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Servant Leadership and Its Relationship with Administrative Creativity: A Field Study of Arsenal and Lifting Gear Corporation (Ain Smara) Constantine

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Abstract: This study explores the dynamic relationship between servant leadership and administrative creativity among employees at the Arsenal and Lifting Gear Corporation "Somatel" in Ain Smara, Constantine. In order to establish a solid theoretical foundation, we utilized specially designed questionnaires that measure both servant leadership and administrative creativity, drawing upon previous scholarly works and related scientific references. The servant leadership questionnaire is derived from the research of Mohamed Ahmed Ghali, who developed a scale titled "Servant Leadership and its Relationship with Organizational Commitment" based on the Loub scale from 1985, which comprises 14 items distributed across various dimensions (refer to Appendix 3). Similarly, the administrative creativity scale incorporates three primary dimensions, attention to subordinates, emphasis on development and success, and conceptual skills, based on Sahnoun's study "The Role of Administrative Creativity in Developing Human Resource Management", which includes 17 items (see Appendix 3).

Statistical analysis revealed a significant correlational relationship between servant leadership and administrative creativity. The findings validate all proposed hypotheses with varying degrees of significance at the 0.01 level, suggesting a synergistic interaction between servant leadership and its influence on administrative creativity.

Keywords: Servant Leadership, Assisting Subordinates in Development and Success, Attention to Subordinates, Administrative Creativity.

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1. Introduction:

Organizations, whether economic or service-oriented, consistently aim to fulfill their stated objectives. The creation and structuring of organizations depend on both material and human resources that interact to achieve these goals. Given that the human element orchestrates the effective use of all resources, its significance eclipses that of other elements, underscoring the importance of its study and the factors influencing it.

At the close of the last century, a paradigm shift occurred within global economic organizations, which moved away from traditional leadership models characterized by hierarchical structures, guardianship, and centralized control. This shift favored new models that foster collaborative teamwork and encourage participatory decision-making. This evolution gave rise to the concept of "servant leadership", first identified in the early 1970s.

A quintessential leader first serves his group or organization, a commitment that is evident in his focus on subordinates and prioritization of their needs. Such leaders engage with their team members ethically, justly, and truthfully, enhancing their stature and recognition as leaders.

Servant leaders uplift their subordinates and inspire them to achieve targeted outcomes. They empower and motivate team members to engage in decision-making processes, identify and address challenges, and assume responsibilities, thereby fostering trust and active participation within the organization.

General organizations confront a myriad of challenges that vary based on their functions, types, and sizes. These challenges necessitate that their leadership and workforce transition away from the antiquated trial-and-error problem-solving approach, towards adopting creative methodologies.

Administrative creativity is pivotal in adapting to continuous changes; it is a crucial and contemporary topic within administrative sciences. Creativity is essential for an organization's survival and development. An organization that fails to innovate is inevitably on a path toward decline and potential extinction. Creativity enables institutions to adapt to ongoing changes, confront diverse challenges, and thereby secure a competitive edge.

It fosters innovation, propelling the organization ahead of its competitors by practicing administrative tasks with innovative, positive thoughts and methods. This creates an environment and work climate conducive to the continuous generation of new ideas, outstanding performance, or constructive solutions to anticipated problems both within and outside the organization, thus aiming to enhance internal and external efficiency.

Amid developments and expansions in the global economy and the phenomenon of economic globalization, which permits free movement of production elements, institutions are compelled to overhaul their traditional administrative methods in favor of modern, creative approaches that focus on the human element, which is central to the creative process. This involves preparing a suitable administrative environment.

Based on the previous discussion of the concept of servant leadership and the adoption of a creative approach by organizations to respond to continual changes, and considering that organizations,

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particularly with regard to their human resources, are not exempt from these challenges, the research questions of the problem are presented as follows:

1.1 Main Question:

- _ Is there a relationship between servant leadership and administrative creativity among the administrators at Sonacom?

1.2 Sub-Questions:

- _ Is there a relationship between attention to subordinates and administrative creativity among the administrators at Sonacom?
- _ Is there a relationship between assisting subordinates in development and success and administrative creativity among the administrators at Sonacom?
- _ Is there a relationship between conceptual skills and administrative creativity among the administrators at Sonacom?

