



A' Sharqiyah University
College of Business Administration

Master Dissertation

**The impact of authentic leadership on the public employee's creativity through the
organizational commitment in the Sultanate of Oman**

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**The impact of Authentic Leadership on the Public Employee's Creativity through the
Organizational Commitment in the Sultanate of Oman.**

A case study in the public organizations in the sultanate of Oman.

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Declaration.

I declare that the information contained in this paper has its scientific source identified and that the content of the paper is not submitted for obtaining any other scientific degree. The information of this research reflects the opinion of the researcher and it is not necessarily the opinions adopted by the participants or previous researchers.

Researcher.

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Signature:

Acknowledgement

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Dedication.

This work is dedicated to:

Al mighty god

My father and mother.

My wife and children.

My family.

My special colleague saif al falahi.

My other colleagues in al sharqya university.

To all doctors who taught me MBA degree.

Doctor Ramzy who guided and helped me in this research.

الملخص

هدف الدراسة:

الغرض من هذه الدراسة هو التحقيق في العلاقة بين القيادة الاصلية والالتزام التنظيمي و ابداع الموظفين. هذه الدراسة غطت المؤسسات العامة بمحافظة شمال الشرقية في سلطنة عمان.

المنهجية:

البيانات التي تم جمعها عبارة عن بيانات كمية باستخدام استطلاع عبر الانترنت شمل مؤسسات عامة مثل مستشفى ابراء، وزارة التربية والتعليم والهيئة العامة للمياه. بلغ عدد المشاركين فالاستبيان 260 موظف. تم تحليل البيانات باستخدام برنامج SPSS.

النتائج:

أظهرت نتائج هذه الدراسة ان هناك علاقة ايجابية بين القيادة الاصلية والالتزام التنظيمي، كما كانت العلاقة بين ابداع الموظفين والقيادة الاصلية ذات اهمية كبيرة. بالاضافة الى ذلك، يؤثر الالتزام التنظيمي على ابداع الموظف بطريقة ايجابية.

التطبيق العملي للدراسة:

يمكن تنفيذ نتيجة هذه الدراسة في المؤسسات العامة باستخدام العلاقة الايجابية بين المتغيرات الثلاثة لضمان مستوى عال من الانتاجية.

قيمة الدراسة:

ستوفر هذه الدراسة قيمة أكبر للبحوث السابقة التي غطت القطاع العام في سلطنة عمان وستساعد البيانات التي تم جمعها في هذه الدراسة الباحثين المستقبليين على بناء دراساتهم على نتائج هذه الدراسة لفهم اهمية القيادة بشكل عام والقيادة الاصلية بشكل خاص الى جانب تأثير الالتزام التنظيمي على ابداع الموظفين.

دلالة الكلمات:

القيادة الاصلية، الالتزام التنظيمي، ابداع الموظف، الاداء التنظيمي.

Abstract

Purpose:

The purpose of this research is to investigate the relationship between authentic leadership, organizational commitment and employee's creativity. This study covered public organizations in the north Sharqya governorate in the sultanate of Oman.

Approach/ methodology:

Quantitative data was gathered by using online survey which covered public organizations such as, Ibra hospital, Ministry of Education and Public Authority of Water. Participants who participated in the survey were 260. Data was analyzed by using SPSS program.

Results / findings.

This study showed that was a positive relation between the authentic leadership and organizational commitment, also the relationship between employee's creativity and authentic leadership was a significant. In addition, organizational commitment affecting employee's creativity in positive way.

Practical implication.

The result of this study can be implemented in the public organizations by using the positive relationship between the three variables to ensure high level of productivity.

Originality/value.

This study will provide more value to the previous researches that covered public sector in Oman. The high-quality data that was used in this study will help future researchers to build their studies on the result of this study to understand the importance of the leadership in general and authentic leadership in specific along with the affect of organizational commitment on the employee's creativity.

Key words.

Authentic leadership, organizational commitment, employee's creativity, organizational performance.

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The impact of authentic leadership on the employee creativity through the organizational commitment

1- Chapter one: Introduction

This chapter includes the background of the leadership and problematic statement. In addition, research questions and the objectives of the research will be mentioned. The importance of this study will be discussed in this section with the research structure which consists of three variables, authentic leadership, organizational commitment and employee's creativity.

1.1- Background

Leadership is the most important key for any organization to ensure the success whether it is a profit or non-profit ones. Leadership in organizations is perceived and valued by many stakeholders as a key element of success, a differentiating factor with strong impact on the achievement of goals (Silva and Torres, 2010; Hassan and Faezeh, 2011). Leadership is "a process whereby an individual influence a group of individuals to achieve a common goal" (Northouse, P.G., 2010) and maximize the efforts of followers, who yearn to be led by a leader (Western, S., 2019). The most effective leaders are those who are able to create an organizational climate that enables themselves and followers to continually learn and grow (Gardner et al. 2005).

There is a number of leadership styles, but no one is suitable for all situations (Vroom, V.H.; Yetton, P.W.). Previous studies have shown that leadership has improved during the time to comply with the changes occur in the work environment and this had led to introduce different styles of leadership. there are many types of leadership which are authentic leadership, empowerment leadership, strategic leadership, implicit leadership and visionary leadership (Doğanay Gül & Koçoğlu Sazkaya, 2020).

Leadership styles can affect the performance of the subordinates which will affect the performance of the organization. For instance, transformational leadership style, focus on improving the skills of the subordinates and providing them needed resources. The growth of the employee's value is the main goal of the leaders who are using transformational leadership model. According to Bass and Avolio , when the leader become more open to let his/her subordinates blended to the interest of the group is considered as the transformational leadership.

Bruce et al have mentioned in their study that organization's vision can be identified by the transnational managers and the way they are leading the organization can impact the performance of the subordinates such as solving conflicts that may occur between the employees which will increase their motivation.

Another style of leadership is transactional leadership which focus more on the transactions that happened between managers and their staff (Trottier T et al,2008). The connection between the rewards and the performance will be confirmed by the transactional leaders which will help to encourage employees to improve the productivity (Scott E et al, 2003).

Transactional leaders encourage their staff through the use of dependent rewards and correcting their actions alongside with implementation of organization's rules (Bass B, et al, 1990). Concentrating on the accomplish of the task and getting rewards for this accomplishment is the main task of the transactional leaders which will affect the performance of the staff (Burns J. et al, 1978). Thus, leadership style can affect the quality of leading organizations which vary from one organization to another.

According to Burghardt (1997) a constant research concern in the field of human resource expansion, management and managerial performance is leadership which is positively affect the entire performance of any organization. Performance of employees can be affected by the leaders performance, if leaders perform well then employees will perform well too. Leaders can encourage or discourage staff to innovate through the style of leadership they are using. Creativity can also be improved by showing positive response and rewards to employees when they accomplish creative outcomes (De Stobbeleir & Ashford, 2011).

In the past century, leaders wear using their powers and strengths to increase their subordinate's performance which is difficult to be used in this century, especially with the new

generation who are affected totally by the advanced technology. These days, leadership should inspire the workers and give them a freedom to introduce new ways of doing work in smart way not in hard way. authentic leadership has become the famous style to be used in the recent days. Authentic means ‘‘ known to be true or genuine’’ (Hornby, 1995: 67). The word authentic can be traced to authento which is a Greek word meaning ‘‘ to have full power’’ (Gardner et al., 2011: 1121). Kernes (2003: 13) designed as ‘‘authenticity can be characterized as reflecting the unobstructed operation of one’s true, or core, self in one’s daily enterprise’’.

One of the skills that can be affected by the leadership is creativity. These days, creativity has become the most important skill that should be available with employees to ensure high level of performance. Creativity is considered as the beginning of innovation because creativity is coming with the new idea whereas, innovation is implementing this new idea within the organization. (Amabile, 1996). Organization’s internal and external environment is affecting the ability of the employees to create new ideas or new products by affecting the components of the creativity which in turn affecting organizational innovation (Amabile,1997).

1.2- Problem statement.

Creativity is how employees will introduce new ways or ideas to do their tasks and solve problems in better and easy ways (Farmer et al., 2003). Creativity and leadership are connected to each other, good leadership will lead to good creativity and the opposite is true. There are some variables that can effect this relation, such as the commitment of the organization or employees, this may strength the relation or weaken it. In the health care service sector authentic leadership has an important role in improving the work of nurses (Shirey, M.R ,2006). Authentic leadership can influence the productivity and attitude of nurses, and improve their commitment, trust and satisfaction (Wong, C; Cummings, 2009). It is important for organizations to understand the importance of authentic leadership to bring high level of performance.

In Oman creativity at work place has become essential to adapt with the fast changes in organization’s internal and external environment. This study will shed the light on the effect of the authentic leadership on the performance of public employees and this is the first study will be done in Oman in this field. It will examine the relationship between the authentic leadership and employee’s creativity with the mediating role of organizational commitment. Research questions and objectives were designed to ensure high quality results. In addition, research

frame work formed to explain the relation between the three variables, authentic leadership, organizational commitment and employee's creativity.

Various tools were used to evaluate the three variables, walumba and avolio items to evaluate authentic leadership, to evaluate organizational commitment variable we used the items that was introduce by the Porter in 1974 whereas, we used Zhou and George items.

