

PREDICTIVE ABILITY OF CREATIVE LEADERSHIP WITH OVERALL QUALITY AND JOB SATISFACTION OF EMPLOYEES A STATISTICAL FIELD STUDY AT THE TEXTILE COMPLEX IN THE CITY OF SEBDOU, TLEMCCEN PROVINCE

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Abstract:

The current study aims to reveal the predictive ability of creative leadership in overall quality and job satisfaction among employees at the Tlemcen state textile complex, where the descriptive curriculum was adopted and a random sample of (150) employees at the Tlemcen state textile complex was selected. The creative leadership scale (Daiser, 2022) and the overall quality of (al-Ahmar, Abdulrahman, 2018) were applied to it. And job satisfaction (qanawi, Ahmed, 2021) the Following statistical methods were used:

- Repetitions and percentages
- Arithmetic mean and standard deviation.
- Stephen Thompson's equation for sample size extraction.
- Pearson coefficient (Person) to identify the correlation of grades.
- Cronbach's Alpha coefficient for the circulation of constancy.
- Simple regression coefficient for recognizing the prediction of variables.
- The study reached the following results:
- The overall quality can be predicted by the professors ' grades on creative leadership among the sample members.
- Job satisfaction can be predicted by the grades of professors and the overall quality of the respondents.
- There are no statistically significant differences in the level of creative leadership among the respondents due to the variable of years of seniority at work".

Keywords: Creative leadership-total quality-job satisfaction

Introduction:

Business organizations today are witnessing technological developments and new challenges imposed by globalization, which has led to the interest of organizations in continuous development in their performance to achieve excellence and survival in the markets, and

therefore it is imperative for organizations to be led by competent people with knowledge and creativity who are able to adopt modern management methods, especially Total Quality Management and job satisfaction, which is the latest trend in contemporary management science based on principles that have proven their effectiveness and effectiveness in many international organizations

1- Problematic:

Due to the significant changes witnessed by modern technological developments rapidly in various social, cultural, political and Economic Life magazines, which led business organizations to work in a highly competitive work climate, which necessitated the search for modern strategies and methods of managing organizations aimed at achieving a competitive advantage amid these changes and ensuring the survival and continuity of the organization, among these approaches appeared the so-called To face all the external challenges and difficulties and the requirements of the internal environment through innovation, innovation and creativity in the ways and means of working within organizations, i.e. the so-called Creative Leadership, which is also one of the fundamental and important principles of Total Quality Management and the Driving force for the contribution of the members of the organization in the application of This accelerated system:

- is it possible to predict the overall quality through the degrees of professors on creative leadership
 - can Job Satisfaction be predicted by the degrees of professors on creative leadership
- are there differences in the level of creative leadership among professors due to some demographic variables, years of seniority

2- Hypotheses of the Study:

To address the problem posed in this study, based on the theoretical Framework and previous studies, we started from the following hypotheses:

1. The overall quality can be predicted by the professors ' grades on creative leadership.
2. Job satisfaction can be predicted by the grades of professors on creative leadership.
3. There are differences in the level of creative leadership among professors due to some demographic variables, years of seniority.

3- Research objectives:

The current study is aimed at revealing the following goals :

- To reveal the extent of the ability to predict the overall quality of creative leadership among the sample members.
- To reveal the extent of the ability of job satisfaction with creative leadership among the sample members.
- To determine the extent to which there are differences in the level of creative leadership according to some demographic variables and years of experience.

4- The importance of standing:

The importance of the theoretical study is highlighted in that the current study examines important topic of modern organizational thought, as the study deals with the predictive ability of creative leadership, overall quality and job satisfaction. Thus, the study helps to establish the concepts of modern management and learn more about the factors influencing it. Within the limits of the researcher's knowledge, this study is considered one of the first initiative studies, especially in the local and Arab environment, which dealt with the predictive of creative leadership, overall quality and job satisfaction, as it is expected to contribute to enriching the Algerian and Arab Library specifically with this type of studies and adding Something new to scientific knowledge and specialization. On the other hand, it is possible to talk about the practical importance of the study in the light of what economic organizations have become. More than ever, these challenges and obstacles are faced, perhaps the most prominent of these challenges is how to improve the organizational climat prevailing in labor institutions, increase the level of overall quality and job satisfaction experienced by employees in economic institutions and Thus improve their job performance, therefore, the current study is important, including :

The goal is to try to fill the gap in this area in which it is possible to recognize the reality of creative leadership in organizational organizations.

