

Transformational Leadership and Creative Behavior Impact on Supply Chain Management: A Study of the Opinion of a Sample of Decision Makers in the Transportation, Distribution, and Materials Handling

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Abstract - This paper examines the effect of managerial transformational leadership on supply chain organizational learning and supply chain correlation. We also assessed the impact of uncertainty in the working environment on these relationships. By integrating multiple perspectives on organizational behavior related to learning and leadership, we developed a research model and evaluated it using survey data. The results of this analysis support the concept that the direction of supply chain organization learning fully manages the relationship between transformational leadership and supply chain correlation. Also, uncertainty in the working environment positively manages the relationship between transformational leadership and supply chain learning. The purpose of this research is to determine the effect of transformational leadership in the creative behavior of decision makers in the supply chain management of Directorate of Public Traffic. The research problem was formulated in several questions focused on the statement of impact among its variables. The research was based on a main hypothesis, which was subjected to several tests to ascertain its validity. In order to achieve the objectives of the research, a questionnaire was developed which included (30) items to collect the data from the intentional sample of the research, with a total of (70) questionnaires, and the number of questionnaires valid for the analysis (67) of the total distributed questionnaires. The statistical program (SPSS) was used to analyze the data. The results are the most important: to drive the transformational leadership (ideal influence, inspirational motivation, intellectual arousal, individual legalism), which together have a significant effect on the creative behavior of the research sample members, and thus

increase the attention to the positive strengths that form the transformational leadership contributes to the support and development of creative behavior of the organization, in question, to keep pace with progress in their field.

Keywords: transformational leadership, creative behavior, supply chain management, creative behavior, distribution, and materials handling.

1. Introduction

Supply chain management is to manage the flow of materials and information in supply chains to achieve the highest customer satisfaction with the least possible cost. This management branch requires the commitment of supply chain partners to coordinate and coordinate production, distribution and ordering. Therefore, this management branch is beyond the location of a company and maybe beyond the boundaries of a country.

The rapid changes in the business environment have forced the organizations to abandon their traditional management methods, and seek new creative management methods. Organizations no longer need managers, as much as they need leaders capable of persuading employees to bring about changes, and meet the demands of globalization, by focusing on the human element, which is the core of the creative process, and the creation of all appropriate administrative climate for work. From here, it appeared in the modern

administrative directions, which [1] referred to, including transformational leadership patterns. This research was aimed at shedding light on the pattern of transformational leadership and its impact on creative behavior in the Directorate of Public Traffic, one of the formations of the Iraqi Ministry of Interior for the importance of the services it provides in the daily lives of citizens. Like other organizations, it is rapidly evolving, necessitating a reconsideration of leadership patterns, and a shift to a leadership style capable of creating creative energies, such as transformational leadership.

2. Theoretical Side Of Research

First: Transformational Leadership:

1 - the concept of transformational leadership:

The researchers have been studying the concept of transformational leadership in recent times, including [2, 3]. It was found that this concept is effective in terms of increasing subordinates' performance expectations [4], and shifting their personal values and self-concept to higher levels of needs and aspirations, according to [5]. [6] defined it as "a leadership style that inspires followers to transcend personal benefit, and transform it to the benefit of the organization, and is capable of influencing the interests of subordinates." In [7] referred to it as "a process based on motivating followers to override personal interests at the

expense of the interests of the team or the organization."

In [8] defined it as "that leadership style that illustrates the influence of the leader in the subordinates, in terms of motivation and inspiration, and push them to master the work in line with the objectives of the organization."

The essence of transformational leadership is a process of social change, and transformational leaders rely on the multiplier effect of positive social change in their organizations, and commit themselves to creating a collective vision of purpose by building leadership and mentoring throughout the organization. Thus, transformational leaders create educated organizations capable of growing, and adapting to changing demands in the environment, in which they operate. Adaptability and responsiveness to a complex, often unpredictable, social environment cannot be delegated, and can only be modeled in behavior that promotes trust and empowerment [9].