This research will cover the gab of the previous researches which had not cover the Omani work environment and it will add a valuable addition to new researchers in the future.

1.3- Research questions:

To ensure high quality results of the research and full cover of the subject, three questions have raised which will be used in this study. These questions will cover all aspects or variables of this study.

RQ1- What is the relationship between authentic leadership and employee's creativity?

RQ2- Dose organizational commitment affected by the authentic leadership?

RQ3- Is there a relationship between organizational commitment and employee's creativity?

1.4- Research objectives:

Based on the research questions this study aims to accomplish the following goals:

RO1- to examine the relationship between authentic leadership and employee's creativity.

RO2- to identify the effect of authentic leadership on the organizational commitment.

RO3- to examine the relationship between the organizational commitment and employee's creativity.

1.5- Significant of the study:

Leadership has an impact on the organizations and employee's performance (De Stobbeleir & Ashford, 2011). this study will focus on one style of leadership which is authentic leadership and its effect on organizational commitment and employee's creativity. This study will focus on the employees of the public sector in Oman. It will demonstrate the impact of authentic leaders on the commitment and creativity of their subordinates. This study will shed

the light on the need of authentic leaders to lead Omani organizations to success and prosperity. It will be a cornerstone for future researchers and save them some time to study Omani society in this field.

1.6- Research structure:

✓ Chapter 1- introduction.

This chapter consist of the background of the research topic and the three variables, problem statement, research questions and objectives. Moreover, significance of the research will be included in this chapter.

✓ Chapter 2- literature review.

This part includes a summary of previous studies that have been done in the same context and that contain definitions of the three variables used in this research.

✓ Chapter 3- methodology.

This chapter introduce the method t used to conduct this study which consists of the research frame work, data collection and the questioners and related aspects of data collection.

✓ Chapter 4- data analysis and results.

Data was analyzed and the findings of this research are included in this part.

✓ Chapter 5- conclusions.

Recommendations and advises are mentioned in this part.

2- Chapter two: Literature review

2.1- Authentic leadership:

Despite many researchers that have been conducted to study the leadership, there still unclear picture regarding the best skills or abilities to be a successful leader (Kets de Vries, 1993, Higgs and Rowland, 2000; Higgs,2003). The fail of qualified and skilled leaders in the leading of organizations and life still a mysterious reason. **“ leadership has existed for as long as people have interacte, and it is present in all cultures no matter what their economic or social makeup. Leadership is not only a human quality, it is found in primitive forms in many animal species, from low-level vertebrates such as chickens to higher-level primates such as gorillas and whales. Through observation and experimentation, especially conducted in the anima’s own natural setting, it can be deducted that there exists a clear hierarchy or “pecking order” of leadership and that leadership grants privileges to those who have it (bass 1990).**

Despite the term of leadership is an old term, it still a complicated term which is difficult for researchers to stuck in one definition, there are many definitions for leadership as there are someone searching for that (stogdill,1974,7)

There are many types of leaderships; authentic leadership is one of them, which recently become more familiar these days. Authenticity was originated from an ancient Greek philosopher Socrates, It means ‘know yourself’ with personalized experience, including self awareness and one’s own thoughts, feelings, desires, preferences and beliefs (Snyder & lopes,2009). For this, authenticity is not divided into presence or absence. Instead, it is divided into relatively stronger or weaker authenticity (Erikson, 1995). Authentic leadership is a type of leadership in which a leader communicates with its members with authenticity (Song.2015). Authentic leadership also defines as “the only definition of a leader is someone who has followers” (Drucker, 1996; 54). Avolio et al. (2004;802-804) defined authentic leadership as the person who knows his thoughts, behaviors and how people react with them, who know his values and others value, his ethical views, knowledge and strengths; who are self confident, optimistic, moral and hopeful.

Along with the definition of the leadership authentic leadership means “**a pattern of leader behavior that draws upon and promotes both positive psychological capacities and positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balance processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development**” (Walumbwa et al., 2008: 94). Another definition for authentic leadership was introduced by Avolio et al (2004: 802-804) as people who are aware of their thoughts and behaviors and how others are perceived by other, who knew the value of others themselves, their ethical attitudes, knowledge and strength, who are self-confident, optimistic, hopeful and moral.

The four components of the authentic leadership are important for staff to grow and perform because they will affect them positively which in turn will make them happy with their supervisor or leader.

Authentic leadership affects organization’s performances in general within public or private sectors. Recent studies have revealed that there are many factors which were affected by authentic leadership such as, performance and job satisfaction, creativity, proactive work behaviour, pro-organizational motivation and organizational commitment.

2.2- Organizational commitment:

All organizations seek for higher level of commitment within their staff to ensure higher productivity and less turnover which make these organizations to invest more in it (Mowday, Steers and Porter,1979). It is difficult to identify a specific work or attitudes which identify the level of commitment that workers have inside the organization (Scholl, 1981, p 589). In another way, managers prefer to have loyal and committed staff to guarantee goal’s accomplishment. Stewart (1961) has mentioned in his research that, being a loyal or committed to a particular idea, product or organization is the most important thing that any leader is looking for it. Loyal employees dedicate their efforts to ensure the success of the organization which make their managers happy. Motivating employees is considered as the main factor that may affect the level of individual’s commitment which can be generated by giving bonus, involving them during the setting of goals and providing them extra training programmes (Noe & Wilk, 1993).

Participation in charity or community works has a positive role in rising the loyalty of employees, which will positively affect the performance of the organizations (Peterson, 2004).

“Engage your employees or lose billions” this title was published in Forbes magazine in 2014, which emphasises on the importance of the loyalty or commitment of the subordinates. Alvino (2014) have mentioned in his research that higher productivity and commitment are depending on the emotional commitment to the goals and mission of the organization. Effective commitment and loyalty is more with older staff than the younger ones, this is due to the bigger experience that is available with the older subordinates (Like Morrow & McElroy, 1987). Partnership is more successful between committed partners because the willingness of investing in valuable resources will be more which will help them to perform well in future (Anderson and Weitz, 1992).

Commitment is a special force, connecting a person to a specific action (Meyer & Herscovitch, 2001, p. 301). It influences individuals to be more loyal to their organization even if there are some negative events happened to them inside the organization. (Meyer & Herscovitch, 2001, p. 301). The root of the organizational commitment is when the employee decide to stay in the organization or leave it (Meyer et al ,1993). Mayer and Allen (1997) defined organizational commitment as **“a strong belief in and acceptance of an organization’s goals and values; a willingness to exert considerable effort on behalf of an organization and a strong desire to remain with the organization”**.

According to Zangaro (2001) a functional communication is an important element to accomplish strong organizational commitment. This could be happen if there is a mutual understanding and respecting between the organization and its staff. He added also, employees commitment will increase the productivity of the organization and decrease the turnover. Organizational commitment is the willingness feature that is available in the attitude of the employees to stay in the organization and defend its goals which has attracted the attention of human resources management (Brian & Christopher, 2011).

When employees have high level of commitment to the organization, they will be more loyal to the organization and have the willingness to stay in the organization as long as possible (Shurbagi, 2014). Organizations which have committed staff will be more effective and productive and the survival in the market will be guaranteed.

2.3- Employee's creativity.

“Creativity is a production of something that is new and useful, which represents a dramatic aspect of organizational changes that can provide a key to understand the phenomenon of change and ultimately, organizational efficiency and survival” (Woodman, Sawyer & Griffin, 1993). Coming with new idea or solution for an existed problem or situation is called creativity (Amabile, 1988; Oldham and Cummings, 1996; Shalley, Zhou & Oldham, 2004; George and Zhou, 2007). Creativity is looking for a unique ways or methods to do the work and accomplish goals (Amabile,1983).

There are many factors that may affect the creation of creative product or idea at the level of individual or organization (Mumford, Gustafson,1988). In both levels, leadership style has a big influence to encourage individuals or organization to come up with new ideas or ways to do their work better than competitors. Many researchers have found that transformational leaders have supported and prompted their followers to create and introduce new products or ideas (cumming & Oldham,1997, scott& bruce,1994, Tierney et al, 1999). There are some environment factors that will increase the willingness of the employees to generate new products or ideas such as, work group interaction, divisional affiliation and the relation between the leaders and their subordinates (Dunegan et, al. 1992).

2.4- Research's variables relation

2.5- Authentic leadership and organizational commitment

There is a direct impact of authentic leaders on their subordinates work behaviour including commitment (Jensen & Luthans, 2006; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008; Lee, 2018). Others reserarches found that authentic leadership predicted organizational commitment (Jensen & Luthans, 2006; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008; Lee, 2018). few studies have studied the relationship between the authentic leadership and organizational commitment. Leaders can encourage their subordinates to be more loyal and engaged in the work and prevent any misunderstanding between the staff by creating the sense of “ us” (Meyer and Herscovitch, 2001; Meyer et al., 2002; Riketta, 2002). Steffens et al. (2014).

2.6- Organizational commitment and creativity.

Organizational commitment has an impact on the employee's effectiveness (Meyer , Allen & Smith ,1993). This will encourage employees to show proactive behaviour, such as generating new ideas to solve problems or new situations.(Isen & Baron, 1991). Organizational commitment is the proper mediator between authentic leadership and employee's creativity (Hoyle & Robinson, 2003). Employees who see their leader as an authentic leader will be more loyal which increase the level of proactive behaviour where is creativity is part of it.