2. Hypotheses:

2.1 Main Hypothesis:

- There is a relationship between servant leadership and administrative creativity among the administrators at Sonacom.

2.2 Sub-Hypotheses:

- There is a relationship between attention to subordinates and administrative creativity among the administrators at Sonacom.
- There is a relationship between assisting subordinates in development and success and administrative creativity among the administrators at Sonacom.
- There is a relationship between conceptual skills and administrative creativity among the administrators at Sonacom.

3. Study Significance:

Servant leadership is of significant interest in contemporary research, given its profound impact across various sectors. As a modern leadership style, servant leadership propels an organization forward, ensuring its success and sustainability, which contributes to the organization's competitive advantage, market share, and ongoing development.

Administrative creativity is valued as a dynamic force within the organization, dispelling monotony and fostering individual and organizational growth and development. Creativity is also a crucial indicator of an organization's success and its management and administrative policies.

4. Study Objectives:

This research is aimed at fulfilling several objectives, both theoretical and practical:

- _ Introduce and elucidate the concept of servant leadership, its dimensions, and the characteristics of servant leaders, considering it a modern concept that requires further study and research both globally and in the Algerian context.

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- _ Investigate the relationship between servant leadership and the presence of administrative creativity among Sonacom employees.
- _ Assess the creative capabilities of Sonacom employees.
- _ Offer field and academic recommendations and suggestions based on the study's findings.

5. Study Terms

5.1 Leadership:

Leadership is defined as the process of influence that guides the activities of organizational members towards setting directions (purposes) that align with the goals of the management system (Sadler, Philip: p.93, 2008).

5.2 Servant Leadership:

In the context of this study, servant leadership at the "Sonacom" institution refers to the leader's capacity to transform administrators into servants and innovators through dedicated service, care, and motivation. This approach positions the servant leader as a supportive figure who aids subordinates in performing their tasks with efficiency, high quality, and ongoing creativity.

5.3 Assisting Subordinates in Development and Success:

This involves a sincere and intensive focus on the development of subordinates, providing them with full support and the necessary guidance to equip them with the professional skills required for effective task execution.

5.4 Attention to Subordinates First:

This term refers to the application of appropriate, clear procedures and expressions, particularly towards direct subordinates, addressing all their needs from the moment they join the organization and prioritizing these actions as a key focus.

5.5 Conceptual Skills:

Conceptual skills encompass comprehensive knowledge about the organization, its nature of work, and the tasks assigned to servant leaders, ensuring that the leader is effectively positioned among subordinates to provide full support and assistance, thereby facilitating the tasks of others, especially direct subordinates (Al-Nashash, Fatima Mahmoud Awad: p.28, 2018).

6. Administrative Creativity:

Defined as a human endeavor at the individual or group level to employ cognitive and mental capacities along with environmental influences to produce new goods or services that have not been previously realized, characterized by their societal benefits (Ahmed, Mohamed Jad, and Mahmoud: p.8, 2016).

In this study, administrative creativity among Sonacom employees is seen as the ability to utilize modern thinking methods and mental capacities to innovate and develop new methods and styles that are original, flexible, and sensitive to problems, thereby delivering benefits to the public.

6. Previous Studies

6.1 Studies addressing servant leadership:

1. **Al-Deiry's Study (2011) "The Degree of Practice of Deans of Education Faculties in Jordanian Universities of Servant Leadership from the Perspective of Faculty Members and Its Relationship with Their Job Satisfaction":**

This study investigated the extent to which deans of education faculties at Jordanian universities practice servant leadership from the perspectives of faculty members and its correlation with their job satisfaction. The study utilized a sample of 189 faculty members, selected through stratified random sampling.

The findings indicated that deans of education faculties at Jordanian universities practice servant leadership to a moderate extent as perceived by the faculty members. Additionally, the study revealed no statistically significant effects of gender, experience, or the source of the doctoral degree on the deans' practice of servant leadership, with exceptions noted for academic rank and the nature of work within the faculty.

The results highlighted a statistically significant positive correlation between the extent of servant leadership practiced by the deans and the job satisfaction of faculty members.