Moreover, this study provides feedback so that in light of the interpreted results, it can help to develop strategies to improve overall quality and employee satisfaction.

5. Procedural definitions:

5.1 Creative leadership : creative leadership is defined as the ability of a leader to use his types of authority, power or skill that enable him to influence his subordinates and gain their trust to achieve the set goals. (Najm Aboud Najm2020)

- It is defined procedurally: it is the degree that teachers get from answering the paragraphs of the creative leadership scale prepared for this purpose for the owner.

5.2 Overall quality: it is: performing the work correctly and correctly from the first time with reliance on the evaluation of the beneficiary in knowing the extent of performance improvement. (Samurai, 2014, P. 21) Procedurally defined:

- It is the degree that teachers get from answering the paragraphs of the comprehensive quality scale prepared for this purpose for the owner.

5.3 Jobs satisfaction: job satisfaction is also defined as an individual's feeling of happiness and satisfaction while performing his work.

This is achieving by agreeing between what the individual expects from his work and how much he actually gets in this work. Job satisfaction consists of the components that drive the individual to work and production procedurally defined:

- It is the degree that teachers get from answering the paragraphs of the job satisfaction scale prepared for this purpose for the owner.

6- Previous studies:

- **A monthly Study (2017):** aimed at identifying the degree of practice of school administrators in Baraq governorate for the values of organizational culture and its relationship to the degree of administrative creativity from the point of view of teachers. The study community consisted of (1114) scientists, and it was recruited from (235) teachers, and the descriptive method was used in its associative form and resolution to collect data, and the results showed That the degree of creative management is large, and there were no differences due to the variable of the learning stage and experience in administrative creativity.

- **Al Ghamdi (2016):** conducted a study aimed at determining the degree of delegation of authority by the Head of Al-Baha schools and its relationship to administrative creativity from the point of view of teachers. The sample of the study consisted of (261) teachers from schools in Al-Baha region, selected by the method of random stratified sample, and a questionnaire consisting of (47) paragraphs was used as a data collection tool, and the results showed That the degree of administrative creativity of the superintendant of schools in Al-Baha region was average, and there were no statistically significant differences depending on the variables of educational stage, academic qualification, and years of experience on the axis of creativity management

Al-Mansour study: title of the study (Total Quality Management in the Jordanian Health sector) comparative Field study at al-Bashir Hospital and the Islamic hospital Its objectives are to identify the extent of the presence of each sub-element of Total Quality Management (Leadership, customer focus, employee integration, continuous improvement, relationship with the provider, performance measures), and in this study, reliance was placed on the design of two questionnaires, the first for employees, and the second for impatients, as the sample size of employees in both hospital reached (490) employees, and the sample size of: (340) patients for both hospitals, and the most important finding of the study is the presence of interest and endeavor by the management of the Islamic hospital to improve the quality of services provided to their patients by adopting methods and techniques of Total Quality Management better than the management of Bashir Hospital, which expressed a lack of interest in the applications and techniques of Total Quality Management or not realizing the importance of this modern administrative entrance in improving the quality of services provided to the public.

- **Study (Robbie et al, 1998):** the relationship between the level of work and job satisfaction The study was conducted by the above researchers on the relationship of administrative levels with job satisfaction, and one of the results of this study is the increase in job satisfaction with the rise of the career level of the individual, as the owners of higher departments feel more satisfied with their work than the incumbents of lower posts and departments, especially in societies characterized by power disparity between individuals, which gives the opportunity to differentiate between workers, whether in the functional and social status they reach, in rights

and duties, or in income earned. This study informed the researcher in his study of the importance of the positive relationship between job satisfaction and performance, which is one of the functional causes of job satisfaction

7- The theoretical side of the study:

7.1 Management leadership concept: Despite the interest of many scientists, writers, researchers and philosophers in studying the subject of administrative leadership, it remains a puzzling mystery and a mysterious topic. Scientists, writers and researchers have not been able to agree on a unified definition of the concept of administrative leadership. We will discuss through the following some definitions only because not all of them can be limited. Administrative leadership defines the activity of a leader in the field of decision-making, issuing orders and supervising others using official authority (Najm, ayud, 2010)