2.7- Authentic leadership and employee's creativity.

“Authentic leadership in turn stimulates employee's critical thinking , to the extent that , the leaders authenticity , and in particular leader's emotional intelligence plays an important role that enables and supports creativity” (Zhou & George, 2003). Individuals prefer to work with authentic leaders where their values and belief are respected which with encouraged the creativity (Rego et al, 2013). Creative spirit can be encouraged when the authentic leaders give their innovative spirit and motivation to subordinates (Jaskyte and Kisieliene, 2006; Yan Zhang; Tsui, and Wang DuanXu, 2011).

Employee's positive emotions can be stimulated by authentic leadership which in turn will encourage and increase creativity spirit (Gavin & Mason, 2004). Employee's creativity is effected by the authentic leadership due to the encouragement that employees received from their authentic leaders which will promote employee's insights of mental security and internal motivation which make them more creative (Ryan & Deci, 2000). Authentic leaders are less prone to welcome new ideas that were generated by their subordinates which will increase the authenticity and creativity of their dependants (Michie & Gooty, 2005). Authentic leaders are supportive, transparent, reasonable, positive with their subordinate which will enhance the feeling of their subordinates which will effect creativity positively (Peterson, Walumbwa, Avolio & Hannah, 2012).

2.8- Conceptual frame work:

	Authors	Important notes	Hypothesis/ sample.	Independent variables/items	Dependent variables/ items
1	(Doğanay Gül & Koçoğlu Sazkaya, 2020)	<p>This study had examined the affect of authentic leadership on the individual employee’s creativity as a general purpose.</p> <p>Other purpose of the study to determine the effect of the sub dimensions of the authentic leadership on the employee’s creativity.</p> <p>Results of this study shows that balance processing and self – awareness significantly affect individual creativity. Whereas, rational transparency and internalized moral perspective have no significant affects.</p>	<p>The sample of this study was 177 employees of global packing company.</p> <p>Hypothesis of this study were:</p> <p>H1- authentic leadership significantly affects individual creativity.</p>	<p>Authentic leadership is the independent variable.</p> <p>Items are:</p> <ul style="list-style-type: none"> • Self-awareness. <ol style="list-style-type: none"> 1- Seeks feedback to improve interactions with others. 2- Accurately describes how others view his or her capabilities. • Relational transparency. <ol style="list-style-type: none"> 3- Says exactly what he or she means. 4- Is willing to admit mistakes when they are made. • Internalized moral perspective. <ol style="list-style-type: none"> 5- Demonstrates beliefs that are 	<p>Individual creativity is the dependent variable.</p> <p>Items are:</p> <ol style="list-style-type: none"> 1- I suggest new ways to achieve goals or objectives. 2- I come up with new and practical ideas to improve performance. 3- I search out new technologies, processes, techniques, and/or product ideas. 4- I suggest new ways to increase quality. 5- I am a good source of creative ideas. 6- I am not afraid to take risk. 7- I promote and champion ideas to other. 8- I exhibit creativity on the job when given opportunity to. 9- I develop adequate plans and schedules for the

				<p>consistent with actions.</p> <p>6- Makes decision based on his/her core beliefs.</p> <ul style="list-style-type: none"> • Balanced processing. <p>7- Solicits views that challenge his or her deeply held positions.</p> <p>8- Listens carefully to different points of view before coming to conclusions.</p>	<p>implementation of new ideas.</p> <p>10- I often have new and innovative ideas.</p> <p>11- I come up with creative solutions to problems.</p> <p>12- I often have a fresh approach to problems.</p> <p>13- I suggest new ways of performing work tasks.</p>
2	(Wong & Laschinger, 2013)	<p>This study examined the effect of the authentic leadership on the structural empowerment and job satisfaction and self performance.</p> <p>Results shows that when the managers are more authentic the employees will be more empowerment and this will leads to job</p>	<p>Study sample was 600 nurses working in acute care hospitals across Ontario in Canada.</p> <p>Hypothesis are:</p> <p>staff nurses' perceptions of authentic leadership in their managers have positive effects on their job satisfaction and selfrated performance indirectly through structural empowerment.</p>	<p>Independent variable is authentic leadership.</p> <p>Items were used of Walumbwa,F.O., B. J. Avolio, W. L. Gardner, T. S. Wernising, and S. Peteston.2008.</p>	<p>Performance.</p> <p>(8-item General Performance scale developed by Roe et al. (2000).)</p> <p>- Job satisfaction.</p> <p>e 6-item Global Job Satisfaction Survey (Quinn & Shepard 1974).</p>

		satisfaction and self performance.			
3	(Anwar, Abid, & Waqas, 2019)	Hope is affected positively by the authentic leadership and improving the level of creativity of nurses at On the other workplace. On the other hand, resilient nurse is supervised by an authentic leader; it decreases hope and eventually creativity at work.	172 nurses working at public hospital at Lahore Pakistan. H1- individual perceptions of AL are positively related to hope. H2- an employee's hope is positively related to the employee's creativity. H3- hope mediates the relationship between individual perception of AL and creativity. H4- resilience moderates the relationship between individual perception of authentic leadership and creativity through hope.	Independent variable is authentic leadership. Items were used of Walumbwa, F.O., B. J. Avolio, W. L. Gardner, T. S. Wernising, and S. Peteston. 2008	Hope, 6 items. Snyder, C.R.; Sympson, S.C.; Ybasco, F.C.; Borders, T.F.; Babyak, M.A.; Higgins, R.L. Development and validation of the State Hope Scale. <i>J. Pers. Soc. Psychol.</i> 1996, 70, 321–335. Resilience 4 items. Sinclair, V.G.; Wallston, K.A. The Development and Psychometric Evaluation of the Brief Resilient Coping Scale. <i>Assessment</i> 2004, 11, 94–101. Creativity 5 item scale. Ganesan, S.; Weitz, B.A. The impact of staffing policies on retail buyer job attitudes and behaviors. <i>J. Retail.</i> 1996, 72, 31–56.
4	Ana Suzete Semedo, Arnaldo	This study revealed that employee's creativity can be predicted directly from	543 employees from Santiago and Sao Vicente islands participated in this study.	Authentic leadership. Items were used of	Affective well being. 15 items of

	Coelho, Neuza Ribeiro, (2017)	<p>the way of the authentic leadership or indirectly through effective wellness which is mediating the authentic leadership and creativity.</p> <p>Hence, organizations should focus on training leaders how to use the 4 aspects of authentic leadership to guarantee high level of creativity among employees</p>	<p>H1- Employees perception of AL are positively correlated with employees AWB.</p> <p>H2- Employee perceptions of AL are positively correlated with employee creativity.</p> <p>H3- Employee AWB positively correlated with employee creativity.</p> <p>H4- AWB partially mediates the relationship between the perception of AL and creativity.</p>	Walumbwa, F.O., B. J. Avolio, W. L. Gardner, T. S. Wernising, and S. Peteston. 2008.	Rego and Cunha (2008a, 2009a) and Rego et al., (2009) used it in the Portuguese context.
5	Bao-Da Xu Shu-Kuan Zhao Ci-Rong Li Chen-Ju Lin , (2017),	<p>This study showed that LMX and psychological safe climate mediating the positive relation between authentic leadership and employee creativity.</p> <p>. The author also found that indirect relationship of LMX with employee creativity through thriving at work was stronger when authentic leadership was higher.</p>	<p>in the analyses comprised 428 complete surveys and 63 teams. engineering teams in eight Taiwanese organizations involved in the telecommunication, electronics, automobile, information technology, and pharmaceutical industries.</p> <p>H1- LMX mediates the positive relationship between authentic leadership and employees thriving at work.</p>	<p>Authentic leadership.</p> <p>Items were used of Walumbwa, F.O., B. J. Avolio, W. L. Gardner, T. S. Wernising, and S. Peteston. 2008</p>	<p>Psychological safety climate. Edmondson's (1999) seven-item scale.</p> <p>Creativity:</p> <p>9-item measure from Tierney, Farmer and Graen (1999)</p> <p>LMX,</p>