2. Features of the transformational leader:

The leader has special characteristics and abilities, distinguishing him from others that may be physical, mental, or psychological [10]. Transformational leaders play a key role in shaping the values and cultures of organizations, but can only perform this role by showing their personal and interactive skills.

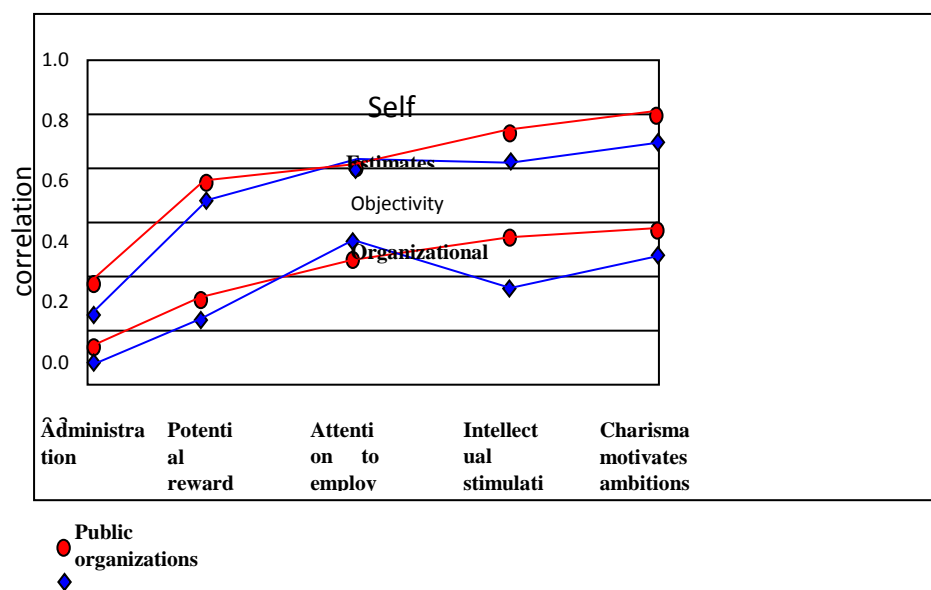


Figure 1: correlation between all elements of transformational leadership and objective and subjective measures of performance

3 - Dimensions of transformational leadership:

In [11] developed a multifactor leadership questionnaire, based on the theory that transformational leadership involves four dimensions:

i- Ideal Influence: The ability of the leader to gain the trust, admiration, respect and appreciation of the followers, and make him ideal, so that the followers imitate the leader and to comply with a desire for all its demands [12].

ii- Inspirational Motivation: This dimension focuses on the behavior of the leader and his behaviors that raise in the followers the love of challenge, and describes the method of commitment. The organizational goals and stimulate the spirit of the team by motivating them and their enthusiasm and idealism raises a beautiful sense of pride and creates an atmosphere of sincerity in the work within the organization.

iii- Intellectual Stimulation: It is to motivate employees to make them more aware of the problems of good performance more than expectations, through empathy for others, listening to their thoughts and suggestions, and sharing their feelings and feelings [13]. As well as supporting new models in ways of work, and raising awareness and encourage the adoption of new ways to work and address the old attitudes in ways and perspectives of modern global developments, which generates a kind of inherent confidence in the development of employees, being positively linked with the positions of leaders [14].

iv- Individual consideration: The leader pays attention to the specific needs of his employees, which are privates, well as building confidence, and knowledge of the strengths and weaknesses of staff performance [15]. Individual judgments with inspirational motives for the leader are frequently linked to future goals of the organization and are perceived as meaningful and challenging for business and personal goals and the leaders are motivated and inspired to achieve the objectives of the organization [16].

