

The Impact of Creative Leadership on Enhancing the Level of Organizational Culture (A Field Study on Non-profit Sector Organizations in the Kingdom of Saudi Arabia)

Dr. Ebtisam Abdullah Aljubair

PhD in Business Administration, College of Business Administration, University of Lincoln,
Malaysia

Email: Jubsam@hotmail.com

Abstract

The study aimed to identify the impact of creative leadership in enhancing the level of organizational culture within non-profit organizations in the Kingdom of Saudi Arabia, to identify the impact of the dimensions of creative leadership (sensitivity to problems, perseverance, initiative, creativity) on organizational culture in the organization, to reveal the extent of the difference in opinions and perceptions Participants reported creative leadership due to demographic variables such as educational qualification, years of experience, and job title.

The importance of the study stems from the direct discovery of creative leadership within the institutions of the non-profit sector in the Kingdom of Saudi Arabia to harness their creative capabilities to enhance the organizational culture of the organization. The results obtained by applying the study tool to the sample members showed: There is a statistically significant relationship with the dimensions of creative leadership, on organizational culture in non-profit organizations in the Kingdom of Saudi Arabia; there are no statistically significant differences between the members of the study sample about creative leadership due to personal data. The study reached a number of recommendations, the most important of which are: The importance of including the concept of the non-profit sector in the administrative education curricula, the importance of establishing independent centers specialized in publishing scientific research and studies on the Saudi non-profit sector in all fields.

Keywords: Leadership, Creativity, Creative Leadership, Organizational Culture, Non-Profit Sector, Sensitivity to Problems, Perseverance, Initiative.

أثر القيادة الإبداعية في تعزيز مستوى الثقافة التنظيمية (دراسة ميدانية على منظمات القطاع غير الربحي في المملكة العربية السعودية)

الدكتورة/ ابتسام عبد الله عبد الرحمن الجبير

دكتوراه في إدارة الأعمال، كلية إدارة الأعمال، جامعة لينكولن، ماليزيا

Email: Jubsam@hotmail.com

مخلص الدراسة

هدفت الدراسة إلى التعرف على أثر القيادة الإبداعية في تعزيز مستوى الثقافة التنظيمية داخل المنظمات غير الربحية في المملكة العربية السعودية، للتعرف على أثر أبعاد القيادة الإبداعية (الحساسية للمشكلات، المثابرة، المبادرة، الإبداع). حول الثقافة التنظيمية في المنظمة، للكشف عن مدى الاختلاف في الآراء والتصورات، أفاد المشاركون بالقيادة الإبداعية بسبب المتغيرات الديموغرافية مثل المؤهل التعليمي، وسنوات الخبرة، والمسمى الوظيفي.

تتبع أهمية الدراسة من الاكتشاف المباشر للقيادة الإبداعية داخل مؤسسات القطاع غير الربحي في المملكة العربية السعودية لتسخير قدراتها الإبداعية لتعزيز الثقافة التنظيمية للمنظمة.

وأظهرت النتائج التي تم الحصول عليها من خلال تطبيق أداة الدراسة على أفراد العينة: وجود علاقة ذات دلالة إحصائية مع أبعاد القيادة الإبداعية، على الثقافة التنظيمية في المنظمات غير الربحية في المملكة العربية السعودية، ولا توجد فروق ذات دلالة إحصائية بين المشاركين. أفراد عينة الدراسة عن القيادة الإبداعية بسبب البيانات الشخصية. توصلت الدراسة إلى عدد من التوصيات أهمها: أهمية إدراج مفهوم القطاع غير الربحي في مناهج التعليم الإداري، وأهمية إنشاء مراكز مستقلة متخصصة في نشر البحوث والدراسات العلمية على غير السعوديين. - القطاع الربحي في كافة المجالات، وإنشاء مركز معني بتعظيم وقياس الأثر الاجتماعي.

الكلمات المفتاحية: القيادة، الإبداع، القيادة الإبداعية، الثقافة التنظيمية، القطاع غير الربحي، الحساسية للمشكلات، المثابرة، المبادرة.