2. **Ibrahim's Study (2013) "The Degree of Practice of Private High School Principals in Amman Governorate of Servant Leadership and Its Relationship with the Level of Organizational Trust from the Teachers' Perspective":**

This research aimed to evaluate how extensively servant leadership is practiced by principals of private high schools in the Amman Governorate and its correlation with the prevailing level of organizational trust from the teachers' perspective. The study involved a sample of 327 male and female teachers, chosen through proportional random sampling.

The findings indicated that the level of servant leadership exhibited by the principals was perceived as moderate by the teachers. However, the prevailing level of organizational trust within these schools was rated as generally high. Moreover, a statistically significant positive relationship was identified between the degree of servant leadership practiced by the principals and the level of organizational trust.

Significant differences were also noted in the perceived levels of servant leadership due to variables such as gender, experience, and academic qualification. Recommendations from this study include organizing training sessions and workshops to enhance understanding of servant leadership among these principals and suggesting that similar studies be conducted at different educational levels with various unexplored variables.

3. **Rachid and Matar's Study (2014) "Organizational Citizenship Behaviors in Light of Servant Leadership Theory: A Survey Study in a Sample of Colleges at Al-Qadisiyah University":**

This study aimed to explore the role of servant leadership in enhancing organizational citizenship behaviors among a sample of faculties at Al-Qadisiyah University. The study sought to answer several critical questions: Is there sufficient awareness among the administrative leaders in the university faculties about the concept of servant leadership? What is the level of this awareness? Is

there adequate understanding among the administrative leaders in the mentioned faculties about organizational citizenship behaviors? What is the level of this understanding? Is there a relationship between servant leadership and organizational citizenship behaviors, and what is the nature of this relationship? Is there a statistically significant impact of servant leadership on organizational citizenship behaviors?

The researchers adopted a descriptive analytical approach to analyze the opinions of a sample of 287 department heads and faculty members across six of the eleven faculties at Al-Qadisiyah University. They used a questionnaire as a tool to measure the study variables and employed a range of necessary statistical tools and software to test the study hypotheses and thus achieve its goals, which demonstrated a statistically significant relationship between the style of servant leadership and organizational citizenship behaviors.

In light of the results obtained, the study concluded with a set of recommendations. Foremost among these is the importance of servant leadership in enhancing organizational citizenship behaviors to achieve the goals of educational institutions and to instill the concepts of service and empathy among university staff, thereby creating a supportive climate for service and assistant personalities. Additionally, the study suggests implementing training programs for administrative leaders to firmly establish the concept of service among them.

4. **Mutaib's Study (2015) "Servant Leadership and Its Impact on Team Effectiveness - An Analytical Study of Opinions from a Sample of Members of Local Councils in Al-Qadisiyah Governorate":**

This study tested the effect of servant leadership on team effectiveness through analyzing the leadership characteristics that enhance and shape an effective work team. It included members of local councils in Al-Qadisiya Governorate, with 75 questionnaire forms distributed and 61 valid responses collected, representing an 81% response rate. The research was structured around a main hypothesis positing a statistically significant correlation between servant leadership and team effectiveness. Data was collected through a structured questionnaire divided into sections addressing servant leadership and team effectiveness, respectively. Various statistical methods validated both the main and subsidiary hypotheses. Conclusions drawn from this study highlighted the necessity for local councils to adopt servant leadership as a behavioral style due to its significant impact on forming and shaping effective work teams, and the need for further investment in this leadership style, which has become a focal point of management studies in recent years.

6.2 Studies addressing Administrative Creativity:

1. **Khalaf's Study (2012) "The Relationship of Transformational Leadership with Administrative Creativity among Academic Department Heads at the Islamic University of Gaza":**

This investigation sought to determine the relationship between transformational leadership elements and the development of creative capabilities among academic department heads at the Islamic University of Gaza. Employing a descriptive analytical approach, the study engaged all 45 department heads through a comprehensive enumeration sampling technique.