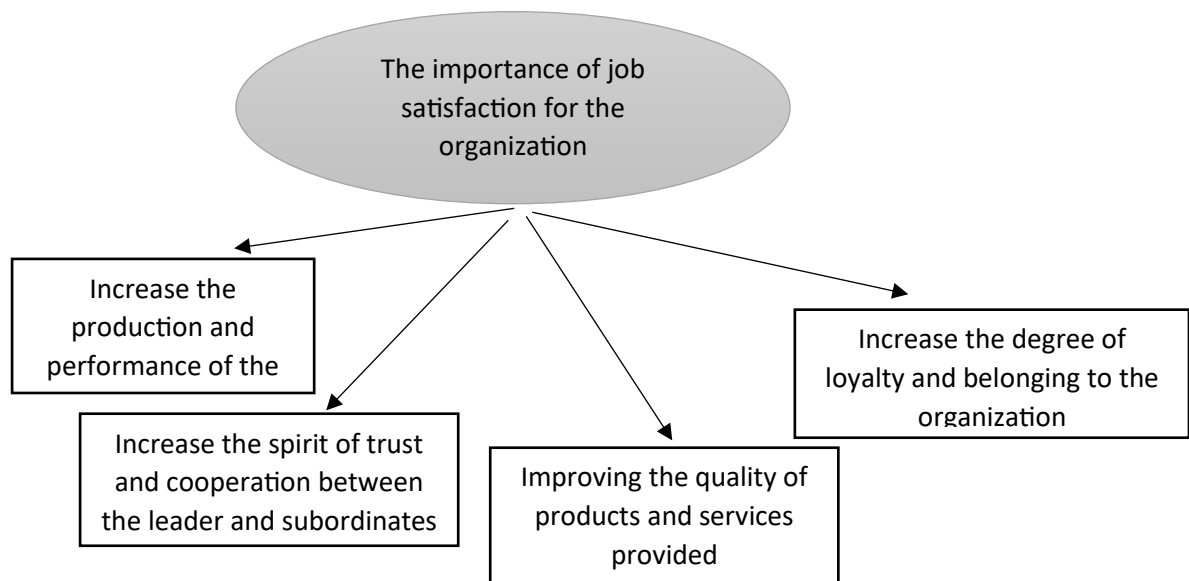
And also learn about a set of personal characteristics That make directing and controlling others successful² Rensis Likert also introduced her to the ability of a leader to influence others, direct and guide them to obtain cooperation and motivate them to work with the highest degree of efficiency in order to achieve the set goals.³ Finally, a comprehensive definition of managerial leadership can be given, which, in turn, includes the various constituent elements of the leadership process: It is the process of influencing the behavior of others in order to achieve the set goals.

7-2 The concept of Total Quality:

Total quality is defined as including efficiency and effectiveness together, because efficiency means the optimal use of available potentials, inputs in order to obtain a specific amount of output using the lowest amount of inputs (the lowest possible cost), and this represents one of the foundations on which Total Quality is based, which is to achieve the required specifications in the best way and with the least effort and cost, and effectiveness means achieving the desired goals or outputs, and this is also the most important foundations of quality. (Albumi,2011, p.30.) Oakland defines it as a comprehensive approach to improving competitiveness, effectiveness and flexibility in the organization through planning, organizing and understanding of each activity and involving every individual at any organizational level in the organization.).

7.3 Jobs satisfaction:

Smith defined the meaning of the word job satisfaction to mean the responsiveness that exists between the worker and the work he occupies, and job satisfaction results when the work responds to the needs of the worker and believes that satisfaction is achieved only in the work faufls rumors of the worker's needs (Ibrahim, al-Hamdi, 2011). Despite the many definitions and the different writers in defining the concept of job satisfaction, it can be said that job satisfaction is seen as the level of the degree of satisfaction of the individual's needs, and this satisfaction is achieved by multiple factors and these factors make the individual satisfied with his work to achieve his ambitions and desires, and this is commensurate with what he wants and what he gets in reality or exceeds his expectations.



