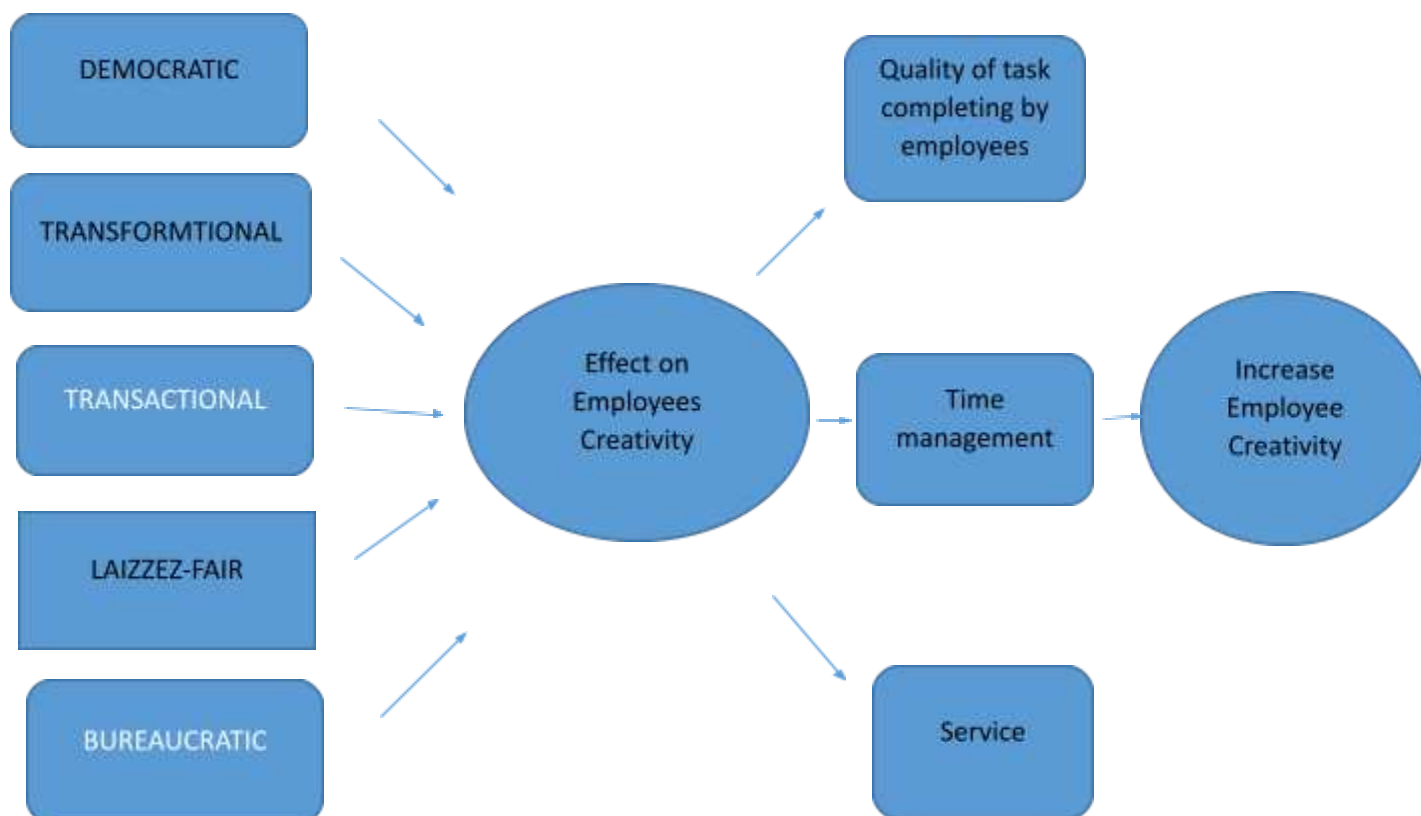
It is important to study leadership style to improve your relationships, negotiation, conflict management, listening, and understanding. Leadership style helps you understand yourself, your motivations, your emotions, and so on, which makes you more calm, thoughtful, and effective. As employees can connect with your leader more deeply. Leadership will lead you to pay attention to others to understand them. So, a leader can meet employees and explain their duties very well.

1.6. Research Methodology: Data collection is going to be through an online survey. The population is going to be in Yanbu city. Sample size is going to be around 60 people, different levels (Ph.D., Master, Bachelor, Diploma, High school)

This study will explain the impact of leadership style on employee creativity. There are three styles of leadership that have a significant impact on employee creativity, and it will be measured through five factors to increase creativity.

Leadership Style:

Measures:



Measuring creativity using the employees' creativity method, employees outputs will change based on the organization. The measure will be through:

- 1- **Quality of task completion by employees:** the elements of quality are, Reliability - the ability to deliver the promised service in a consistent and accurate manner. Assurance - the knowledge level and politeness of the employees and to what extent they create trust and confidence.
- 2- **Employee time management:** to help your team manage their time better first, set clear expectations and timelines. Second, help employees discover where their time is going with a time audit. Third, teach your team to plan and estimate their time better. Finally, ask if the systems you've put in place are helping or hurting their creativity.
- 3- **Services:** Industry is one of the hard industries. To measure employee creativity of the intangible outputs involved, you may measure the number of tasks. Or the number of customers served.

1.7. Research questions:

- 1- Does the leadership style have an effect on employee morale towards achieving organizational goals?
- 2- Does the leadership style influence teamwork at both the organizations?
- 3- Which factors of leadership style improve employee creativity?
- 4- Which leadership style has more impact on employee creativity?