		LMX stands for (leader member exchange)	<p>H2- LMX and employees thriving at work sequentially mediate the positive relationship between authentic leadership and individual creativity.</p> <p>H3- psychological safety climate mediates the positive relationship between authentic leadership and employee thriving at work.</p> <p>H4-psychological safety climate and employee thriving at work sequentially mediate the positive relationship between authentic leadership and individual creativity.</p>		<p>Graen and Uh-Bien's) seven-item scale.</p> <p>Thriving at work.</p> <p>Porath et al.'s (2012) ten-item scale</p> <p>Psychological safety climate.</p> <p>Edmondson's (1999) seven-item scale.</p> <p>Creativity: 9-item measure from Tierney, Farmer and Graen (1999)</p> <p>LMX,</p> <p>Graen and Uh-Bien's) seven-item scale.</p> <p>Thriving at work.</p> <p>Porath et al.'s (2012) ten-item scale</p>
6	(Chuchai Smithikrai1 and Jeeraporn Suwannadet2 , 2018)	the direct and indirect effects of authentic leadership (through organizational commitment) on PWB(proactive work behavior) are particularly strong for high levels as compared	<p>Sample:</p> <p>375 persons working in a large public university in the north of Thailand.</p>	<p>Authentic leadership.</p> <p>Items were used of Walumbwa,F.O., B. J. Avolio, W. L. Gardner, T. S. Wernising, and S. Peteston.2008.</p>	<p>Proactive work behavior.</p> <p>13-item scale adapted from Parker and Collins's scale (2010).</p> <p>Organizational commitment.</p>

		with low levels of conscientiousness. The findings offer implications regarding how authentic leadership can enhance PWB through organizational commitment	<p>H1- authentic leadership will be positively related to employee's proactive work behavior.</p> <p>H2- Authentic leadership will be positively related to organizational commitment.</p> <p>H3- organizational commitment will be positively related to employee's work behavior.</p> <p>H4- Organizational commitment will mediate the effect of authentic leadership on proactive work behavior.</p> <p>H5- Conscientiousness will moderate the direct relationship between authentic leadership and proactive work behavior such that high compared with low levels of conscientiousness strengthening this association.</p>		<p>9-item scale developed by Mowday, Steers, and Porter (1979)</p> <p>Conscientiousness.</p> <p>10 items developed by Ashton and Lee (2009)</p>
7	(Gomes, n.d.)	Effective commitment mediates the relationship between AL and employees' performance. In others words, leaders' authenticity promotes employees' affective	<p>200 Portuguese employees participated in this study.</p> <p>H1 - perceptions of AL will be positively related with employees AC.</p>	<p>Authentic leadership.</p> <p>16 items were used of questionnaire done by Bruce J. Avolio, William L. Gardner and Fred O. 2007.</p>	<p>Affective commitment.</p> <p>4 items were used.</p> <p>Developed by: Rego et al 2007 and 2008.</p>

		commitment which , in turn, increases their individual performance.	<p>H2 - employee perception of AL will be positively related with employee's IP.</p> <p>H3 - AC will be positively related with IP.</p> <p>H4 - AC mediates the relationship between AL and IP.</p>		<p>Individual performance.</p> <p>Three items developed by staples et al 1999 and one item developed by Rego and Cunha (2008 a) were used to assess IP. Sample items included statement such as “ iam happy with the quality of my work output” and “ my manager believes I am an efficient worker”</p>
8	(Baykal, 2020)	This study had confirmed the fact that organizational support perceptions of followers have a mediating effect in the authentic leadership and organizational commitment relationship.	<p>Sample of this study was conducted in Istanbul and had covered 255 white collar employees mostly working in service industry.</p> <p>H1- authentic leadership has a statistically meaningful effect of followers' organizational commitment.</p> <p>H2 – perceived organizational support has a statistically meaningful effect on organizational commitment.</p> <p>H3- perceived organizational support acts as a mediator in the relationship between authentic leadership and organizational commitment.</p>	<p>Authentic leadership.</p> <p>16 items that were developed by : (Walumbwa et al 2008)</p>	<p>Perceived organizational support .</p> <p>10 items were used which were developed by: (Stassen ve Ursel 2009)</p> <p>Organizational commitment.</p> <p>5 items were used which were developed by: Fry's (2003).</p>

9	(Wu & Chen, 2018)	Shared leadership and collective PsyCap have critical roles in enhancing organizational commitment and creativity in the hotel field.	<p>Data was collected from 52 hotels and the number of participants was 267 employees.</p> <p>H1 – shared leadership is significantly and positively correlated with collective PsyCap.</p> <p>H2 - shared leadership is significantly and positively correlated with organizational commitment.</p> <p>H3 - collective PsyCap is positive related to creativity.</p> <p>H4 – collective PsyCap partially mediates shared leadership and organizational commitment.</p>	<p>Shared leadership.</p> <p>8 items scale was use which was developed by: (Carson et al . 2007)</p>	<p>Collective PsyCap.</p> <p>The scale was developed by : Luthans et al. 2007.</p> <p>This scale consist of 24 items.</p> <p>Organizational commitment .</p> <p>6 items developed by: Meyer et al (1993).</p> <p>Creativity</p> <p>8 items were developed by : Zhou and George (2001)</p>
10	(Shelby, 1986)	High level of commitment is associated with high level of satisfaction on the job. Satisfaction with the job has shown less turnover and absenteeism	<p>Sample was targeting 4282 of marketing professionals by sending questionnaire by the e mail. Responses were only 900.</p> <p>H1 – organizational commitment in marketing is a positive function of the personal attributes of income and age and</p>	<p>Personal attributes.</p> <p>Personal investment.</p> <p>Anticipatory socialization variables.</p> <p>Job search behavior.</p> <p>Work relationship.</p>	<p>Organizational commitment.</p> <p>Satisfaction.</p> <p>Performance.</p> <p>Turnover.</p> <p>Absenteeism.</p>

			<p>a negative function of education.</p> <p>H2- organizational commitment in marketing is a positive function of the job characteristics of variety , autonomy , identity and feedback.</p> <p>H3- satisfaction in marketing is appositive function of organizational commitment.</p>	Job characteristics	
11	(Musabah, Zefeiti, & Noor Azmi, 2017)	All organizational commitment subscales (affective, normative, and continuance) have a significant impact on work performance dimensions, contextual and task performance .	<p>Sample: 335 middle level managers of Omani public civil service organizations was selected to answer the instrument.</p> <p>H1- AC have a direct impact on Omani public employees’ task performance.</p> <p>H2 – AC has a direct impact on Omani public employees’ contextual performance.</p> <p>H3- CC has a direct impact on Omani public employee’s task performance.</p>	<p>Organizational commitment subscales.</p> <p>Was measured by 18 items that was introduces by Meyer and Allen (1991) and Meyer et al (1993)</p>	<p>Work performance dimensions.</p> <p>6 items measure of contextual performace or extra role performance was established on previous researches (Brockner et al., 1992, May et al., 2002) and task performance or in role performance were measured with a 6 item scale established on previous researches (O’ Reilly and Chatman, 1986, Williams and Anderson, 1991. To describe their work performance, participants responded to 12 items.</p>

			<p>H4- CC has a direct impact on Omani public employees' contextual performance.</p> <p>H5- NC has a direct impact on Omani public employees' task performance.</p> <p>H6- NC has a direct impact on Omani public employees' contextual performance.</p>		
12	(Lim, Loo, & Lee, 2017)	<p>In significant negative relationship between transformational leadership and turnover intention. However, job satisfaction is demonstrated to fully mediate the relationship between transformational leadership and turnover intention. Transformational leadership indirectly influences turnover intention through mediating role of job satisfaction.</p>	<p>Sample is 100 employees working in the finance SSC.</p> <p>H1- There is a significant negative relationship between transformational leadership and turnover intention.</p> <p>H2- There is a significant positive relationship between transformational leadership and job satisfaction</p> <p>H3- There is a significant negative relationship between job satisfaction and turnover intention.</p> <p>H4- There is a significant positive relationship between</p>		

			<p>transformational leadership and organizational commitment</p> <p>H5- There is a significant negative relationship between organizational commitment and turnover intention.</p> <p>H6- There is a mediationg effect of job satisfaction in the relationship between transformational leadership and turnover intention.</p> <p>H7- There is a mediating effect of organizational commitment in the relationship between transformational leadership and turnover intention.</p>		
13	(Program, 2018)	The direct and indirect effects of authentic leadership (through organizational commitment) on PWB (proactive work behavior) are particularly strong for high levels as compared with low levels of conscientiousness	<p>The data was collected from a sample comprised of 375 persons working in a large public university in the north Thailand.</p> <p>H1- Authentic leadership will be positively related to employee's proactive work behavior.</p> <p>H2-</p>	<p>Authentic leadership .</p> <p>The 16 item scale developed by Walumbwa et al 2008)</p>	<p>Proactive work behavior.</p> <p>Measured by 13 item scale adapted from Parker and Collins's scale 2010.</p> <p>Organizational commitment was measured by 9 items which was introduced by Mowday, Steers, and Porter (1979)</p> <p>Conscientiousness. 10 items were used.</p>