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The primary tool for data collection was a questionnaire. Significant findings indicated a high presence of administrative creativity attributes among the department heads. The analysis revealed no statistically significant differences in responses regarding the relationship between transformational leadership and administrative creativity, irrespective of age, years of experience, or academic qualifications. The recommendations emphasized the university administration's role in fostering creativity by providing intellectual, emotional, and financial incentives to enhance the educational environment.

2. **Mohamed's Study (2012) "Organizational Culture and Its Relationship with Administrative Creativity of Administrative Leaders at Assiut University":**

This study aimed to explore the correlation between the prevailing organizational culture and the level of administrative creativity among leaders at Assiut University. The research encompassed 88 administrative leaders from the university's general administration and various faculties, using a descriptive analytical method.

Data collection was facilitated through a questionnaire. Key findings highlighted the widespread availability of creative capabilities among the administrative leaders, fostered by an encouraging university environment that promotes creativity characterized by analytical ability, flexibility, fluency, originality, non-conformity, and problem sensitivity. The study advocated for further research on barriers to administrative creativity in different educational settings and the impact of organizational culture on fostering creativity in primary education.

3. **Al-Harhi's Study (2014) "A Proposed Framework for Developing Administrative Creativity among School Principals in North Eastern Governorate of Oman":**

The study aimed to explore the extent of administrative creativity practiced by primary school principals in the Eastern Governorate of Oman. The researcher utilized a descriptive analytical approach, designing a questionnaire consisting of 68 items, which was administered to 107 principals. The study found that the evaluations of primary school principals in North Eastern Oman showed a moderate degree of variability and differences in the items across the areas of creative practices associated with the external environment.

Additionally, the results indicated no statistically significant differences attributed to variables such as gender, job title, administrative experience, or academic qualifications in the areas of administrative practices for administrative creativity. The study proposed a framework for enhancing administrative creativity among primary school principals in educational governorates. Among the key recommendations were granting more authority to school principals to enhance trust in them, enabling them to effectively realize their duties, and providing educational management with a degree of flexibility and decentralization, with some delegation of authority to principals to introduce creative practices that contribute to school development and improvement. The study also recommended organizing training courses in administrative creativity for primary school principals to explain and clarify administrative creativity and its application in schools.

4. Al-Dreibi's Study (2015) "The Reality of Administrative Creativity and Its Relationship with the Internal Work Environment among Female Leaders at Princess Nourah bint Abdulrahman University":

This research aimed to explore the nature of administrative creativity and its interplay with the internal work environment among female leaders at Princess Nourah bint Abdulrahman University. The study encompassed all female leaders at the university, utilizing a descriptive analytical methodology. Data collection was conducted using a questionnaire, with a random sample of 94 individuals selected from the study population.

The findings indicated that the level of administrative creativity among the female leaders was generally moderate, and the influence of internal environmental obstacles on administrative creativity was also moderate. The study revealed no statistically significant differences in opinions across the study's axes, based on personal and job-related variables, except for the academic qualification variable. Notably, those with doctoral degrees showed more favorable opinions towards the organizational structure, fluency, and the reality of administrative creativity.

Recommendations included clearly defining the roles of female academic leaders at the university, avoiding overburdening them, enhancing support for administrative leadership through the recruitment of skilled administrative staff and technical expertise, and implementing effective material and moral motivational systems to cultivate creative capabilities within the university.

Comments on Previous Studies

In reviewing the previous studies, the researcher examined eight studies, four of which focused on the variable of servant leadership, represented by the studies of Al-Deiry (2011), Ibrahim (2013), Rachid and Matar (2014), and Mutaib (2015). These studies variously explored leadership behaviors, underscoring the significance of servant leadership across different organizations, irrespective of their objectives, size, and nature of activities.

The other four studies addressed the variable of administrative creativity, represented by Khalaf (2012), Mohamed (2012), Al-Harhi (2014), and Al-Dreibi (2015), highlighting the critical role of administrative creativity in addressing challenges, breaking conventional barriers, and fostering organizational development.

From these studies, it is evident that the creative abilities and skills of subordinates are directly influenced by the prevailing leadership style within the organization, suggesting a linkage between leadership styles and creative outputs.