8- Study Methodology and procedures:

8.1 The curriculum used in the study: in our current study, we relied on the descriptive curriculum to suit the subject and nature of the study centered on the predictive ability of creative leadership with overall quality and job satisfaction of employees Field of textile complex, Tlemcen province

8-2 The study community and its samples: the study community was represented among the employees of some municipalities of Tlemcen state, and therefore the study sample consisted of (150) employees who were selected in an intentional manner as shown in the following table

-8.3 study tools: in our study, we relied on three measures:

* Creative leadership Scale * total quality scale * job satisfaction scale.

A- Creative leadership scale: Designed by the researcher

(Bawadi, 2023), where the study tool consisted of two parts: - The first part: it included the initial data, including the scientific qualification, years of experience. The questionnaire included 19 phrases distributed over four dimensions: (creativity consists of 5 phrases, initiative consists of 5 phrases, leadership sensitivity to problems consists of 5 phrases, and motivation consists of 4 phrases) the five-tiered Likert scale was used to correct the responses of the study population. So that gives degree (1) (Very Low), gives degree (2) (low), degree (3) (medium), degree (4) (large), degree (5) (Very Large). The two researchers calculated the internal consistency coefficient using the alpha-Krohnbach equation and came to the monitoring of a stability value estimated at (0.82). as for the honesty of the scale, the internal consistency was monitored by the Pearson coefficient for the dimensions of the scale and the total score, the results were estimated as follows: creativity was estimated at (0.69),

leadership style at (0.84), initiative was estimated at (0.69), sensitivity in solving problems was estimated at (0.91), but after the incentives are estimated at (0.88) * On the other hand, the psychometric properties of the scale were verified in the current study, as for the stability of the scale, the internal consistency coefficients of the scale were extracted, using the alpha-kronbach equation according to the statistical program (SPSS). Therefore, an acceptable stability value was estimated at (0.88), and this is based on our application of the alpha-krubach equation, so we can say that the scale is characterized by acceptable stability. As for the honesty of the scale, we monitored the honesty of the internal consistency, where the Pearson correlation coefficient was calculated between each paragraph and the total score of the scale, to identify the extent of internal homogeneity of the scale. From it, we monitored acceptable values expressing the honesty of the scale, so the scale values ranged between (0.55-0.84), which are acceptable values, a function at the level of (0.05), indicating that the scale has acceptable honesty.

B-Total Quality: Designed by the researchers (al-Ahmar and Abed al-Rahman, 2018). It consists of four dimensions: the first dimension: coherence (4 paragraphs) the second aesthetic dimension (5 paragraphs), the third dimension : individual boundaries (5 paragraphs), the fourth dimension : the quality of perception (5 paragraphs). *To ensure the truthfulness and stability of the scale, the two researchers calculated the internal consistency using the alpha-krubach equation, a stability value was estimated at (0.82), which indicates a good stability of the scale, and as for the truthfulness of the scale, the Pearson correlation coefficient was calculated according to the following results: after cohesion, a value was estimated at (0.68), after aesthetics was estimated at (0.74), after individual limits at (0.84), as for the quality of perception (0.92), and the total score of the scale was estimated at (0.74), which are all values indicative of the scale's acceptable honesty.

C-job satisfaction: Designed by the researchers (qanawi, Ahmed, 2021). It consists of four dimensions the first dimension: the nature of work (4 paragraphs) the second dimension working conditions (5 paragraphs), the third dimension: salaries and bonuses (5 paragraphs), the fourth dimension: the level of appreciation and respect (5 paragraphs). * To ensure the truthfulness and stability of the scale, the two researchers calculated the internal consistency using the cronbach's Alpha equation, a stability value was estimated at (0.79), which indicates a good stability of the scale, as for the truthfulness of the scale, the Pearson correlation coefficient was calculated according to the following results: after the nature of the work, a value was estimated at (0.68), after working conditions was estimated at (0.76), after salaries and bonuses at (0.88), the level of respect (0.90), and the total degree of the scale was estimated (0.77), which are all values that indicate that the scale has acceptable honesty

8-4 Statistical methods used: In order to analyze the study data and test its hypotheses and questions, we relied on the statistical package for Social Science (SPSS) Statistical package for social science in its version (26), using the following statistical methods that varied between descriptive statistics and inferential statistiques: percentages, arithmetic mean, standard deviation, person coefficient (Person), simple regression coefficient, single variance analysis test (ANOVA), test (T) for differences.