1. Introduction

The external environment of the organizations is no longer as stable and remarkably stable, but rather kinetics and dynamism have become its clear features, which resulted in the production of complex and intertwined problems that cast a shadow on work organizations, and therefore these organizations had to devise solutions to confront those problems, but creating solutions does not come by chance. Rather, it requires providing the appropriate environment to create innovations and open horizons for productive imagination. Therefore, attention to creativity has become a necessity for the success of work organizations, and a reason for their ability to survive and face the successive changes of the external environment. The goal of any organization is not only to survive but also to maintain its existence by improving performance. In order to meet the needs of highly competitive markets, organizations must continually increase performance (Arslan & Staub 2013). This is what prompted these organizations to enhance creativity, as it is one of the strategic options adopted, as many development efforts committed to developing creativity see that it is the guarantee to achieve competitive advantage and raise the level of performance achieving quantitative and qualitative leaps in various fields of work.

Since individuals hold their own ideas and beliefs, this will affect the social, creative, and cultural interaction within the organizations in which they work, and this is what prompted organizations to pay attention to organizational culture and enhance it as well as leadership creativity in an effort to move the organization's boat towards more success. Previous literature indicates that the role of leadership is very important for achieving organizational performance (eg Boal & Hooijberg 2000, Peterson, Smith, Martorana & Owens 2003), However, the results of previous studies on the role of leadership in enhancing the level of organizational culture. Some studies (eg Finkelstein & Hambrick, 1996, Katz & Kahn, 1978, Peterson, Smith, Martorana, & Owens 2003) indicate that the role of leadership is very important for any organization to achieve a high level of performance. However, some other studies (eg Pfeffer 1977, Meindl, and Ehrlich & Dukerich 1985) indicate that the role of leadership is not very important in achieving organizational performance.

Organizational culture is one of the main determinants of the success or failure of organizations, because of the existence of a correlation between the success of the organization and its focus on values and concepts that push its members to commitment, hard work, innovation, and participation in decision-making, as it constitutes a reference and behavioral framework that guides the employees of the organization.

From this point of view, in order to support the sustainability and development of national institutions that operate within the framework of economic openness, competitive market, and globalization, the emergence of a post-industrial society, the emergence of conglomerates, and the entry of Saudi Arabia into the Group of 20, it has become necessary for us as researchers and scholars more than ever to follow up on those advanced and recurring problems related to the field of regulation, As well as studying all the phenomena related to organizational and administrative development in general and organizational culture in particular, which the state has given remarkable attention, especially after the deficit and shortcomings in economic institutions within the framework of contemporary transformations in all fields, these phenomena that negatively affected their profitability, effectiveness, and performance of its workers.

1.1 Problem Statement

Non-profit organizations are an integral and important part of society, and their role is not limited to bridging the gap between the government sector and the private sector, but rather is concerned with developing services and providing support programs for all segments of society. Non-profit organizations are known for their lack of aspiration to maximize material returns and financial revenues, and for their focus on caring for the needs of society. Since the human resource is the most important element in the organization, it is imperative to pay attention to it to reach the stage of development and organizational change through its development and raising its efficiency and effectiveness within the organization.

In order for the organization to achieve its role in an integrated manner, it needs creative leaders who have the ability to build a flexible organizational culture and support the development processes, especially since some of these organizations face many challenges, including poor funding, which in turn may reflect negatively on the nature, type, and size of the services provided.

Because administrative leadership is the first pillar and the basic criterion by which the process of success and efficiency is determined, in addition to being the way an indicator of institutions to build successful plans, whether developmental or crisis ones.

In order for work organizations to ensure the existence of an appropriate fabric of a well-established and solid organizational culture, they must develop the creative capabilities of each of the leaders and individuals present in them, given that creativity and innovation are among the supporting and encouraging elements to form a strong organizational culture, including the values and beliefs it contains, as directing the behavior of individuals to what should and should not be done in the work environment requires creativity and innovation, and accordingly, values and beliefs may be characterized by the flexibility to change according to the needs and goals of the renewed organization, and whose creativity and individuals have a role in reformulating and defining them. From here it can be noted that creative leadership has an impact on the activities of organizations and on its organizational culture, as it is one of the important ways that help raise and improve efficiency and effectiveness in organizations. It also plays an important role in building solid organizational structures that have an important role in shaping the attitudes, identity, and attitudes of workers in organizations, in addition to being that it gives the organization its own advantage and contributes to achieving its goals.

But there is no way to reach this except by adopting a successful and effective administrative leadership that can influence and entice the group members towards positive and desirable behavior that is in line with the goals of the organization. On the impact of creative leadership in enhancing the level of organizational culture and modernization, which served the achievement of the organization's mission and objectives, and overcoming the accumulated difficulties that might impede the development of services in it.