1.8. Scope of the Study:

The study focuses on a comparative study on the impact of leadership style on employee creativity at Yasref. It will study how the five styles will affect employee morale towards achieving organizational goals, teamwork, and the factors that improve employee creativity, and which style has more impact on employee creativity. This will be conducted at two departments, employees, and managers to determine their leading styles on the creativity of their employees at these companies. HR Managers will be contracted in Yasref company.

1.9. Sample size:

The study will contain 60 sample sizes and the questionnaire will be distributed at Yasref organization. The sample will include two departments which are employees and managers. Will divide the questionnaire as 60 for Yasref Company. 30 for managers and 30 for employees.

1.9.1. Area of sampling:

Profile of company (Yasref):

Yanbu Aramco Sinopec Refining Company (YASREF) Ltd. it is a joint venture between two companies which is, Saudi Aramco and China Petrochemical Corporation (Sinopec), Yasref is a world-class, full-conversion refinery that covers about 5.2 million square meters in the Yanbu Industrial City, and it is considered the key anchor project in Yanbu.

1.9.2.Vision:

To deliver a commitment of excellence to our shareholders by:

- Producing highest margin premium fuels.
- Operating with least costs and excelling in performance, reliability, safety, and environmental compliance.
- Developing and empowering staff, and continuing the tradition of social responsibility as neighbor and business in Yanbu.

1.10. Conclusion:

Finally, the importance of leadership in the organization can't be overemphasized. It directs into achieving goals of the organization. It's an important part in the social relationship of a group at work. There are some different types of leadership styles that can increase the employees' creativity. Leadership style varies based on surroundings and circumstances. The leadership style you use should influence employees' creativity, because it impacts on employee morale. This leads to low morale and absenteeism, which leads to lower creativity, increased waste, more errors and lower customer satisfaction

CHAPTER TWO:

LITERATURE REVIEW

2.1. Introduction: This chapter is to provide the literature review that has been done by various researchers on the impact of leadership styles on employee productivity.

It is done by other researchers as a reference for this research. Chapter two will review published information from sources of data that are available on the topics of interest in this study.

2.2. Article 1:

Leadership Effectiveness Measurement and Its Effect on Organization Outcomes.

Mitra Madanchian*, Norashikin Hussein", Fauziah Noordin", Hamed Taherdooste, 2016.

2.2.1. Introduction of the study:

According to the researchers, effective leadership is a key analyst of organizational success or failure while examining these faults that lead organizations to success. The undeniable question is in leadership or leaders and effective leadership matter and positively effect on organizational outcomes? Effective leadership is important and does effect on organizational outcomes, and in this article the author discussed what leader effectiveness is and how it is measured based on outcomes.

2.2.2. Problem of the study:

When the individuals in the positions of leadership are able to impact a group to perform their roles with positive organizational outcomes, Leadership effectiveness will be considered as an outcome. The conceptualization of leader effectiveness is very

significant and challenging. Through researchers, there are many arguments to find out what leader effectiveness is and how it should be measured. The researchers noted that well-organized and effective group management can directly have a significant influence on outcomes by facilitating timely and excellent decisions and direction by the leader or indirect outcomes as the leader's actions positively impact group behavior.

2.2.3. Conclusion of the study:

Measurements of leader effectiveness have been many and diverse. According to literature, there are many evaluations of leader effectiveness that were developed, the author's review of the industry or business, and the evaluation of what made a leader effective in the particular industry or business.

2.3. Article 2:

Cultivating a Culture of Innovation: The Impact of Leadership Style on Employee Well-being and Organizational Creativity

2.3.1. Introduction: In today's rapidly evolving business landscape, innovation stands as a pivotal element in determining an organization's success. Innovation, extending beyond mere creativity, involves the implementation of novel ideas, processes, or products that significantly improve business operations, introduce new and improved products or services, or enhance overall organizational performance. The significance of innovation is multifaceted, impacting market competitiveness, customer satisfaction, and long term sustainability. Companies that prioritize innovation tend to adapt more effectively to market changes and customer needs, thereby securing a more robust position in their respective industries. Innovation is not just a byproduct of individual creativity but a collective outcome fostered by an organization's culture. This culture is deeply influenced by leadership styles that either encourage or stifle creative thinking and risk-taking. Leaders who foster an environment that values open communication, experimentation, and learning can propel an organization towards continuous innovation and success.

2.3.2 Problem of the study: the primary objective of this article is to explore the relationship between various leadership styles and their impact on employee well-being and organizational creativity. By examining different leadership theories and their practical applications in the context of fostering a culture of innovation, this article aims to provide insights into how leaders can positively influence both employee well being and the creative output of their teams.

2.3.3. Overview of Leadership Theories Relevant to Innovation:

Transformational Leadership: This style is characterized by leaders who inspire and motivate employees to exceed their own interests for the sake of the organization. Transformational leaders foster an environment of intellectual stimulation and encourage creativity, which is crucial for innovation. They are visionaries who guide their teams towards new and ambitious goals.

Transactional Leadership: In contrast to transformational leadership, transactional leadership is based on a system of rewards and penalties. While this style can ensure consistency and predictability, it might not be as effective in promoting out-of-the-box thinking necessary for innovation.

Democratic Leadership: Also known as participative leadership, this style involves employees in decision-making processes. This collaborative approach can encourage diverse viewpoints and ideas, contributing to a more innovative environment.

2.3.4. Conclusion: this article provides valuable insights for leaders and organizations aiming to foster a culture of innovation. By adopting leadership styles that prioritize employee well-being and empowerment, and by cultivating an organizational culture that encourages creativity and innovation, organizations can achieve greater success and sustainability in today's dynamic business landscape. The findings of this study serve as a roadmap for leaders who aspire to create workplaces where creativity flourishes and innovation becomes a natural outcome of their leadership and organizational practices.