9. Presentation and interpretation of the study results:

9.1 presentation and description of the results of the first hypothesis: The first hypothesis

The dependent variable	Predictive variables (explained)	Coefficient R	Coefficient R ²	Value F	Significance F	Coefficient Beta	Value T	Significance T	Coefficient of contrast inflation
Total quality	Creative leadership	0.184	0.034	15.747	0.000	0.184	3.968	0.000	1.000

states that "overall quality can be predicted by the scores of professors on the creative leadership scale. From this hypothesis the researcher used the statistical method simple regression analysis with which we will check the predictability of Professional silence

By the organizational climate. And the results table no. (40) Shows that:

Table N°. (01): results of simple regression analysis to predict overall quality through creative leadership.

Source: (outputs of the Field study based on the SPSS v26 program)

In order to find out the relationship between Total Quality and the interpreted variable creative leadership, a simple linear regression model was used as shown in Table (01), in which the creative leadership variable was considered as the interpreted variable and the total quality variable as a dependent variable. The results of the regression model showed that the regression model is significant through the value (F), which reached (15.747) with a significance level (0.000), which is lower than the significance level (0.01), these results are interpreted that the interpreted variable creative leadership explained 03% of the variation in overall quality by looking at the values of the coefficient of determination (R²), which is equal to (0.034). The beta coefficient, which illustrates the relationship between Total Quality and creative leadership, was also valued at (0.184), which is an inverse negative value with statistical significance, as this can be deduced from the value of the Test (T) and its statistical significance, meaning that the higher the level of good creative leadership among professors by one unit, the higher the overall quality level by 0.184 units. The success of Total Quality Management is linked to the effective leadership of the organizational institutions associated with the human resource in the organization. an effective human resource ensures the continuity of the success of the entrance to the Total Quality Management System, and therefore the top management should pay great attention to caring for it starting from the function of selection, appointment, evaluation, training and motivation. This makes them feel important in the organization, which leads to the activation of their role

9.2 presentation and description of the results of the second hypothesis: The first hypothesis states that "job satisfaction can be predicted by professors' scores on the creative leadership scale. From this hypothesis, the researcher used the statistical method simple regression analysis, through which we will verify the predictability of job satisfaction through creative leadership. And the results table N°. (02) Shows that :

Table N°. (02): the results of a simple regression analysis to predict job satisfaction through the creative leadership scale.

- **Source:** (outputs of the Field study based on the SPSS v26 program)

In order to find out the relationship between job satisfaction and the explained variable creative leadership, a simple linear regression model was used as shown in Table (02), in which the creative leadership variable was considered as The explained variable and the job satisfaction variable as a dependent variable. The results of the regression model showed that the regression model is significant through the value of (F), which reached (14.657) with a significance level (0.000), which is lower than the significance level (0.001). These results explain that the variable interpreted creative leadership explained 03% of the variation in job satisfaction by looking at the values of the determination coefficient (R2), which is equal to (0.032). The value of the beta coefficient (Beta), which shows the relationship between job satisfaction and creative leadership, came with a value of 0.178), which is an inverse negative value and statistically significant, as this can be deduced from the value of the Test (T) and its statistical significance, meaning that the more the level of good creative leadership among professors increases by one unit, the level of psychological burnout increases by (0.178) units. Since creative leadership is the process of influencing subordinates, it is considered one of the main factors in achieving job satisfaction, as it has a significant impact on the mobility and activity of the group and in creating interaction between the individual and other individuals. Through the dimensions of influence, the possibility of gaining satisfaction and belonging to employees and achieving the goals to be achieved. The essence of the leadership process lies in the individual's abilities, which are created by influencing the behavior of other individuals. Leaders, through exercising their leadership role, have the ability to influence subordinates and direct their behavior towards achieving goals and work to achieve job satisfaction for them.

9.3 presentation and description of the results of the third hypothesis : The fifth hypothesis states that : "there are statistically significant differences in the level of creative leadership among the respondents due to the variable of years of seniority at work". To verify this hypothesis we have calculated and used the test of monovariance analysis (One way Anova).

Table (03) presents the results of the single variation test to verify the extent to which there are significant differences at the level of significance in the overall creative leadership grades

The dependent variable	Predictive variables (explained)	Coefficient R	Coefficient R2	Value F	Significance F	Coefficient Beta	Value T	Significance T	Coefficient of contrast inflation
Psychological burnout	Organizational climate	0.178	0.032	14.657	0.00	0.178	3.828	0.00	1.000

attributed to the seniority variable at work.