In this study, we will try to answer the following questions:

- **What is the impact of creative leadership in enhancing the level of organizational culture?**
 - What is the availability of dimensions of creative leadership within the headquarters of non-profit organizations?

- What is the availability of a solid organizational culture among workers in non-profit organizations?

1.2 Significance of the Study

The importance of the research becomes clear in the following points:

- The study seeks to directly reveal the creative leadership within the non-profit sector organizations in the Kingdom of Saudi Arabia to harness its creative capabilities to enhance the organizational culture of the organization, and at the same time analyze the obstacles and challenges facing the organization that affects its work, and the study also seeks to find practical solutions that benefit the organization In fact it works.
- Enhancing the culture of creativity and innovation in the community on the one hand, and explaining its importance and impact on the organizational culture prevailing in the institutions and organizations of this society on the other hand, and the direct impact on the services provided by organizations in the community on the third hand, all leads to raising the level of assistance and services provided to enhance and improve The social and economic status of individuals within the community.
- This study and similar studies may be considered the basis for any future study or research dealing with other institutions or organizations.

1.3 Research Objectives

The research aims to:

- Recognize the reality of creative leadership prevailing in the organization.
- Identify the reality of the organizational culture prevailing in the organization.
- Recognize the role of organizational culture in achieving success for administrative organizations.
- Identify the nature of the relationship between creative leadership and organizational culture in the organization.
- Recognize the impact of the dimensions of creative leadership (sensitivity to problems, perseverance, initiative, creativity) on the organizational culture in the organization.

- Revealing the extent to which there are differences in the opinions and perceptions of the sample members about creative leadership due to demographic variables such as educational qualification, years of experience, and job title.
- Draw the attention of institutions and leaders to the reality of organizational culture and how to develop it.
- Attempting to formulate results that enable departments to advance employees and develop their culture and capabilities.
- Invite researchers to more studies that touch on aspects of administrative leadership.

1.4 Research Hypothesis

- **There is no statistically significant relationship to the dimensions of creative leadership (sensitivity to problems, perseverance, initiative and creativity) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia. Accordingly, the main hypothesis will be divided into groups of sub-hypotheses as follows:**
 - There is no statistically significant relationship to the dimensions of creative leadership (after sensitivity to problems) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia.
 - There is no statistically significant relationship to the dimensions of creative leadership (after perseverance) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia.
 - There is no statistically significant relationship to the dimensions of creative leadership (after the initiative) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia.
 - There is no statistically significant relationship to the dimensions of creative leadership (after creativity) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia.

- **There are no statistically significant differences between the study sample on creative leadership due to personal data (practical qualification, job title, number of years of experience).**
 - There are no statistically significant differences between the study samples about creative leadership due to (practical qualification).
 - There are no statistically significant differences between the study samples about creative leadership due to (job title).
 - There are no statistically significant differences between the study samples on creative leadership due to (the number of years of experience).

2 Theoretical Framework

2.1 Definition of leadership:

The concept of leadership is complex and not easy to define, and it cannot be explained by simple tricks (Kotter, 1988). According to (Northouse, 2010), “Leadership is a process in which an individual influences a group of individuals to achieve a common goal.” Based on this definition, leadership can be described as what you do and how you do it to bring about change.

Known (Robbins & Coulter, 2001), Leadership is the ability to influence a group of people to achieve goals. A successful leader must be able to build trust by giving employees more freedom to act independently and make decisions, in addition, leaders must demonstrate direction toward achieving goals for employees by communicating with them and encouraging them to feel confident and able to take risks in completing the work (Lussier, 1990).

2.2 Defining creativity:

It is not possible to agree on a specific definition of creativity, as Al-Jabari explained in his study that the diversity and difference in the definition of creativity is mainly caused by the content of creativity, which contains a lot of diversity, visions and scholastic approaches, whether psychological, administrative, linguistic, educational, etc., and that creativity comes with ideas or opinions.

Or solutions, products, or discovering relationships that no one has preceded you in, which is the ability to develop new programs, new work mechanisms and even new forms of organization that contribute to improving the overall performance of the institution, and the condition of creativity is that it has useful ideas, creativity may be in an area that brings destruction and damage, and this is not It is called creativity but sabotage (Al-Jabari, 2008).

Jarwan gave a comprehensive definition of creativity as a mixture of abilities, preparations, and personal characteristics that, if found in an appropriate environment, can advance mental processes to lead to original and useful products, whether in relation to the individual's previous experiences or to the experiences of the institution, society or the world if the products are on a level of creative breakthroughs in one of the fields of human life.