			<p>Authentic leadership will be positively related to employee's organizational commitment.</p> <p>H3- Organizational commitment will be positively related to employees' proactive work behavior.</p> <p>H4- Organizational commitment will mediate the effect of authentic leadership on proactive work behavior.</p> <p>H5- Conscientiousness will moderate the direct relationship between authentic leadership and proactive work behavior such that compared with low levels of conscientiousness strengthening this association.</p> <p>H6- Conscientiousness will moderate the indirect relationship between authentic leadership and proactive work behavior (through organizational commitment) such that high compared with low levels of conscientiousness strengthening this association.</p>		<p>Developed by Ashton and Lee (2009)</p>
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14	(Brammer & Rayton, 2014)	The results emphasize the importance of ender variation and suggest both that eternal Corporate Social Responsibility (CSR) is positively related to organizational commitment and that the contribution of CSR to organizational commitment is at least as great as job satisfaction	<p>The sample was a 4712 employees drawn from a financial services company.</p> <p>H1- Perceptions of external CSR and employee commitment are positively related.</p> <p>H2- Perceptions of procedural justice and organizational commitment are positively related.</p> <p>H3- Perceptions of training and employee commitment are positively related.</p> <p>H4- The relationship between external CSR and employee commitment will be stronger fo women than men.</p> <p>H5- The relationship between procedural justice and employee commitment will be stronger for women than men.</p> <p>H6- The relationship between training and employee commitment will be stronger for men than women</p>	<p>Corporate social responsibility.</p> <p>Six item scale was used which draws on earlier work by Moorman (1991)</p> <p>Job satisfaction.</p> <p>Nine item scale used (pay, promotion, supervision, fringe benefits, contingent conditions, co-workers, nature of work, communication) which was adapted from the job satisfaction survey as detailed be Spector (1997)</p>	<p>Organizational commitment.</p> <p>Three item scale was used , which draws on the questions developed by Balfour and Wechsler (1996)</p>
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15	(Guerrero, Lapalme, & Séguin, 2015)	The relationship is stronger when executives perceive a high-quality relationship between the chair and the CEO.	<p>Sample of 606 nonexecutives sitting on boards of a Canadian credit union.</p> <p>H1a- Perceptions of the board participative safety climate act as a mediating variable in the relationship between chair authentic leadership and nonexecutive's pro – organization motivation.</p> <p>H1b- Perceptions of the board participative safety climate act as a mediating variable in the relationship between chair authentic leadership and nonexecutive's organizational commitment.</p> <p>H2a- The quality of the chair-CEO relationship moderate the relationship between board participative safety climate and nonexecutives' pro-organizational motivation, such that the relationship is stronger when the quality of the relationship between these two actors is high.</p> <p>H2b-</p>	Chair authentic leadership. 16 item scale developed and validated by Walubwa et al. (2008)	<p>Participative safety climate.</p> <p>Measured using 4 items of the participative safety scale of Kivimaki and Elovainio (1999).</p> <p>Pro –organizational motivation. 5 items developed by Grant (2008) and used in several studies (Grant & Sumanth 2009)</p> <p>Pro social motivation.</p> <p>5 items developed by Grant (2008)</p>
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			The quality of the chair-CEO relationship moderates the relationship between board participative safety climate and nonexecutives' organizational affective commitment, such that the relationship is stronger when the quality of the relationship between these two actors is high		
16	(Mubarak & Noor, 2018)	The employee creativity is significantly associated with authentic leadership, work engagement , and psychological empowerment	<p>246 respondent of different project based NGO's of Islamabad and Rawalpindi.</p> <p>H1- Authentic leadership has significant positive effect on employee creativity.</p> <p>H2- Authentic leadership has significant positive effect on work engagement</p> <p>H3- Authentic leadership has significant positive effect on psychological empowerment</p> <p>H4- Work engagement has significant positive effect on employee creativity</p> <p>H5-</p>	Authentic leadership. 14 items scale was used which was developed by Schaufeli and Bakker (2003)	<p>Work engagement.</p> <p>17 items scale was used which developed by Schaufeli and Bakker (2003)</p> <p>Psychological empowerment was measured by 11 items that was developed by Spreitzer (1995)</p> <p>Creativity, was measured by 13 items that was developed by Zhou and George's (2001)</p>

			<p>Psychological empowerment has significant positive effect on employee creativity.</p> <p>H6- Work engagement mediates the relationship between the authentic leadership and employee creativity.</p> <p>H7- Psychological empowerment mediates the relationship between authentic leadership and employee creativity</p>		
17	(Baykal, 2020)	<p>Authentic leadership has a positive impact on affective commitment and creativity. Moreover, affective commitment fully mediates the relationship between perceived authentic leadership and individual creativity. Organizations can thus increase employees' affective commitment and creativity by encouraging their managers to adopt more authentic leadership styles.</p>	<p>The sample included 177 leader–follower dyads from 26 private, small and medium-sized enterprises. Followers reported their levels of affective commitment and perceptions of authentic leadership and leaders assessed each follower's level of creativity.</p> <p>H1- Employees' perceptions of AL are positively related to their affective commitment.</p> <p>H2-</p>	<p>Authentic leadership was measured using the 16 items scale developed by Walumbwa et al (2008) and previously translate into portugeuse by Rego et al (2012).</p>	<p>Followers' affective commitment levels .were measured using 4 items adapted from Meyer, Allen and Smith's (1993)</p> <p>Individual creativity was measured using and adapted version of the 13 item scale developed and validated by Zhou and George (2001).</p>

			<p>Employees' perceptions of AL are positively related with their creativity.</p> <p>H3- Employees' affective commitment is positively related with their creativity.</p> <p>H4- Employees' affective commitment mediates the relationship between AL and their creativity.</p>		
18	(Alzghoul, Elrehail, Emeagwali, & AlShboul, 2018)	The empirical result suggest that AL (authentic leadership) positively influences workplace climate, creativity and job performance, workplace climate positively influences creativity and job performance, workplace climate mediates the relationship between AL and workplace creativity, and job performance ,and knowledge sharing behaviour moderates the relationship between AL and workplace climate.	<p>Sample: 345 employees in 2 telecommunication firm in Jordan.</p> <p>H1- Authentic leadership will influence workplace climate.</p> <p>H2- Authentic leadership will influence employee creativity.</p> <p>H3- Authentic leadership will influence employee performance.</p> <p>H4- Factorable workplace climate will influence employee creativity.</p>	Authentic leadership. 14 items adopted from Neider and Schriesheim (2011)	<p>Workplace climate was measured with 11 items adopted from Nazari et al (2006) and Nazari et al (2011)</p> <p>Knowledge sharing behaviours were measured with 8 items from prior studies (Chen el al. 2011, Chow and Chan ,2008 , Hau et al, 2013 ,Shao et al 2012, Teigland and Wasko,2003)</p> <p>Employee creativity was measured via 13 items adopted from (Zhou and George,2001)</p> <p>Employee job performance was observed with 5 items borrowed</p>

			<p>H5- Favourable workplace climate will influence employee performance.</p> <p>H6- Workplace climate will mediate the relationship between authentic leadership and employee creativity.</p> <p>H7- Workplace climate will mediate the relationship between authentic leadership and employee performance.</p> <p>H8- Knowledge management (knowledge sharing) will moderate the relationship between authentic leadership and workplace climate.</p>		from Babin and Boles's (1998) work.
19	(Aslam, 2020)	The results of the study show that authentic leadership positively influences employee creative behaviour directly as well as through two competing mechanisms of job complexity and autonomous motivation.	<p>Sample,</p> <p>354 software developer working in Pakistan.</p> <p>H1- AL positively predicts employee creative behaviour.</p> <p>H2-</p>	<p>Authentic leadership.</p> <p>Higher – order construct with 4 dimensions was measured using 14 items scale (Neider & Schriesheim, 2011)</p>	<p>Creativity was measured scale by Tierney, Farmer, and Graen (1999). The measurement has 9 items.</p> <p>The autonomous motivation was assessed using a 6 item multidimensional work motivation scale (MWMS).</p>

			<p>AL positively affects autonomous motivation.</p> <p>H3- Autonomous motivation mediates the relationship between AL and creative behaviour.</p> <p>H4- Job complexity positively affects employee creative behaviour.</p> <p>H5- Job complexity positively affects autonomous motivation.</p> <p>H6- Job complexity mediates the relationship between authentic leadership and employee creative behaviour.</p> <p>H7- The relationship between AL and employee creative behaviour is mediated by job complexity and autonomous motivation.</p>		Gangne et al,2015)
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After doing a literature review and looking at the old studies that had covered the relationship between the authentic leadership, organizational commitment and employee's creativity we had come to a conceptual frame work, which consists of an independent variable which is authentic leadership, organizational commitment is the moderator variable and the dependent variable is employee's creativity as shown in the figure (1).

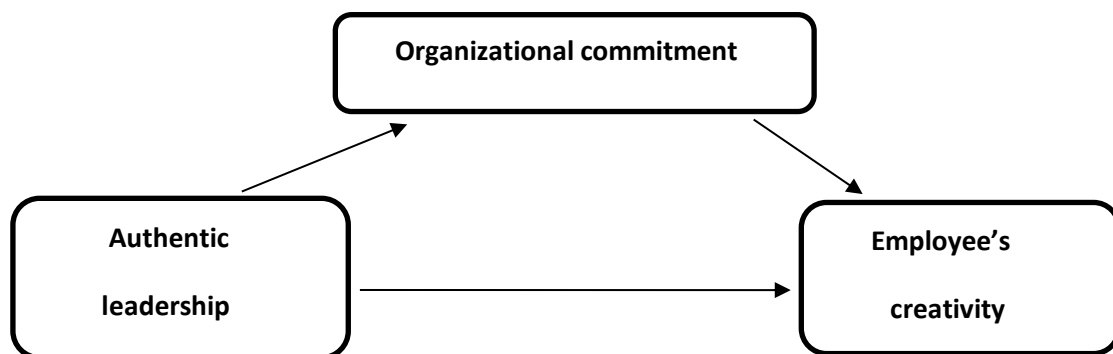


Figure (1) the research frame work

2.9- Research hypotheses:

Based on the above discussion and designed framework, hypotheses were generated as follow:

H1. Authentic leadership positively affect organizational commitment.