Table N°. (03):

The results of the analysis of the unilateral variation (Anova) in the scores of the respondents on creative leadership depending on the variable of years of seniority at work.

Source of variability	Degree of freedom	The set of squares	Average squares	The value of F	Confidence level
Among the groups	4	3254.469	8	3.617	0.290
Within the groups	445	29038.722	652.541		
Total grade	449	29363.191			

- **Source:** (outputs of the Field study based on the SPSS v26 program)

It is clear from Table No. (03) above that there are no statistically significant differences in the level of creative leadership due to the variable of years of seniority in work among the sample of professors in the overall grade of the scale, where the calculated pH value was estimated at (1.274) and the confidence level (0.290), which is a value greater than (0.01) and (0.05), and therefore there are no differences in the organizational climate variable due to seniority in work. And therefore the hypothesis did not materialize. Therefore, we can Attribute such a result in the absence of differences due to the Professional experience variable to the fact that teachers differ in their experience to the fact that they share the same conditions as they live in the educational institution as a result of personal, cultural and organizational factors without taking into account their experience, the majority of them, according to the survey and during the interviews, the respondents stated that they practice work for fear of negative feedback from the administration, change their place of work and being fired from the job. They are also exposed to the same professional pressures, and then if their peak increases, they may be exposed to a lack of material incentives, which prevents employees from job satisfaction, when an organizational environment is not suitable for working conditions, then the employee's experience does not have a reaction in preventing the negatives of creative leadership. This result can be explained by the fact that professionally experienced and less experienced groups have the same level of indicators and dimensions of creative leaders in educational institutions.

Conclusion:

From all the above, we conclude that the secret of the development of organizations is no longer only in the ability to manage not only their material wealth, but also in how to use leaders in directing the workforce, pushing it to discover and explode creative energies. Therefore, organizations, especially today, need to pay attention to the loyalty of leaders and raise their leadership level so that they can face risks and take advantage of opportunities by influencing others to reach satisfactory performance of the organization and increase competitiveness. Thus, creative leadership is one of the important factors with a great impact on the mobility of the group and the activity of the organization, and in creating the necessary administrative interaction to achieve effective goals and strategies, whether the latter pertain to the individual of the organization. The effectiveness of leadership does not appear in one-

time, short-term or specific situations. The leader is linked with others by Interactive, mutual and frequent relationships characterized by stability and continuity in work, which in turn achieves the overall quality and job satisfaction of individuals and their sense of belonging to the organization.

Recommendations:

- The need to develop creative leadership skills in the organization through holding training courses that enable it to follow effective administrative and leadership methods, especially with regard to Democratic leadership, with the need to move away from arbitrariness and authoritarianism in management, for the benefit of individuals and the organization.

- The need to adopt modern and advanced management methods and concepts that enable organizations to keep abreast of technological developments and help them achieve excellence, while ensuring high performance and predicting the future goals of the organization.

- The need to pay attention to achieving job satisfaction for individuals because of its importance in achieving a high level of productivity in the organization.

- The need for the leader not to stick to one leadership style and consider it as the successful one in all cases, but he must be characterized by flexibility in his dealings with his subordinates and his choice of leadership style according to the appropriate circumstance.

- Job satisfaction should be among the main topics that get the attention of the leader, and this is after studies have shown that there is a relationship between him and the overall quality and performance in the organization.

- The need to develop a system of incentives and material and moral rewards where it reflects positively on the behavior of individuals.

- The need to build trust between the leader and subordinates.

- Work on the participation of the leader to his subordinates in making the necessary decisions.

- The need for the leader to adopt a communication system that allows achieving mutual interaction between them.

- Allowing individuals to bring about change in the organization because of its effects, and work to blow up their energy and discover their talents.

- Urging leaders to support and encourage the method of teamwork in solving problems by spreading the culture of positive dialogue in the exchange of ideas and acceptance of different opinions to create a comprehensive quality.

- Work to reconcile the goals of the organization and the goals of employees by paying attention to the human resource and identifying its functional needs and taking into account individual differences in abilities and skills when distributing job tasks.

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