2.4. Article 3: IMPACT OF LEADERSHIP STYLE ON EMPLOYEE CREATIVITY AND KNOWLEDGE SHARING IN THE IT INDUSTRY IN BOSNIA AND HERZEGOVINA

2.4.1. Introduction: This research study examines the profound impact of transformational leadership within the complex ecosystem of Information Technology (IT) companies in Bosnia and Herzegovina, specifically focusing on its influence on employee creativity and knowledge sharing.

2.4.2. Problem of the study: In the ever-evolving landscape of Information Technology (IT) industries, the role of leadership stands as a requirement in managing organizations toward innovation and competitive advantage. Among the various leadership paradigms, transformational leadership has emerged as a critical factor in fostering environments conducive to creativity and knowledge sharing. This paper investigates the profound influence of transformational leadership on employee behaviors, particularly focusing on its impact on stimulating creativity and facilitating knowledge exchange within IT companies. The findings of this study are expected to offer practical implications for IT industry leaders, providing insights

into how embracing and implementing transformational leadership principles can effectively nurture creativity and enhance knowledge sharing among employees, contributing to organizational success in this fast-paced and competitive sector.

2.4.3. Conclusion: Employee Creativity emerges as a significant predictor, positively influencing both Tacit and Explicit Knowledge Sharing Intentions. This underscores the importance of fostering a creative work environment for enhancing knowledge-sharing behaviors. While the overall Transformational Leadership scale exhibits high reliability, some subscales, notably Inspirational Motivation, may benefit from further refinement to enhance internal consistency. Knowledge Sharing Intentions and Employee Creativity scales demonstrate high reliability, affirming their utility in capturing meaningful data.

2.5. Conclusion: Leadership is the process of guiding and directing employees to achieve organizational goals. A leader becomes an effective leader when inspiring the employees toward higher levels of group members. Leaders create commitment and enthusiasm between employees to achieve objectives. In conclusion, each leadership style is very different but all have a common goal which is to achieve the organization goals. Leaders have to apply the style depending on circumstances, the style that makes them more efficient. There are different styles, we understand their definitions such as transformational, transactional, democratic, bureaucratic and laissez-faire styles. Each of them have different traits to apply in specific situations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction: The objective of chapter three is to clearly and concisely describe the manner in which the research effort was carried out. Chapter three will outline the overall research methodology. The research methodology includes sets of techniques that are adopted in the research process to collect data, gather information, and evaluate data. The study is to understand the impact of different leadership styles on employee creativity in an organization.

It can be beneficial for leaders to understand which types of leadership impact employee creativity and how to improve employee morale. So it will deal with the methods and procedures that were used to collect and analyze the data in this study with the aim to verify the hypothesis.

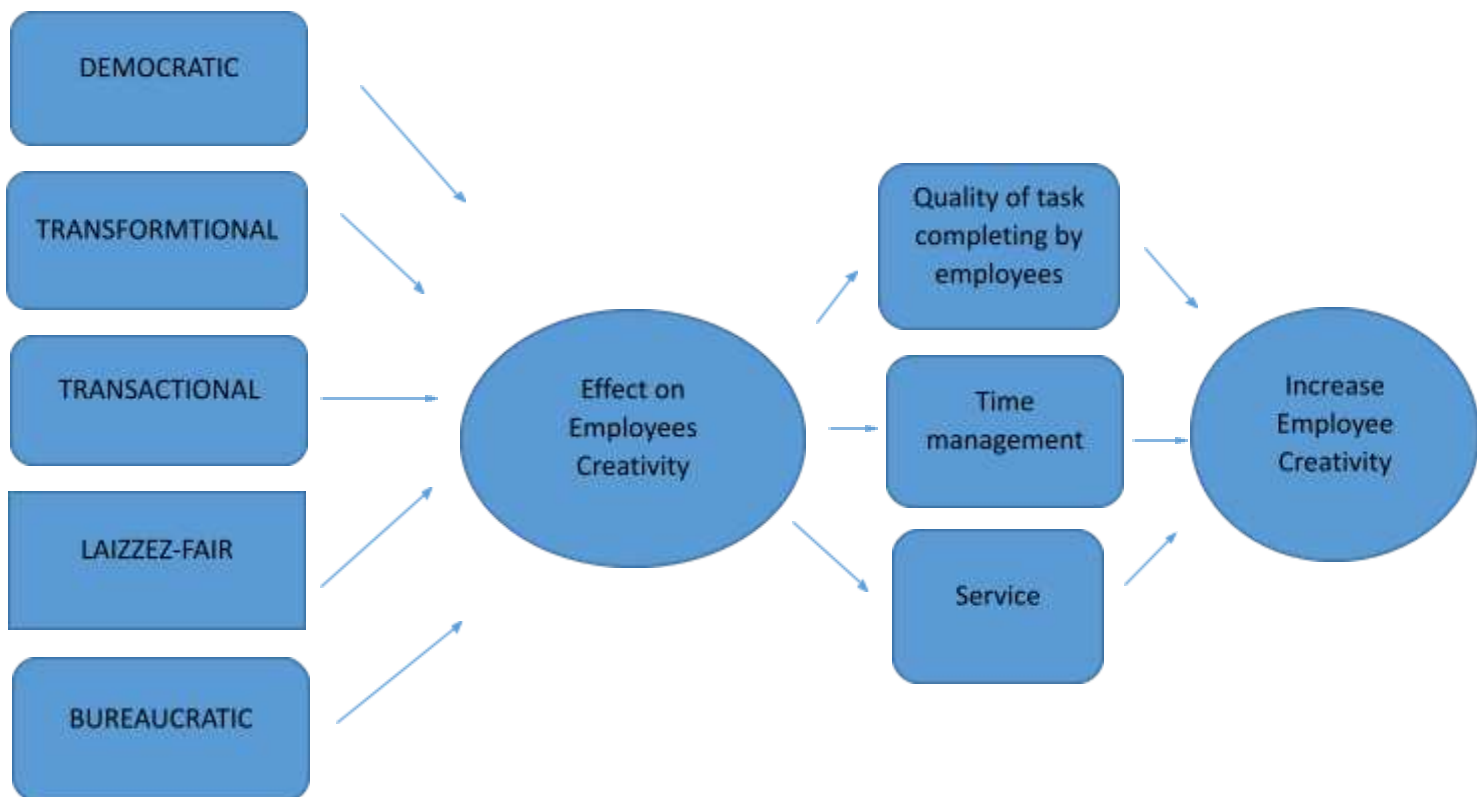
3.2. Reason for the Research:

The importance of leadership style in an organization has a big role. Leadership style is considered a major element that sets successful and unsuccessful organizations. It plays a central role in providing direction and purpose to achieving the goals of the organization. It is also an important element in the social relationship of teamwork. Leadership is a major factor that determines employee morale when it is correctly applied.

I want to find in this study how accurate consideration of skills, knowledge, experience, and motivation through leadership styles can help an employee increase creativity.

3.3. Theoretical Framework:

Theoretical framework was developed based on many researches about factors of employee creativity and how leadership will impact it. In this study identified three factors related to employee creativity that will help to increase their creativity.



shows the research's model. Which explains how five leadership styles will affect employee creativity through three factors that lead to increased employee creativity. It is important for companies to focus on these factors because they are the basis for every organization that will lead to its success or failure.

3.4. Employees creativity:

Researchers referred to employee creativity as, workforce creativity that is an assessment of the efficiency of a worker or group of workers. Creativity may be evaluated in terms of the output of an employee in a specific period of time. Increasing employee creativity: means that employees are putting out products more quickly or completing services at a more rapid rate than before.

3.4.1. Measuring Factor One: Quality of task completed by employees:

Quality of tasks completed by employees is considered the quality of tasks that will be accurate and thorough and with high competence. Also, the quantity of work is creativity level, time management, and ability to meet deadlines. Job knowledge is skills and understanding of the work. Accurate tasks completed by employees' measurements can be one more step to ensuring not only greater profits, but to increase employee motivation as well as job satisfaction and recognition of team and individual accomplishments. There is some project management software such as Asana and Basecamp. These software out project goals, then delineate individual and teamwork tasks. They then track employee productivity on each project, noting the time spent on different tasks, and when each task is completed.

3.4.2. Measuring Factor Two: Service: Is delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks. Service productivity can be measured in some steps including: How long it takes for a customer to be served, how long it takes for a customer's order to be completed, Customer retention rates-the percentage of customers who return at least once, how long those customers are retainer, how often products are returned and how many customer complaints are received in a given time period. Whichever set of criteria you choose, you have to create your baseline of your business's best.

3.4.3.Measuring Factor Three: Time Management of employees: Determines employee creativity by recording how they use their work time. Accurate measurement will detect how much time is spent on accomplishing work duty on time, as well as how much time is lost to illness or excessive time off, non-work-related conversations, and distractions such as chatting and using social media. There are different software programs that accurately measure how much time.

3.5. Hypothesis: This study identifies three key factors that were mentioned previously, and how it will impact employee creativity. The study will examine following three hypothesis:

H1: influential and effective leadership style will lead to employee time management at Yasref.

H2: influential and effective leadership style will increase service provided by the

employee Yasref.

H3: influential and effective leadership style will lead to employee quality of tasks they completed at Yasref.

3.6. Population and sample: The population in our research will be taken in Yanbu city, in Yasref company. We decided to conduct this study in two departments which are Managers and Employees. I didn't use one section to conduct the study, but I applied it in all sections because leadership is important for all. Then, the survey will be on 30 managers and 30 employees in Yasref.

3.7. Data Collection: The important thing in the study is data collection where it is considered a decisive role to make the analysis. The study used two methods to collect information. Which are primary data and secondary data. Primary data include Questionnaire and Interview, while secondary data include collection through observation. These methods were gathered among managers and employees in Yasref Company.

3.8. Research Instrument: The research will be conducted on employees and managers at Yasref. The basic tool that will be used in this study is a questionnaire and an interview for the collection of primary data. The questionnaire will be prepared in such a way that when there is an answer to the research. The questions will be administered to the respondents for completion and return in an applicable form to the researchers for the purpose of the study. 60 for the Yasref Company, 30 managers and 30 employees.

3.9. Conclusion: Chapter three outlined the overall research methodology. It discussed the reason for the study that is because organizational goals can be achieved with the appropriate leadership style and its importance. The theoretical framework was developed based on many types of research about factors of employee creativity and how leadership will impact it. This study identified three factors related to employee creativity that will help to increase their creativity. Also, it was measured by the variables and three hypotheses. The study was conducted to reach four objectives. It used a descriptive research design to discover the relationship between leadership and employee creativity through three factors. The area of the study was taken in Yanbu city, in Yasref Company. Finally, it used a questionnaire, an interview, and observation to collect the data.

CHAPTER FOUR

ANALYSIS AND DISCUSSION

4.1. Introduction: The purpose of this chapter analysis and discussion is to explain the importance of our results in light of what was already known about the research problem being investigated and to explain any new understanding that emerged as a result of our study of the problem. personal questions such as qualification, experience. Leadership styles, designed depending on each style which is transformational, transactional, democratic, bureaucratic and Laissez-Faire Leadership, one question for each one of leadership styles.

4.2. Details Analysis of Personal Question:

Personal questions for managers at Yasref consist of four close ended questions , which include Qualification, Experience , Designation , and if there is a relationship between leadership style and employee creativity or not?

4.2.1. Results of Qualification:

Ph.D or Master or Bachelor or Diploma or High school and below.