Second: creative behavior

1 - The concept of creativity and creative behavior:

In [17] defined creativity as "the process of diagnosing and identifying problems, finding appropriate solutions to overcome them in a new way, by arranging ideas available in a new format." In [18] argues that creativity is a complex multi-faceted activity (initiation, adoption, implementation) and each phase requires time, decisions, strategies and environmental conditions that vary from stage to stage. In [19] emphasized that problem solving is a complex and dynamic process involving many skills, such as understanding problems or challenges, generating and evaluating ideas, and charting ways to develop the production or transfer of ideas.

In [20] points out the difference between innovation and creativity: all creative processes begin with an innovative idea. Creativity is the basis of creativity. Creativity is the successful implementation of an innovative idea. The innovative idea does not mean success until it is applied.

As for creative behavior, many definitions have emerged, as [22] defines it as "generating new ways and means of doing business and finding solutions to the existing problem in a new and unique way." Creative behavior is the pre-creative act, and not necessarily produce new or innovative results or services, but should represent the desired and desired trend in each organization that seeks creativity, innovation and excellence.

2 - Dimensions of creative behavior: Researchers differed in determining dimensions to measure creative behavior, but there is almost agreement on the measurement of creative behavior, through the dimensions of innovative thinking. Four elements have been identified as criteria used to measure innovative thinking, and evaluate the quality of creative output [5]:

A - Fluency: The ability to produce a quantity of ideas related to a specific task.

B - Flexibility: The ability to form a different set of ideas, and then identify ideas from different perspectives or the ability to process certain information, given similar stimuli in different ways.

C- Preparation: The ability to expand and enhance ideas with detail or ability to develop a complex plan.

D- Originality: The ability to produce ideas that are unique (rare) or new to the task.

3. Results

Table (1) Analysis of the impact of transformational leadership in creative behavior

Explanatory Variable		Constants		(R2) Determinant coefficient Value	(F) Calculated Value	(P) Significant Level	Responded Variable
		A	B				
X	Transformational Leadership	.639	.625	.64	44.944	.000	Creative behavior (Y)
X1	The ideal effect	.461	.324	.44	17.571	.000	
X2	Inspirational motivation	.469	.537	.48	26.404	.000	
X3	Intellectual consultation	.736	.523	.78	76.996	.000	
X4	Individual consideration	.352	.405	.39	9.205	.003	
The value (f) of the table with a mean of 0.01 = 4.9							
The value (f) of the tabular with a significance level of 0.05 = 2.9							n = 67

In the above tests, we show that the main hypothesis has been achieved that: (Transformational leadership affects morally and positively in creative behavior). The incremental increase in the dependent variable can also be predicted if the observed organization wishes to increase the amount of the independent variable by means of the econometric regression equation ($Y = \alpha + \beta * X$).

4. Conclusion

In line with supply chain management, process performance should also be evaluated, managed and improved. This part includes the range of products and services, the utilization of the capacity and efficiency of scheduling techniques. A company that produces a wide range of products is likely to produce new products at a lower rate than companies that have a smaller product range.

1- Transformational leadership contributes significantly to the development of creative behavior. This indicates that the organization in question, through its leaders in transformational

First: Analysis of impact relationship:

In order to test the impact relationships between the variables of the research, the simple linear regression value was calculated at the level of the main and sub-variables, and the F-test was used to measure the significant as shown in Table (1).

leadership, has achieved more developments and support for the development of creative capacities as well as the promotion of creativity.

2- The dimensions of transformational leadership (ideal influence, inspirational motivation, intellectual consultation, individual consideration) have a significant effect on the creative behavior of the research sample members. Thus, increasing attention to the positive strengths of transformational leadership contributes to supporting and developing creative behavior in the organization, in order to keep abreast of progress in their field of work.

3- There are significant differences in the variable of the transformational leadership in the investigated organization, indicating that the members of the research sample are different, due to the different nature of the work between the technicians and the administrators, as well as the difference in the level of performance and the achieved goals.

4 - There are significant differences in the variable of creative behavior in the organization investigated, and this indicates that the individuals in the sample of the research are different in the level of their creativity, because the ingredients of creativity vary from person to person, as well as creativity at multiple levels.

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