Several observations were made about these studies concerning their topics, methodologies, samples, and findings, which can be summarized as follows:

- The diversity in the subject matter of servant leadership, the methodologies employed, the types of samples used, and the study communities.
- A noted study attempted to explore the relationship between servant leadership and administrative creativity but contained numerous methodological errors, revealing gaps beneficial for this research inquiry.

- This study stands out due to the scarcity of previous research addressing both variables in conjunction.
- It also differs from previous studies in terms of the sample, study community, and data collection tools used.

The researcher posits that when discussing creativity from an interactive perspective between the individual and surrounding variables, the influence of a leader's beliefs on the creative abilities of their subordinates cannot be overlooked. Leaders shape the behavior of others and thus enhance their creative capacities by providing opportunities and encouraging them to tackle challenges and difficulties encountered in their roles.

7. Theoretical Framework:

7.1 Servant Leadership

The foundation of servant leadership is deeply rooted in historical precedents, exemplified by Prophet Muhammad (peace be upon him), who throughout his life was an exemplary leader, consistently aiding his companions in diverse endeavors during both peaceful times and conflicts. His innate intelligence and remarkable leadership style were instrumental in establishing one of history's greatest empires within a remarkably brief period (Abdessalam, 2009, p.19).

It has been traditionally acknowledged that true leaders are those who serve and motivate their people, encapsulated in the maxim, "The leader of the people is their servant" (Hassan, 2014, p.23). This principle underlines that the ethos of servant leadership has long been a component of ancient Arab thought.

Robert Greenleaf was the pioneer in articulating the concept of servant leadership in the modern era, starting in 1970. His interpretation focused on the idea that leaders should primarily be servants, emphasizing that true leadership expresses itself through a dedication to serving others. He argued that leaders should prioritize the needs of their subordinates, striving to maximize productivity by providing necessary support and attention (Al-Karni, 2014, p.11).

Greenleaf drew inspiration for this management style from the narrative in Herman Hesse's novel "Journey to the East," published in 1956. The story revolves around a group of men on a mythic spiritual quest, accompanied by their servant, Leo, whose role was pivotal in ensuring their well-being and inspiring them with his resolve and songs.

The journey progresses smoothly until Leo's sudden disappearance, which results in disarray and the eventual abandonment of the quest. The plot twist unfolds when Leo is later revealed not merely as a servant but as one of the highest spiritual leaders and the central guiding figure of the journey. This revelation underscored the profound lessons about the intrinsic role of leaders, which Greenleaf integrated into his development of servant leadership.

Though Greenleaf acknowledged that his concept did not encompass the entire spectrum of servant leadership, it spurred significant scholarly inquiry, positing the leader as fundamentally a servant, a notion that has since opened avenues for extensive research and debate.

The conceptualization of servant leadership as a formal leadership style began to gain prominence in 1977 when Robert Greenleaf introduced the term "servant-leader" through his seminal essay, "Servant Leadership." This leadership style was gradually embraced by various organizations, although it initially presented a conceptual challenge.

Many societies grappled with the apparent contradiction inherent in a leader being both a servant and a leader, a notion that seemed logically incompatible at the time. Keith underscored that the concept of servant leadership is fundamentally paradoxical and incontestable. The traditional view that a servant is subservient and accommodating, while a leader is assertive and commanding, makes these roles seem inherently contradictory and ostensibly irreconcilable.

This dichotomy spurred debates on how to harmonize these perceived contradictions, which are often seamlessly integrated in Eastern philosophies, with Western ideologies. Keith further noted that the oscillating attitudes towards the servant leadership style, particularly the interplay between the identities of servant and leader, are seldom practical in real-world scenarios. It is not uncommon for a servant leader to undergo a period of deviation where their leadership style may temporarily shift from a service-oriented model to a more authoritative one before recalibrating back to an effective servant leadership model.

In essence, servant leadership is regarded as superior to other leadership styles because it transcends the transient personal interests of individuals. Its primary aim is to uplift and contribute to the creative prowess of the organization as a whole. It is in this broader organizational impact that the true essence of servant leadership is realized (Mustafa, 2015, p.9).