4.2.1.1. Qualification in Yasref (Managers):

Qualifications	Frequency	Percent	Valid Percent	Cumulative Percent
Ph.D	6	20	20	20
Master	9	30	30	50
Bachelor	15	50	50	100
Diploma	0	0	0	0
High School	0	0	0	

Total	30	100	100	
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As the result shown there are different levels of qualification at Yasref managers, Ph.D. (20%) . Master (30%). Bachelor (50%). Diploma (0%). High School and below (0%) .

4.2.1.3 Qualification in Yasref (Employees):

Qualifications	Frequency	Percent	Valid Percent	Cumulative Percent
Ph.D	1	3.3	3.3	3.3
Master	7	23.3	23.3	26.6
Bachelor	18	60	60	86.6
Diploma	3	10	10	96.6
High school	1	3.3	3.3	100
Total	30	100	100	

As the result shown, there are different levels of qualification at Yasref employees, Ph.D.(3.3%) . Master (23.3%). Bachelor (60%). Diploma (10%). High School and below (3.3%).

The survey was distributed by 30 managers and 30 employees.

4.2.4. Do you think there is a relationship between leadership style and employee creativity? Or not?

- Yes
- No

Their opinion in Yasref

opinion	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	27	90	90	90
No	3	10	10	100
Total	30	100	100	

shows the table of Yes or No in Yasref



shows the pie chart of Yes or No in Yasref.

90 % YES

10% NO

4.2. Details Analysis of Subjective Questions:

The goal from these questions is to measure the leadership styles that influence Employee creativity. The scale response format is about five scales which are:
5- Strongly agree, 4- Agree, 3- Neutral, 2- Disagree, and 1- Strongly disagree.

4.2.1. Subjective Questions at Yasref (Managers):

Q1: Managers must supervise their employees closely to complete all tasks and duties.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	7	23.3	23.3	23.3
Agree	12	40	40	60.3
Neutral	4	13.3	13.3	76.6
Disagree	7	23.3	23.3	100
Strongly disagree	0	0	0	0
Total	30	100	100	

Q2: Managers should involve employees in making decisions.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	8	26.6	26.6	26.6
Agree	16	53.3	53.3	79.9
Neutral	5	16.6	16.6	96.5
Disagree	1	3.3	3.3	100
Strongly disagree	0	0	0	
Total	30	100	100	

Q3: To be a good manager, you must provide guidance for the employee without Pressure.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	13	43.3	43.3	43.3
Agree	13	43.3	43.3	86.6
Neutral	4	13.3	13.3	100
Disagree	0	0	0	
Strongly disagree	0	0	0	
Total	30	100	100	

Q4: Managers must reward employees in order to promote their morale and motivate Them.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	20	66.6	66.6	66.6
Agree	7	23.3	23.3	89.9
Neutral	1	3.3	3.3	93.3
Disagree	2	6.6	6.6	100
Strongly disagree	0	0	0	
Total	30	100	100	

Q5: Managers must give employees the responsibility to complete their tasks.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	13	43.3	43.3	43.3
Agree	15	50	50	93.3
Neutral	1	3.3	3.3	96.6
Disagree	1	3.3	3.3	100
Strongly disagree	0	0	0	0
Total	30	100	100	

As the result of subjective questions, shown, in Yasref most of managers in the sample are of the first question, agree (40%). Equal responses strongly agree and disagree (32.3%). Then neutral was (13.3%), and there were no responses with strongly disagree (0%). That means managers in Yaref believe but not more, they must be supervisors with employees to complete tasks.

In the next question, agree (53.3%). strongly agree (26.6%). Then neutral was (16.6%), disagree (3.3%), and there were no responses with strongly disagree (0%). That means they believe but not more that they have to involve employees with making decisions.

In the third question, there were equal responses with strongly agree and agree (43.3%), then some of them were neutral (13.3%), and no responses with strongly disagree and agree (0%). That means, they strongly believe that good managers must

provide guidance for the employee without pressure.

Fourth question, most of the responses were strongly agree (66.6%), then agree (23.3%), while neutral was one (3.3%), and disagreed (6.6%). There were no responses with strongly disagree (0%). That means, they strongly believe that they reward employees to promote their morale and motivate them.

Last question, most of the managers agree (50%), some of them strongly agree (43.3%), while (3.3%) were neutral and disagree, and there were no responses with strongly disagree (0%). That means, they believe but not more, they must give employees the responsibility to complete their tasks.

4.2.2. Subjective Questions at Yasref (Employees):

Q1: Do you think it is better to give employees freedom to work?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	10	33.3	33.3	33.3
Agree	9	30	30	63.3
Neutral	9	30	30	93.3
Disagree	2	6	6	100
Strongly disagree	0	0	0	
Total	30	100	100	

Q2: Employees want to be a part of the decision making process?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	8	26.6	26.6	26.6
Agree	20	66.6	66.6	93.2
Neutral	1	3.3	3.3	96.5
Disagree	1	3.3	3.3	100
Strongly disagree	0	0	0	
Total	30	100	100	

Q3: Employees prefer to get guidance from their managers to do tasks?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	4	13.3	13.3	13.3
Agree	16	53.5	53.5	66.6
Neutral	5	16.6	16.6	83.2
Disagree	5	16.6	16.6	100
Strongly disagree	0	0	0	
Total	30	100	100	

Q4: Employees must be given rewards in order to promote employees' morale.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	15	50	50	50
Agree	13	43.3	43.3	93.3
Neutral	2	6.6	6.6	100
Disagree	0	0	0	
Strongly disagree	0	0	0	
Total	30	100	100	

Q5: Employees need help from managers to accept responsibility for completing their work

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	9	30	30	30
Agree	14	46.6	46.6	76.6
Neutral	3	10	10	86.6
Disagree	3	10	10	96.6
Strongly disagree	1	3.3	3.3	100
Total	30	100	100	

As the result of subjective questions, shown, in Yasref most of the employees in the samples are of the first question, agree (30%). strongly agree (33.3%), Then neutral was

(30%), and disagree (6.6%), and there were no responses with strongly disagree (0%). That means employees in Yasref need more freedom to work. In the next question, agree (66.6%). strongly agree (26.6%). Then neutral was (3.3%), and there were no responses with strongly disagree(0) and disagree(3.3%). That means they have to involve managers with making decisions.