H2. Organizational commitment significantly affects employee's creativity positively.

H3. Employee's creativity affected positively by the authentic leadership.

3- Chapter three: Methodology

The aim of this study to fill the gap of the previous researches especially in Oman. Based on the literature review, no research have been conducted in Oman to investigate the relation between authentic leadership, organizational commitment and employee's creativity, hence this research will fill this gap.

3.1- Participants and research sample:

This study was conducted in the Sultanate of Oman in north a Sharqiya governorate and covered public organizations such as, ministry of health, public authority for water, education ministry and other public institutions. The population of this study was approximately 500 and the participants were 260.

Online questionnaire was used which was distributed to the participants through mobile phone and e-mails. Quantitative data was collected through this questionnaire which consists of 41 questions. The questionnaire was distributed first to some academic teachers to test the reliability of the questions and to ensure highly accuracy of the result. The first part of the questionnaire covers demographic and education of the participants, second part covers the independent variable which is authentic leadership, organizational commitment which is the moderator variable was covered in the third part of the survey and finally employee's creativity which is considered the dependant variable was in the last part. 5-point likert scale was used which start from strongly agree up to strongly disagree.

3.2- Measures:

Authentic leadership was measured by 8 items scale which was developed by Walumbwa et al (2008). 13 items scale was used to measure employee's creativity which was introduced by George and Zhou (2001). Porter et al (1974) scale of 15 items was used to measure organizational commitment.

3.3- Questionnaire Reliability:

Table 1: the degree of reliability of cronbach's alpha coefficient

Cronbach's alpha coefficient	Reliability
$\alpha \geq 0.9$	strong
$0.7 \leq \alpha < 0.9$	good
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: (Schaefer et al,2011).

Table 2: the reliability of questionnaire factors

Study factors	Cronbach's Alpha Coefficient
Authentic leadership	0.92
Organizational commitment	0.70
Organizational creativity	0.90
All questionnaire questions	0.90

The table (2) demonstrates Cronbach's Alpha Coefficient of the questionnaire questions and factors. The questionnaire has high reliability (see table (1)) because the value of Cronbach = (0.90).

4- Chapter for: Findings

This chapter consists of the result that was accomplish after data collection and analysis of the questionnaire.

4.1- Sample size profile:

Table 3: distribution of the sample size according to gender, nationality, educational level, actual position, and years of experience

Sample size	segment	Frequency	Percentage (%)
Gender	Male	144	54.1
	Female	122	45.9
	Total	266	100.0
Nationality	Omani	255	95.9
	Non- Omani	11	4.1
	Total	266	100.0
Educational level	Master and above	29	10.9
	Bachelor	120	45.1
	Secondary school	101	38.0
	Less than secondary school	16	6.0
	Total	266	100.0
Actual position	Manager and above	22	8.3
	Section Head	62	23.3
	Specialist	31	11.7
	Administrative	78	29.3
	Technician	73	27.4
	Total	266	100.0
Years of experience	More than 21 years	55	20.7
	16-20	60	22.6
	11-15	61	22.9
	5-10	62	23.3
	Less than five years	28	10.5
	Total	266	100.0

Source: (SPSS, 202

Table (3) illustrates the distribution of the sample size according to gender, nationality, educational level, actual position, and years of experience; the total number of respondents in the study sample is 264, where the number of males records exactly (144) with a percentage of (46.1%), while the number of females is (122) with a rate of (53.9%). In addition, the given table above shows that the majorities of the respondents are Omani which represents approximately (96 %) while none- Omani represents about 4%. Moreover, it can be noted that more than three quarter (80%) of respondents have a bachelor's and secondary diploma degree, whereas about 11 % have a master's and above. Although over 68% of the respondents have a job position less than head section level compared to others, the distribution of respondents according to years of experience has approximately a slight difference in the proportion.

The Level of Authentic leadership

4.2- Authentic leadership Descriptive:

Table 4: frequency, standard divisions, and percentage weight for authentic leadership

Items	Number of responses	Mean	Standard division	Percentage weight	Rank
Our manager Seeks feedback to improve interaction with others.	266	3.97	.80	79.40%	1
Our manager Accurately describes how others view their capabilities	266	3.61	.93	72.26%	5
Says exactly what they mean	266	3.73	.93	74.51%	3
Our manager Is willing to admit mistakes when they are made	266	3.43	1.07	68.65%	8
Our manager Demonstrates beliefs that are consistent with actions	266	3.65	.85	72.93%	4
Our manager makes decisions based on their core beliefs	266	3.53	.93	70.60%	7
Our manager Solicits views that challenge their deeply held positions	266	3.59	.916	71.80%	6
Our manager Listens carefully to different points of view before coming to a conclusion	266	3.84	1.00	76.84%	2
Authentic leadership	266	3.67	.62	73.37%	

The given table represents data of items of leadership descriptive including Frequency, standard deviations, and percentage weight. The overall percentage weight of authentic leadership is about (73.37 %) with a mean equal to (3.67) which considers Agree (table). The highest item scale of leadership variable is the item " **Our manager Seeks feedback to improve interaction with others**" with percentage weight () and mean () followed by the item " **Our manager Listens carefully to different points of view before coming to a conclusion**", " **Says exactly what they mean** " and " **Our manager Demonstrates beliefs that are consistent with actions** " with percentage weight (76.84%), (74.51%), (72.93%) respectively. On the other hand, the item" **Our manager Is willing to admit mistakes when they are made** " has the lowest rated with a mean (3.43) and percentage weight (68.65%), followed by the item " **Our manager makes decisions based on their core beliefs** " and " **Our manager Solicits views that challenge their deeply held positions** " with percentage weight (70.60%), (71.80%) respectively.

The Level of Organizational commitment

4.3- Organizational commitment Descriptive:

Table 5: frequency, standard divisions, and percentage weight for organization commitment

Statement	Number of responses	Mean	Standard division	Percentage weight	Rank
I am ready to put more effort more than usual into guaranty this organization success	266	4.53	.621	90.68%	1
I speak up about this organization to my friends as a magnificent place to work for	266	4.16	.88	83.23%	3
I feel weak loyalty towards this organization	266	2.67	1.17	53.38%	14
I will accept any job to ensure that I stay in this organization	266	3.94	.98	78.87%	5
The organization's values and my values are identical	266	3.81	.89	76.17%	7
I am happy to tell others that I am part of this institution	266	4.22	.80	84.36%	2
I could have worked for another company with the exact nature of my work	266	3.77	.91	75.41%	8
This organization motivates my best in terms of job performance	266	3.57	1.10	71.43%	10
It will not take too much in my circumstances to leave this organization	266	3.17	.977	63.31%	12
I am very happy that I chose this organization to work for over others I was considering at the time I joined	266	3.87	.936	77.37%	6
There is nothing to be gained by staying in this institution indefinitely	266	3.05	1.138	60.90%	13
Mostly I got it hard to accept the organization's policies on substantial issues relating to its employees	266	3.40	.99	67.82%	11
I am concerned about the future of this organization	266	4.08	.78	81.50%	4
For me, this is the best organization to work for, compared to other organizations	266	3.65	1.02	73.08%	9
Working with this organization was a wrong decision of mine	266	2.29	1.07	45.79%	15
MEAN_COMMITMENT	266	3.61	.41	72.22%	

Source: (SPSS, 2021).

The table shown above gives information on items of organizational commitment, including the number of responses, standard deviations, and percentage weight. The overall percentage weight of organizational commitment is approximately (72.22%) with a mean equal to (3.61) which considers Agree (table). The highest item rate of organizational commitment variable is the item " **I am ready to put more effort more than usual into guaranty this organization success** " with percentage weight (90.68%) and mean (4.53) followed by the items " **I am happy to tell others that I am part of this institution** ", " **I speak up about this organization to my friends as a magnificent place to work for** ", " **I am concerned about the future of this organization** ", " **I will accept any job to ensure that I stay in this organization** " and " **I am very happy that I chose this organization to work for over others I was considering at the time I joined** " with percentage weight (84.36%), (83.23%), (81.50%), (78.87%) and (77.37%) respectively.

In contrast, the item" **Working with this organization was a wrong decision of mine** " scores the lowest rate with a mean (3.43) and percentage weight (45.79%), followed by the item " **I feel weak loyalty towards this organization** ", " **There is nothing to be gained by staying in this institution indefinitely** ", " **It will not take too much in my circumstances to leave this organization** " and " **Mostly I got it hard to accept the organization's policies on substantial issues relating to its employees** " with percentage weight (53.38%), (60.90%), (63.31%), (67.82%) respectively.

The level of creativity

4.4- Organizational creativity

Table 6: frequency, standard divisions, and percentage weight for creativity

Statement	Number of responses	Mean	Standard division	Percentage weight	Rank
I suggested new ways to achieve goals or objectives	266	4.27	.59	85.34%	2
I come up with new and practical ideas to improve performance	266	4.17	.66	83.38%	6
I search out new technologies, processes, techniques, and productive ideas	266	4.24	.66	84.81%	5
Suggest new ways to increase quality.	266	4.25	.64	85.04%	3
I am a good source of creative ideas	266	4.06	.72	81.28%	9
I am not afraid to take risk	266	3.85	.87	76.92%	13
I promote and champion ideas to others	266	4.09	.75	81.88%	8
I exhibit creativity on the job when given the opportunity to	266	4.33	.57	86.62%	1
I develop adequate plans and schedules for the implementation of new ideas	266	4.16	.67	83.16%	7
I often have new and innovative ideas	266	3.99	.78	79.77%	12
I come up with creative solutions to problems	266	4.03	.66	80.60%	10
I often have a fresh approach to problems	266	3.99	.77	79.77%	11
suggest new ways of performing work tasks	266	4.25	.59	84.96%	4
Creativity	266	4.13	.48	82.58%	

Source: (SPSS, 2021).