7.2 Administrative Creativity

Today's organizations encounter a myriad of challenges that compel decision-makers to adopt and foster a creative approach, moving away from reliance on mere speculation, coincidence, and haphazard ventures. In a competitive organizational landscape, it is imperative to identify, attract, and nurture creatively inclined individuals. Currently, creativity is not only considered a fundamental but also a supportive element for any organization, and it stands as one of the most relevant topics in modern administrative discussions (Matar, 2018, p.24).

Innovation is now seen as the core of administrative creativity for any institution. Scholars of management concur that in the face of ever-changing and increasingly complex operational conditions, the necessity for creativity has never been more imperative. Managers of modern administrative organizations are thus focused on cultivating and enhancing the creative capacities of their employees.

This effort is aimed at bolstering their contributions to problem-solving, decision-making, ideation, and functioning as a cohesive and dedicated team geared towards creativity and enhanced productivity. Creativity is recognized as a unique form of human activity (Ali and Al-Hakim, 2015, p.29).

Organizations can secure a competitive edge through creativity, which may become one of the few lasting sources of competitive advantage in the modern era. Creativity is no longer merely an option but a necessity that responds to evolving consumer demands and lifestyles, capitalizes on

technological advancements, adapts to changing markets, and navigates new dynamics. It is about responding adeptly to changes in both the internal and external environments of institutions, serving as a preventative measure to lessen environmental impacts on the organization.

The adoption of creativity in organizational settings is intended to ensure adaptive behaviors and transformative changes that either preserve or augment the institution, positioning creativity as a critical strategic issue.

8 Applied Framework

8.1 Preliminary Study

Before commencing the field research, a preliminary survey was conducted with the dual objectives of developing the questionnaire and exploring the relationship between servant leadership and administrative creativity.

This preliminary phase, essential for understanding the practical aspects of "servant leadership and its relationship with administrative creativity," was carried out on February 20, 2020. It aimed to gather extensive information and data about the subject to aid in constructing a questionnaire for interviewing department heads. The interviews, conducted with a purposive sample that included the head of the user services department, addressed the following questions:

- _ Are there any administrative problems at your level? What methods do you employ to resolve them?
- _ Does the manager care about the heads of departments and the workers? How so?
- _ Does the manager provide opportunities for you to develop your capabilities? How is this facilitated?
- _ Does the manager enable you to be creative in performing your administrative tasks? How so?

The responses revealed the following insights:

- _ Some problems exist, but there are various and significant ways to resolve them, primarily through consultation within each department.
- _ Yes, the manager takes an interest in the department heads and workers by facilitating their work, guiding them, and unifying their capabilities to achieve common goals.
- _ Yes, the manager permits the development of workers' and subordinates' skills, either through biannual refreshers or continuous training outside the institution, adjusting work hours for training employees to coordinate between work and training.
- _ In terms of administrative creativity, there is no room for creativity as decisions are top-down, and no modifications are allowed; they must be implemented as given.

8.2 Research Methodology:

The selection of the research methodology is intrinsically linked to the nature of the subject or issue under examination. The nature of the topic dictates the appropriate methodology, and the objectives outlined by the research problem play a crucial role in this choice. Our current study employs a descriptive method suited for correlational and analytical studies to ascertain the veracity of the posed hypotheses.

In the study titled "Servant Leadership and Its Relationship with Administrative Creativity," a descriptive method was chosen due to its appropriateness for the subject matter. This method involves a comprehensive survey approach and is characterized as an analytical procedure that relies on collecting sufficient and accurate information about a specific phenomenon or topic over a specified time period.

This approach facilitates the acquisition of scientific results, which are then interpreted objectively to reflect the phenomenon's efficacy accurately.

8.3 Study Population:

The population for this study includes employees at the Arsenal and Lifting Gear Corporation "Sonacom," which totals 97 workers spanning various administrative levels. These include executives, control agents, and execution agents, segmented into three distinct functional categories:

- Executives.
- Control agents.
- Execution agents.

Table (1): Classification of Human Resources by Job Level

Job Category	Executives	Control Agents	Execution Agents	Total
Count	20	17	53	90

Source: User Service for February 2018.

8.4 Study Sample:

Given the nature of the topic under study, "Servant Leadership and Its Relationship with Administrative Creativity," a purposive sample was chosen. This type of sample is non-random or non-probabilistic where the sample is selected based on specific characteristics.