In the third question, there were (53%) agree, then some of them strongly agree (13.3%), and neutral were (16.6%) , (16.6%) disagreed. There were no responses that strongly disagree (0%). That means, they believe but not more, employees prefer to get guidance from their managers to do tasks.

Fourth question, most of the responses were strongly agree (50%), then agree (43.3%), while neutral were (6.6%). there were no responses strongly disagree and disagree (0%). That means, employees need rewards to promote their morale.

Last question, most of the managers strongly agree (30%), while agree (46.6%) were neutral (10%) disagree (10%), and strongly disagree (3.3%). That means, Employees need help from managers to accept responsibility for completing their work.

Details Analysis of Factors Questions: This study includes three factors and under each factor list three questions. The goal from these questions is to measure employee creativity according to three factors. This section included managers and employees. and the questions for managers were differ from employees. The scale response format is about five scales which are: 5- Strongly agree, 4- Agree , 3- Neutral, 2- Disagree, 1- Strongly disagree.

4.3.1. Time Management:

A- Do you leave things to the last minute?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	5	16.6	16.6	16.6
Agree	3	10	10	26.6
Neutral	4	13.3	13.3	39.9
Disagree	8	26.6	26.6	66.5
Strongly disagree	10	33.3	33.3	100
Total	30	100	100	

B- Do you work on the highest priority tasks throughout the day?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	14	46.6	46.6	46.6
Agree	11	36.6	36.6	83.2
Neutral	4	13.3	13.3	96.5
Disagree	1	3.3	3.3	100
Strongly disagree	0			
Total	30	100	100	

C- Do you use goal setting to determine your most important activities?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	17	56.6	56.6	56.6
Agree	8	26.6	26.6	83.2
Neutral	5	16.6	16.6	100
Disagree	0	0	0	
Strongly disagree	0	0	0	
Total	30	100	100	

Quality of tasks:

A- Do you think that your responsibilities for your tasks are clear?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	6	20	20	20
Agree	17	56.6	56.6	76.6
Neutral	7	23.3	23.3	100
Disagree	0	0	0	
Strongly disagree	0	0	0	
Total	30	100	100	

B- Do you feel your tasks contribute to the goals of your organization?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	14	46.6	46.6	46.6
Agree	12	40	40	86.6
Neutral	4	13.3	13.3	100
Disagree	0	0	0	
Strongly disagree	0	0	0	
Total	30	100	100	

C- Do you think there is a relationship between quality of task and good leadership?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	18	60	60	60
Agree	9	30	30	90
Neutral	1	3.3	3.3	93.3
Disagree		0	0	100
Strongly disagree	0	0	0	
Total	30	100	100	

Service:

A- Good leadership has more impact on employee service.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	18	60	60	60
Agree	10	33.3	33.3	93.3
Neutral	2	6.6	6.6	100
Disagree	0	0	0	
Strongly disagree	0	0	0	
Total	30	100	100	

B- Employee morale will affect the service.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	16	53.3	53.3	53.5
Agree	12	40	40	93.3
Neutral	2	6.6	6.6	100
Disagree	0	0	0	
Strongly disagree	0	0	0	
Total	30	100	100	

C- Good work Environment in organization will create good service.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	20	66.6	66.6	66.6
Agree	8	26.6	26.6	93.3
Neutral	0	0	0	0
Disagree	2	6.6	6.6	100
Strongly disagree	0	0	0	
Total	30	100	100	

4.3.2. Factors Questions in Yasref (Employees):

Time Management :

A- Do you leave things to the last minute?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	7	23	23	23
Agree	2	6.6	6.6	29.6
Neutral	15	50	50	79.6
Disagree	6	20	20	100
Strongly disagree	0	0	0	

Total	30	100	100	
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B- Do you work on the highest priority tasks throughout the day?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	13	43.3	43.3	43.3
Agree	12	40	40	86.6
Neutral	3	10	10	96.6
Disagree	1	3.3	3.3	100
Strongly disagree	1	3.3	3.3	
Total	30	100	100	

C- Setting goals will help employees to complete their tasks as required.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	18	60	60	60
Agree	11	36.6	36.6	96.6
Neutral	0	0	0	100
Disagree	0	0	0	
Strongly disagree	1	3.3	3.3	
Total	30	100	100	

Quality of tasks:

A-Do you think that your responsibilities for your tasks are clear?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	8	26.6	26.6	26.6
Agree	15	50	50	76.6
Neutral	3	10	10	86.6
Disagree	2	6.6	6.6	93.2
Strongly disagree	2	6.6	6.6	100
Total	30	100	100	

B-Do you feel your tasks contribute to the goals of your organization?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	12	40	40	40
Agree	13	43.3	43.3	83.3
Neutral	3	10	10	93.3
Disagree	0	0	0	100
Strongly disagree	2	6.6	6.6	
Total	30	100	100	

C-Do you think there is a relationship between quality of task and good leadership?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	20	66.6	66.6	66.6
Agree	9	30	30	96.6
Neutral	1	3.3	3.3	100
Disagree	0	0	0	
Strongly disagree	0	0	0	
Total	30	100	100	

Service:

A-Do you think good leadership has a huge role in improving service?