The presented table above provides data about creativity items, which are the number of responses, standard divisions, and percentage weight. The overall percentage weight of creativity is around (82.58%) with a mean equal to (4.13) which rates as Agree level (table). The highest item rate of creativity variable is " **I exhibit creativity on the job when given the opportunity to** " with percentage weight (86.62%) and mean (4.33) followed by the items " **I suggested new ways to achieve goals or objectives** ", " **Suggest new ways to increase quality**

", " **suggest new ways of performing work tasks** ", " **I search out new technologies, processes, techniques, and productive ideas** " and " **I come up with new and practical ideas to improve performance** " with a mean (4.27), (4.25), (4.25), (4.24) and (4.17) respectively. On other hand, the item " **I am not afraid to take the risk** " has the lowest rate with a mean (3.85) and percentage weight (76.92%), followed by the item " **I often have new and innovative ideas** ", " **I often have a fresh approach to problems** ", " **I come up with creative solutions to problems**" and " **I am a good source of creative ideas** " with a mean (3.99), (3.99), (4.03), (4.06) respectively.

4.5- Relational Hypotheses for the Research.

✓ Correlation between study variables

Table 7: correlations between study variable

Variable	Leadership	Organization commitment	Creativity
Leadership	1	.490**	.276**
Organization commitment	.490**	1	.484**
Creativity	.276**	.484**	1

Source: (SPSS, 2021)

**** Correlation is significant at the 0.01 level (2-tailed).**

The table given above illustrates the values of coefficient correlation (R) between study variables (authentic leadership, organizational commitment, and creativity). It can be observed that there is a **significant positive moderated** relationship between authentic leadership and organizational commitment because of the value of (R=.49, p=0.000<0.01). Also, there is a **significant positive weak** relationship between authentic leadership and creativity where (R=.276, p=0.000<0.01). finally, the relationship between organizational commitment and creativity is a **moderated positive significant** with (R=.484, p= 0.000<0.01).

- ✓ **The relationship between the independent variable (authentic leadership) and the dependent variable (organizational commitment).**

Table 8: the relationship between the independent variable (authentic leadership) and dependent variable (organization commitment)

Hypothesis	Null hypothesis (H ^o)	Alternative Hypothesis (H1)
1	Organizational commitment affects by authentic leadership.	Organizational commitment doesn't affect by authentic leadership.

Table 9: regression results between authentic leadership and organizational commitment

R	R-square	F	Significant (p-value)	constant	Beta of leadership	T-value	Significant (p-value)
0.49	0.24	83.49	0.00	2.42	0.32	9.14	0.00

Source: (SPSS, 2021).

Table (8) indicates the output of the simple linear regression of the relationship between the dependent variable (**organizational commitment**) and the independent variable (**authentic leadership**), where the results show that there is a moderated positive relationship (R = 0.49), and the organizational commitment **affects** by authentic leadership as indicated by the value of (F=83.50, p=0.000 < (0.05)).

The R² coefficient of determination explains 24.0% of the variation in organizational commitment is explained by the variable authentic leadership. The value (B=0.32) and (t=9.14, p=0.00<0.05) means that whenever the level of authentic leadership improves by a unit, the organizational commitment improves by (0.32). The regression equation is as follows:

$$\text{Organizational commitment} = 2.42 + 0.32 \text{ Authentic leadership} + \text{error}$$

- ✓ **The relationship between the independent variable (authentic leadership) and the dependent variable (creativity).**

Table 10: the relationship between the independent variable (authentic leadership) and dependent variable (creativity)

Hypothesis	Null hypothesis (H ^o)	Alternative Hypothesis (H1)
2	Creativity affects by authentic leadership.	Creativity doesn't affect by authentic leadership.

Table 11: Regression results between organizational commitment and creativity

R	R-square	F	Significant (p-value)	constant	Beta of leadership	T-value	Significant (p-value)
0.28	0.076	21.80	0.00	0.22	0.28	4.67	0.00

Source: (SPSS, 2021).

Table (11) shows the summary of the simple linear regression that explains the relationship between the dependent variable (**creativity**) and the independent variable (**authentic leadership**), where the results show that there is a **weak positive relationship** between the two variables (R = 0.28), as indicated by the value of (F= 4.67, p= 0.000 <0.05).

The R² coefficient of determination explains 7.6% of the variation in creativity which is explained by authentic leadership. The value (B=0.28) and (t=4.67, p=0.00) means that if the level of authentic leadership improves by a unit, the creativity improves by (0.28). The regression equation is as follows:

$$\text{Creativity} = 0.22 + 0.28 \text{ Authentic leadership} + \text{error}$$

- ✓ **The relationship between the independent variable (organizational commitment) and the dependent variable (creativity)**

Table 12: the relationship between the independent variable (organizational commitment) and dependent variable (creativity)

Hypothesis	Null hypothesis (H ^o)	Alternative Hypothesis (H1)
3	Creativity affects by organizational commitment.	Creativity doesn't affect by organizational commitment.

Table 13: regression results between authentic leadership and creativity

R	R-square	F	Significant (p-value)	constant	Beta of creativity	T-value	Significant (p-value)
0.48	0.23	80.78	0.00	2.07	0.57	8.99	0.00

Source: (SPSS, 2021).

Table (13) demonstrates the information of the simple linear regression that explains the relationship between the dependent variable (**creativity**) and the independent variable (**organizational commitment**), where (R = 0.48) shows that there is a moderated positive relationship, and the creativity **affects** by the organizational commitment because of (F= 80.78, p= 0.000 <0.05).

The value of R² means that about 23% of the variation in creativity is explained by authentic leadership. Moreover, The value (B=0.57,t=8.99, p=0.00<0.05) summarizes that whenever the level of organizational commitment improves by a unit, the creativity improves by (0.57). The regression equation is as follows:

$$\text{Creativity} = 2.07 + 0.28 \text{ Authentic leadership} + \text{error}$$

5- Chapter five: Conclusion and recommendations

5.1- Introduction:

This chapter will conclude the results that was accomplished by this study which is considered as a continuous information for future researchers. Limitation and recommendations of this research will be mentioned in this part which can be used or avoided by future researchers.

5.2- Conclusion:

Leadership is an important key item to role or lead any organization to accomplish its goals efficiently. The different styles of leadership have different affects on the productivity of any organization. In this study we shed the lights on the affects of authentic leadership on the organizational commitment and employee's creativity. The results of the three hypotheses which was used has a positive effect. H1 was accepted which showed a positive relationship between the two variable authentic leadership and organizational commitment. In addition, the positive relationship between the organizational commitment and employee's creativity was proven based on the H2. The third hypotheses had proven that there is a significant relationship between the authentic leadership and employee's creativity. In short, authentic leaders can ensure high level of organizational commitment and employee's creativity. The results of the questionnaire that was distributed to the employees who are working in public organizations showed the positive and strong relation between the three variables, authentic leadership as an independent variable and organizational commitment and employee's creativity as dependent variables.

5.3- Recommendation:

This study is considered as the first study that was conducted in Oman covering this topic with the three variables, authentic leadership, organizational commitment and employee's. To ensure a success and improvement for any organization, the type of leadership that is implemented should be suited to the type of the business, for example, authentic leadership was very suited to the organizations that was covered by this study such as, Ibra hospital, public authority for water and education ministry.

This study covered public sector only, so we recommend for future researchers to cover the private sector along with the public sector.

5.4- study limitation:

Corona pandemic was the biggest obstacle for this study which limited the source of data , but we over take it by using online questionnaire. In addition, most of staff has no idea about the type of the leadership that was used in their organization. In addition, this study covered only public sector which has only the half picture of the Omani society, for future study, public sector should covered along with public sector to have the full picture.

5.5- future researches.

The result of this research can be used as a second source of data and help future researchers to cover the gab of previous studies. Future researches can be conducted in different methods to ensure better results and cover more population. Public sector and private sector should be included in future studies. Other types of leadership can be covered to compare the different effects of different leadership

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استبيان/SURVEY

أخي المشارك / أختي المشاركة تحية طيبة وبعد.....

يعتبر هذا الاستبيان ضمن متطلبات إكمال المواد المطروحة لإنهاء درجة الماجستير في إدارة الأعمال اختصاص ".... ادارة اعمال....." من جامعة الشرقية، حيث تجري بحث بعنوان: "تأثير القيادة الاصيلة على ابداع الموظف من خلال الالتزام التنظيمي". لا توجد هناك إجابات صحيحة أو خاطئة ، كما نريد التأكيد على أنه سيتم التعامل مع إجاباتك على هذه الاستبانة بمنتهى السريّة. كما انه سيتم تحليل نتيجة الاستطلاع للأغراض الأكاديمية والعلمية فقط. ستساهم ردودك بشكل فعال جداً في هذا البحث الأكاديمي. لا تستغرق مشاركتك في هذه الاستبانة إلا بعض الدقائق فقط، هذا ونتقدم لك بالشكر الجزيل على تعاونك في إجراء هذه الدراسة.