8.5 Data Collection Tools:

- _ Interviews.
- _ Questionnaires.

9. Presentation and Discussion of Results

9.1 Presentation of the First Hypothesis Result:

The main hypothesis states that there is a relationship between servant leadership and administrative creativity among administrators at Sonacom. Using the Statistical Package for the Social Sciences (SPSS) to calculate the Pearson correlation value, we obtained the results recorded in the following table:

Table (2): Correlational Relationship Between Servant Leadership and Administrative Creativity

Variables	Pearson Coefficient	Correlation	Significance Level
Servant Leadership and Administrative Creativity	0.76		Significant at 0.01

Table (2) shows that the correlation value was 0.76, which is strong and positive, significant at the 0.01 level, thus the hypothesis is confirmed.

9.2 Presentation of Results for the Second Hypothesis:

This hypothesis states that there is a correlational relationship between attention to subordinates and administrative creativity among administrators at the institution.

Table (3): Correlational Relationship Between Attention to Subordinates and Administrative Creativity

Variables	Pearson Coefficient	Correlation	Significance Level
Attention to Subordinates and Administrative Creativity	0.68		Significant at 0.01

From Table (12), the correlation value was 0.68, significant at the 0.01 level, indicating a strong positive relationship between attention to subordinates and administrative creativity, thus confirming the hypothesis.

9.3 Presentation of Results for the Third Hypothesis:

This hypothesis asserts that there is a correlational relationship between assisting subordinates in development and success and administrative creativity among administrators at Sonacom.

Table (4): Correlational Relationship Between Assisting Subordinates in Development and Success and Administrative Creativity

Variables	Pearson Coefficient	Correlation	Significance Level
Assisting Subordinates in Development and Success and Administrative Creativity	0.72		Significant at 0.01

From Table (4), the correlation value was 0.72, significant at the 0.01 level, affirming a strong positive relationship and thus confirming the hypothesis.

9.4 Presentation of Results for the Fourth Hypothesis:

This hypothesis contends that there is a correlational relationship between conceptual skills and administrative creativity among administrators at Sonacom.

Table (5): Correlational Relationship Between Conceptual Skills and Administrative Creativity

Variables	Pearson Correlation Coefficient	Significance Level
Conceptual Skills and Administrative Creativity	0.65	Significant at 0.01

From Table (5), the correlation value was 0.65, significant at the 0.01 level, indicating a strong positive relationship and thus confirming the hypothesis.

10. Discussion of Study Results

10.1 Discussion of the First Hypothesis Results:

The primary hypothesis proposed a correlational relationship between servant leadership and administrative creativity among the administrators at Sonacom. This hypothesis was substantiated through the application of SPSS for the computation of the Pearson correlation coefficient, which revealed a robust positive correlation of 0.76, significant at the 0.01 level.

This result is in consonance with findings from Al-Deiry's research, which evidenced a statistically significant positive relationship between the enactment of servant leadership by deans of education faculties and the job satisfaction levels among faculty members.

The implication here is that an effective deployment of servant leadership is closely linked with heightened levels of administrative creativity among the administrators at Sonacom. This not only underscores the fundamental connection between adept servant leadership execution within the institution and the enhancement of creativity but also highlights how employees, under such leadership, are better positioned to comprehend their roles and foundational responsibilities, thus fostering further progress and success.

This alignment further facilitates adherence to all professional demands and the achievement of the institution's goals within the framework of internal regulations and the prevailing social environment.

10.2 Discussion of the Second Hypothesis Results:

The text of this hypothesis suggested a correlational relationship between attention to subordinates and administrative creativity among administrators at Sonacom. Verification through SPSS

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determined that the Pearson correlation coefficient was 0.68, indicating a moderate and significant positive correlation at the 0.01 level, thereby affirming the hypothesis.

The outcomes of our study resonate with those from Rashid and Matar's research, titled "Organizational Citizenship Behaviors in the Context of Servant Leadership: An Exploratory Study in a Sample of University of Qadisiyah Colleges," which identified a significant statistical correlation between servant leadership and organizational citizenship behaviors.