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	21	70	70	70
Agree	9	30	30	100
Neutral	0	0	0	
Disagree	0	0	0	
Strongly disagree	0	0	0	
Total	30	100	100	

B- Employee morale will affect the service.

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	20	66.6	66.6	66.6
Agree	10	33.3	33.3	100
Neutral	0	0	0	
Disagree	0	0	0	
Strongly disagree	0	0	0	
Total	30	100	100	

C- Good working Environment in organization will create good service

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	23	76.6	76.6	76.6
Agree	7	23.3	23.3	100
Neutral	0	0	0	
Disagree	0	0	0	
Strongly disagree	0	0	0	
Total	30	100	100	

4.4.1. Summary of Responses in Yasref (Managers):

High percentage of supporters a leadership in an organization. And they think yes there is a relationship between leadership style and employee creativity. Some of their responses:

Leadership style will definitely significantly impact employees creativity and employees morale, it can be in a positive or negative manner. It depends on the nature of business and responsibilities carried out. Using an effective leadership style that will help to motivate employees then increase creativity.

- Leadership style influences the whole culture and work environment which has to do mainly with self-motivation of employees leading to different productivity levels.
- Effective leadership provides clear guidance and builds morale for employees, so employees' performance will be better with good leadership, and it will let the company growth.
- Some others believe that leadership style has a pivotal role in increasing/decreasing employees' creativity.
- It impacts on employee morale ,
- Some leaders set goals without the involvement from employees, this leads to low initiatives, which leads to lower creativity.

In the end, Leadership can encourage employees and build high morale, and make then share in the decisions.

4.4.2. Summary of Responses in Yasref (Employees):

Employees' responses in the Yasref Company were very large percentage supporters of a big role of leadership. And they think yes there is a relationship between leadership

style and employee creativity. Some of their responses:

- Good leadership style increases employee creativity and inspires employees, and also has a role in making organizations grow.
- Good Leadership which communicates effectively and clear vision, will directly impact the enthusiasm, creativity and goal achievement of the employees.
- Some others think leadership and management skills are must available, not just management.
- Leadership style will always influence the work environment and employee willingness to perform duties, thereby increasing creativity.
- Productivity is impacted by leadership skills in terms of solving problems and managing workload distribution, whenever by a good leadership and healthy environment the outcomes will be increased and improved.
- Leadership will impact on employee morale, it will be as supporting the employee morale.

In the end, the leadership style will motivate or demotivate and support the employees which will affect creativity either in the benefit of the company or not.

4.4. Hypothesis: This study identifies three key factors that were mentioned previously, and how it will impact employee creativity. The study will examine following three hypothesis:

H1: influential and effective leadership style will lead to employee time management at Yasref.

H2: influential and effective leadership style will increase service provided by the employee Yasref.

H3: influential and effective leadership style will lead to employee quality of tasks they completed at Yasref.

This chapter discussed the analysis of results of the survey that was conducted in Yasref, including the statistical analysis of the questionnaire. In addition to the answers of research

questions. According to the result, the hypothesis of the study was positive. Leadership style can influence positively or negatively on employee productivity.

4.5. Conclusion: The conclusions were abstracted from analysis of the data collected from the surveys conducted by the researcher. Although the existence of great leadership styles develop their success. Leadership with its types have an essential role in shaping the behaviour and attitudes of the subordinates as well staff. The field of leadership not only aimed to analyze interpersonal connections but also focused on the role of a leader as a motivator. Leaders should root innovation and creativity which may lead to success in the business and increased creativity.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1. Introduction : The chapter is structured into a summary of findings, conclusions, recommendations, limitations of the study, and future recommendations for studies. During my work, I have been learning a lot in this study, and many academic programs that have been studied over the past years have helped us in my research. I have been learning leadership styles and how each style can make a significant impact on followers and lead to success. Also, I benefited that continuous courses in work and work on employee development is one of the reasons for increasing employee creativity and commitment. Focusing on development and changing management in organizations is one of the factors that help motivate the employees and managers to work for the better, and a successful leader is one who tries to manage an organization in crises and works to solve issues intelligently. Also, Operations management that employees satisfaction first and then customers. And how to make and collect the data and analysis to do good research.

5.2. Summary of the Study

Here are some steps of leadership styles to increase employees creativity:

- **Transformational:** The influence of the leaders is strengthened by their interest and enthusiasm which they require to develop the individuals. The primary objective is to empower the individuals to develop their skills and improve their self-efficacy and self-confidence. Transformational leaders have to understand employees' capabilities, skills and requirements, and offer them coaching and mentoring to overcome any lack. Transformational leadership develops common values and beliefs, and encourages agreement and mutual approval to accomplish organization's goals.
- **Transactional:** Transactional leadership should be clear with structure and policies and rules. Regardless of the rewards and kind of autonomy members of organizations can expect, they have to work within the rules of organization. It's better to treat employees well and listen to suggestions from employees under the management. As a leader, don't blame employees who are responsible for the bad outcome, because this style of leadership makes employees feel like they are not really part of the organization but merely people paid to do their jobs.

- **Bureaucratic:** In bureaucratic leadership style all must be done with policy and rules. This style of leader is more like a police officer than a leader. He or she applies the rules. This style can be effective when employees are working routine tasks day by day. Employees need to understand specific policies and rules. Sometimes employees work with dangerous tools that require setting certain procedures to operate. Safety and security programs are being conducted. Employees are performing tasks that require handling cash.
- **Democratic:** Democratic leadership Manager should consult on all major issues and decisions. Managers effectively delegate tasks to employees and give them responsibility for those tasks. Managers should welcome feedback on the result of initiatives and work environment, encourage others employees to become leaders and are involved in leadership development. Develops plans to help employees evaluate.
- **Laissez-faire:** The laissez-faire leadership style provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own. This is an effective style to use when employees are highly skilled, experienced, and educated. Employees have pride in their work and have the drive or urge to do it successfully on their own. Outside experts, such as staff specialists are being used. Employees are trustworthy and experienced.