You are kindly invited to participate and contribute to a study entitled: "**the impact of authentic leadership on the employee's creativity in the public sector through the organizational commitment....**". This research is for obtaining my Degree in Master of Business Administration at A 'Sharqiyah University (ASU). There is no wrong or right answers. Your responses will be treated confidentially and used only for research and

academic' purposes. Thanks for taking a few minutes to fill the following survey items.

If you have any inquiries, please do not hesitate to contact the E-mail listed below:

alqinzy@yahoo.com

The researcher: Mohammed Ahmed Hamed Al Maawali.

Personal informations		معطيات شخصية	
Gender		الجنس	
Male <input type="checkbox"/>	Female <input type="checkbox"/>	<input type="checkbox"/> أنثى	<input type="checkbox"/> ذكر
Nationality		الجنسية	
Omani <input type="checkbox"/>	Non Omani <input type="checkbox"/>	<input type="checkbox"/> جنسية أخرى	<input type="checkbox"/> عمانية
Level of Instruction		المستوى الدراسي	
Doctor <input type="checkbox"/>	MBA <input type="checkbox"/>	الماجستير	الدكتوراه
Bachelor or License <input type="checkbox"/>	Diploma <input type="checkbox"/>	دبلوم المرحلة الأولى من التعليم العالي <input type="checkbox"/>	الباكالوريوس <input type="checkbox"/>
Secondary School or Less <input type="checkbox"/>		المرحلة الثانوية فما أقل <input type="checkbox"/>	
Actual Administrative Position		المهام الادارية التي أضطلعت بها/الخطط الوظيفية	
General manager/ assistant general manager <input type="checkbox"/>	Director/ assistant director <input type="checkbox"/>	<input type="checkbox"/> مدير/مساعد مدير	مدير عام /مدير عام مساعد <input type="checkbox"/>
Department / Section Head <input type="checkbox"/>	Team Leader <input type="checkbox"/>	<input type="checkbox"/> رئيس فريق	رئيس قسم/اقليم/فرع <input type="checkbox"/>
Administrative staff <input type="checkbox"/>		اداري <input type="checkbox"/>	
Technical Position		المهام التقنية / الخطط التي تحتاج التقنية و العلوم	
Very high skilled (Professor, Doctor, engineer²,...) <input type="checkbox"/>		اطر عالي (طبيب ، دكتور، أستاذ جامعي،...) <input type="checkbox"/>	
High Skilled (High Technician of laboratory, Team supervisor,Nurse,.....) <input type="checkbox"/>		اطر (في المخبر، ممرض ، مدرس، ..) <input type="checkbox"/>	
Qualified employee (technician, Operator,...) <input type="checkbox"/>		يد عاملة مؤهلة (تقني، عامل ذو مهارة،...) <input type="checkbox"/>	
Simple Employee (no qualification) <input type="checkbox"/>		عامل (دون تأهيل) <input type="checkbox"/>	
Number of years of experience.		سنوات الخبرة	
0-1 <input type="checkbox"/>		<input type="checkbox"/> 1-0	
1-5 <input type="checkbox"/>		<input type="checkbox"/> 5-1	
5-10 <input type="checkbox"/>		<input type="checkbox"/> 10-5	
10-15 <input type="checkbox"/>		<input type="checkbox"/> 15 -10	
Up to 15 <input type="checkbox"/>		<input type="checkbox"/> أكثر من 15	

In the following sections you are kindly invited to read well the alternative and then to check () the box that best represents your choice : (1) Totally Agree, (2) Agree, (3) Neutral, (4) disagree and (5) totally disagree.

فيما يلي ، يرجى قراءة الخيارات المقدمة اليكم جيدا ثم وضع علامة () في الخانة المناسبة و الاختيار الأنسب لكم علما و ان : (1) موافق بشدة، (2) موافق ، (3) محايد ، (4) غير موافق و (5) غير موافق بشدة

Section 01-						الجزء الاول:
Alternatives	1	2	3	4	5	الخيارات
Our manager Seeks feedback to improve interaction with others.						مديرنا يسعى للحصول على افادة رجعية لتحسين التفاعل مع الاخرين.
Our manager Accurately describes how others view his/her capabilities.						مديرنا يصف بدقة كيف يرى الاخرون قدراته.
Our manager Says exactly what he/she means.						مديرنا يقول بالضبط ما يعنيه.
Our manager Is willing to admit mistakes when they are made.						مديرنا لديه الاستعداد للاعتراف بالاطعاء عند ارتكابها.
Our manager Demonstrates beliefs that are consistent with actions.						مديرنا يظهر المعتقدات التي تتفق مع افعاله.
Our manager Makes decisions based on his/her core beliefs.						مديرنا يتخذ القرارات بناء على معتقداته الجوهرية.
Our manager Solicits views that challenges his/her deeply held positions.						مديرنا يلتمس الاراء التي تتحدى مواقفه الراسخة.

Our manager Listens carefully to different points of view before coming to conclusion.						مديرنا يستمع بعناية لوجهات النظر المختلفة قبل التوصل الى استنتاجات.

Section 0 - - الجزء الثاني:						
Alternatives	1	2	3	4	5	الخيارات
I am ready to put more efforts more than the normal to guaranty this organisation success.						انا على استعداد لبذل جهد اكبر من العادة لضمان نجاح المؤسسة التي اعمل بها.
I speak up about this organization to my friends as a magnificent place to work for.						اتحدث عن هذه المؤسسة لاصدقائي كمنظمة رائعة للعمل فيها.
I feel weak loyalty towards this organization.						اشعر بقليل من الولاء لهذه المنظمة.
I will accept any job to ensure that i stay in this organization.						سأقبل اي نوع من مهام العمل من اجل الاستمرار في العمل لهذه المنظمة.
Organization's values and my values are identical.						قيمي و قيم المنظمة متطابقة.
I am happy to tell others that i am part of this institution.						انا فخور بإخبار الاخرين بانني جزء من هذه المنظمة.

I could have worked for another company with the same nature of my work.						كان باستطاعتي ان اعمل لدى مؤسسة اخرى لديها نفس طبيعة عملي هذه.
This organization motivates my best in terms of job performance.						هذه المؤسسة تحفز افضل ما لدي فيما يخص الاداء الوظيفي.
It will not take too much in my circumstances to leave this organization.						لن يستغرق الامر كثيرا في ظروفى لمغادرة هذه المنظمة.
I am very happy that i chosed this organization to work for over others i was considering at the time i joined.						انا سعيد جدا لانني اخترت العمل في هذه المنظمة مقارنة مع منظمات اخرى كنت افكر ان انضم اليها
There is nothing to be gained by staying in this institution indefinitely.						لا يوجد شي يمكن كسبه من خلال البقاء في هذه المؤسسة لاجل غير مسمى.
Mostly i got it hard to accept the organization's policies on substantial issues relating to its employees.						في كثير من الاحيان، اجد صعوبة في التوافق مع سياسات هذه المنظمة في الامور المتعلقة بموظفيها.
I really concern about the future of this organization.						انا مهتم حقا بمصير هذه المنظمة.
For me, this the best organization to work for, compared to other organizations.						بالنسبة لي، هذه افضل مؤسسة للعمل فيها بالمقارنة مع المنظمات الاخرى.
Working with this organization was a wrong decision of mine.						قرار العمل في هذه المؤسسة كان قرار خاطيء .

Section 03-			الجزء الثالث :			
Alternatives	1	2	3	4	5	الخيارات
I suggested new ways to achieve goals or objectives.						أقترح طرقا جيدة لتحقيق الاهداف.
I come up with new and practical ideas to improve performance.						اتيت بافكار جديدة و عملية لتطوير الاداء.
I search out new technologies, processes, techniques and productive ideas.						ابحث عن تقنيات و عمليات و افكار انتاجية جديدة.
I suggest new ways to increase quality.						أقترح طرقا جديده لزيادة الجودة.
I am a good source of creative ideas.						انا مصدر جيد للافكار الابداعية.
I am not afraid to take risk.						انا لا اخاف من المخاطرة.
I promote and champion ideas to others.						انا اروج و ادافع عن الافكار الجديدة مع الاخرين.
I exhibit creativity on the job when given opportunity to.						أظهر ابداعا في الوظيفة عند اتاحة الفرصة لذلك.
I develop adequate plans and schedules for the implementation of new ideas.						اضع الخطط و الجداول الزمنية المناسبة لتنفيذ الافكار الجديدة.
I often have new and innovative ideas.						غالبا ما يكون لدي افكار جديدة و مبتكرة.
I come up with creative solutions to problems.						ابتكرت حولا ابداعية للمشاكل.

I often have a fresh approach to problems.						غالبا ما يكون لدي طريقة جديدة للتعامل مع المشاكل.
I suggest new ways of performing work tasks.						قترح طرقا جديدة لاداء مهام العمل.