These results illustrate that meticulous attention to subordinates markedly enhances the level of administrative creativity among administrators at Sonacom. It suggests that administrative creativity requires a conscientious approach to handling subordinates within the organization, enabling administrators to be more effective in their decision-making and interaction in task execution.

10.3 Discussion of the Third Hypothesis Results:

This hypothesis posited a correlational relationship between the support for subordinates in their development and success and the level of administrative creativity among administrators at Sonacom. Analysis via SPSS showed a significant positive correlation, with a Pearson correlation coefficient of 0.72 at the 0.01 significance level, thus confirming the hypothesis.

The findings of our investigation align with those of Emad Saed Mohamed El-Shaer's study titled "Ethical Leadership Practices and Their Relationship with Administrative Creativity: A Field Study on Palestinian Universities in Gaza Strip." This study discovered a strong positive correlation, significant at the 0.05 level, between ethical leadership practices and administrative creativity.

Therefore, aiding subordinates in their development and success substantially boosts the level of administrative creativity. This enhancement implies that administrators become more responsive and effective in their roles when they contribute to the development and success of subordinates.

It also reflects the administrators' conviction that contributing to development and participating in decision-making are essential for enhancing their administrative creativity. They are motivated to coordinate efforts, spurred by their managers' encouragement and support in voicing their opinions on work planning and execution. Furthermore, sharing some powers with specialists is believed to significantly raise their self-esteem, thereby elevating their creativity level.

10.4 Discussion of the Fourth Hypothesis Results

This hypothesis posited that a correlational relationship exists between conceptual skills and administrative creativity among administrators at Sonacom. To verify this hypothesis, the Statistical Package for the Social Sciences (SPSS) was utilized to calculate the Pearson correlation value.

The analysis determined that the Pearson correlation coefficient was 0.65, significant at the 0.01 level. This indicates a meaningful positive correlation between conceptual skills and administrative creativity among the administrators at Sonacom, thereby confirming the hypothesis.

The results of our study are in alignment with those of Mohamed's study titled "Organizational Culture and Its Relationship with Administrative Creativity of Administrative Leaders at Assiut University." This research found that a high degree of creative capabilities existed among the administrative leaders, attributed to an encouraging university environment that fostered creativity

through capacities such as analytical ability, flexibility, fluency, originality, non-conformity, and sensitivity to problems.

Therefore, implementing such concepts within an organizational framework enhances the level of administrative creativity among administrators. Additionally, focusing on reinforcing these practices among leaders and officials through recognizing them as fundamental to the administrative process is crucial. Creativity is one of the essential tools for addressing rapid changes in the surrounding environment, thus ensuring the long-term survival and continuity of institutions.

Applying conceptual skills effectively contributes to enhancing management efficacy and enables the achievement of outlined objectives. These skills significantly impact employees, boosting their morale and motivating them to engage in teamwork and collaboration. In doing so, they achieve integrated organizational coordination that harmonizes the individual directions of the employees with the overall institutional direction, thus realizing a shared objective.

11. Recommendations

Based on the findings of the study, the researcher presents several recommendations and suggestions that could help strengthen the organizational strengths and address its weaknesses:

- ✓ Organize training courses and workshops to raise awareness of the concept of servant leadership among the managers of these institutions.
- ✓ Conduct similar studies to the current one at different educational stages, addressing other variables.
- ✓ Enhance organizational citizenship behaviors to achieve the objectives of educational institutions.
- ✓ Embed the concepts of service and empathy among employees both within and outside the workplace.
- ✓ Develop programs for training administrative leaders that ensure the consolidation of the service concept among them.
- ✓ Necessitate the development and enhancement of the officials' understanding of effective participative leadership.
- ✓ Ensure the involvement of employees in making decisions that affect their work, thereby integrating them more fully into the institution and enhancing their performance.
- ✓ Allow employees to express their opinions within the institution.
- ✓ Elevate the entrenchment of servant leadership concepts among the workers and encourage them to innovate and advance in their work.
- ✓ Implement reward and incentive systems, both material and moral, to encourage creativity across all fields to promote institutional advancement and ensure its survival and development.

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