5.3. Recommendations:

- Leadership enhances creativity and competencies, and also helps increase employees output, the top management should therefore develop long-term strategies to train the workforce especially in leadership styles, to increase the level of expertise in the responsibility in order to increase their morale to work so that the organization can achieve its goals.
- The workforce needs training programs in leadership. Also, the top management also needs to develop their information on leadership styles and how it affects the overall creativity.
- Regarding there is a positive perception of management and their leadership styles which is impacting so much on creativity, management must provide the structures in place that will sustain these positive gains.
- Though the general environment looks positive and encouraging, there are a few employees who are not satisfied especially with issues of rewards and so, management in Yasref must give employees more monetary rewards, because attending to these petty issues has an influence on the majority.
- Leaders in organizations should always communicate the necessary work requirement to employees and on time in order for them to do timely planning and execution, in addition, it will help them in carrying out immediate corrections where mistakes were made.
- The leaders should have visions and development plans for followers, spirit, and also encourage followers to seek more opportunities and possibilities, not just achieve productivity within expectations.

5.4. Conclusion: The most successful leaders at any organization employ a combination of soft and hard skills that allow them to efficiently balance their team's growing payload of responsibilities and priorities. **There are some things you can do that can help you be better at your job. Here are proven ways to increase employee creativity as a leader:**

- Setting expectations from the start, as a leader it is your responsibility to set clear goals and expectations for each period. By doing this and ensuring that your guide reports agree with and understand the goals, you will avoid the problems of having to explain the same things over and over.
- Avoid long meetings, everyone's voice in the organization must be heard, long meetings are not the solution, make a schedule for short minute meetings, and you will save time.
- Know some information about your team, try to have a close connection between your team members to avoid spending the time worrying and can communicate clearly. Employees have the right to take the feedback , an opportunity to bring up concerns .Leaders have to ask about feedback of your leadership style to improve your ability to lead better .
- Communicate Effectively, Managers who are accessible to their employees and effectively communicate expectations and responsibilities can more easily create a shared business. This approach helps with increasing employee creativity, as employees feel directly connected to the organization's mission and goals. Better communication can foster efficiency and increase job satisfaction.
- Keep information clear, making more of your team's information public, when someone has a question can find it without having to bother you.
- Provide Employees with the Right Technology , Small business owners fell behind larger organizations because they couldn't provide advanced technologies and equipment. Cloud computing and mobile devices are helping address this problem. The cloud eliminates the costs and lets you pay for the resources you use instead of purchasing software programs. Also, smart phones can give employees connected at a low cost
- Improve Company Culture, Increasing employee creativity through improving company culture begins by adjusting your hiring program. It's important to hire employees to have a good work environment. Hiring an employee who will work well with team members and who will help to motivate your current employees.
- Set Goals and Analyze Performance, Employees will be more productive if they have an achievable goal to aim for. Setting goals helps employees self motivate and build confidence in their ability to succeed. Establish a measurement system where employees can keep track of their own individual performance

My goals, Effective leadership enhances the creativity of employees in all the sectors. Leadership skills such as technical skills, conceptual skills, interpersonal skills, emotional

intelligence and social intelligence have an impact on increasing the creativity of employees. Finally, leadership is one of the foundations for any renaissance, progress or development. Leadership plays an important role in change and influence.

5.5. How to Improve Leadership Style in Line Saudi Vision 2030:

Leadership is one of the foundations for any renaissance, progress or development. Leaderships play an important role in change and influence. We have in our society many young mindsets who have a high culture, professional experiences and abilities to cope with the needs of the next stage and the Saudi Vision of 2030, which requires a special style of leadership that believes in change and can formulate a clear formulation for the future situation, and it is not enough to qualify and prepare these leaders, but we must find an attractive environment for these talents and leaders, which contributes to advancing development and attracting the best minds.

The launch of (Administrative Leadership Development Academy) is a matter imposed by the reality of governmental organizations, whose performance changes and develops day by day and competes with each other to provide the best, which does not make it require new and advanced strategies only, but it also requires them to find administrative leaders that keep pace with that change and believe in it and seek to achieve it and use modern tools that It enables it to catch up with the times and the evolution.

Looking ahead and committing to achieving the 2030 vision requires us to provide more tools that contribute to strengthening all success factors of that vision, foremost of which is the provision of qualified human leaders who lead the march in all government sectors to move forward in order to advance our homeland to be in the ranks of developed countries.

In conclusion, this research has provided a comprehensive study of the impact of leadership styles on employee productivity. Based on the findings of this study, it is

concluded that a unit increase in transformational leadership style, transactional leadership style and Laissez-faire leadership style, democratic and bureaucratic leadership style leads to increase in employee productivity. The model was found statistically significant in predicting how the independent variable influences employee productivity.

Further the study concludes that managers and employees at Yasref and Yanpet act in ways that build each other, display a sense of power and confidence and they go beyond self-interest for the good of the group. They specify the importance of having a strong sense of purpose, considering the moral and ethical consequences of decisions. Most managers and employees express confidence that goals will be achieved and they talk optimistically about the future and Saudi Vision 2030.

Our goals, Effective leadership enhances the productivity of employees in all the sectors. Leadership skills such as technical skills, conceptual skills, interpersonal skills, emotional intelligence and social intelligence have an impact on increasing the productivity of employees.

Finally, leadership is one of the foundations for any renaissance, progress or development. Leadership plays an important role in change and influence, so Saudi Vision 2030 highlights the leadership.

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