2.3 Defining Creative Leadership

Leadership in its general sense is to influence others and push them to achieve the goals of the organization. In order for this influence to become effective and real, leadership must be based on creativity in its preparation and selection, in order to translate the knowledge it has acquired into new choices characterized by quality and benefit through its interest in solving problems in creative ways that differ from Other ways, as the creator notices that there is something wrong that others did not notice and that there is a better way to solve, or by re-installing known patterns in unique shapes and lines characterized by originality and up to creative solutions, the creative leadership is flexible, renewable, challenging, directed, and the leader The innovator is a unique, confident, persevering personality who takes the initiative, realizes the consequences of things, and has a comprehensive view and a future vision (Al-Salmi, 2012).

Analyzing these ideas, adopting the useful idea, supporting it, promoting it within the institution and implementing it, and searching for sources that lead to changing this idea and transforming it into a commercial or economic field (wadi) is financially, socially and organizationally comfortable, and it uses its exploratory and exploratory ability, intellectual originality and influencing ability to arouse the enthusiasm of others for creativity and innovation (Kandil, 2010).

2.4 Defining organizational culture

The subject of organizational culture has received great attention in the recent period, considering that the culture of the organization is one of the main determinants of the success or failure of organizations, assuming that there is a correlation between the success of the organization and its focus on values and concepts that drive its members to commitment, hard work, innovation, modernization, participation in decision-making and work to maintain Quality, service improvement, achieving a competitive advantage, and rapid response appropriate to the needs of customers and related parties in the organization's work environment (Abu Bakr, 2000).

Nelson and Kwik see that the organizational culture embraced by individuals in organizations has a strong and direct impact on their behavior, performance of their work, and their relationships with their superiors, subordinates, colleagues, and clients. Hence, these values express the organization's ability to find basic values around which all efforts and at all levels in the organization can move (Al-Nomani, 1996).

2.5 The relationship between creative leadership and organizational culture:

There is no doubt that there is a strong relationship between creative leadership and organizational culture. The creative leader seeks to bring a distinct organizational culture by creating the appropriate organizational climate for creativity and innovation in an atmosphere full of participation, which gives workers the opportunity to participate effectively in achieving the goals of the organization with enthusiasm and determination. Participation is the effective means which brings the spirit of cooperation between individuals, and cooperation is the basic competence to achieve and maintain high performance (Posner, 2004: 282).

Therefore, leaders must give priority and adequate attention to the organizational culture in their organizations, and they should consider culture as an essential means to improve and develop performance. An adaptive culture that focuses on satisfying and satisfying the changing needs of customers, employees and stakeholders can outperform organizations that do not have such a culture. Companies that have a strong and correct culture can increase sales over companies that do not have a healthy culture (Al-Rakhimi, 55: 2000).

Organizational culture and leadership have an empirical correlation with each other and each plays a role in determining organizational effectiveness (Block, 2003).

Moreover, organizational culture may have an impact on the effectiveness of leaders. The culture of an organization develops to a large extent from its leadership, while the culture of an organization can also influence the development of its leadership. For example, transaction leaders operate within their own organizational cultures by following existing rules, procedures, and standards, Transformational leaders change their culture by first understanding it and then reorganizing the culture of the organization with a new vision and a review of shared assumptions, values and standards (Bass, 1985).

Effective organizations require tactical and strategic thinking, as well as culture building by their leaders. Strategic thinking helps create and build a vision for the agency's future. The vision can emerge and move forward as the leader builds a culture dedicated to supporting that vision. Culture is where vision takes root. In contrast, the vision may also determine the characteristics of the organization's culture. Transformational leaders have four separate components or characteristics referred to as transformational leadership (Avolio, Waldman & Yammarino, 1991). These four factors are ideal influence, inspiring motivation, intellectual stimulation, and individual consideration. Transformational leaders integrate creative insight, persistence and energy, intuition and sensitivity to the needs of others in order to craft a strategy and culture for their organizations.

That leader can help develop, shape and maintain a desirable organizational culture and that they may influence organizational innovation by creating new sets of shared values (Schein, 1990). When organizations are first formed, leaders have a significant impact on the emerging culture. In this stage, they are the “definers” and “educators” of culture, who can create and inculcate the values, beliefs and assumptions they think are necessary and good for the organization (Denison, 1990, Schein, 1990). As the organization grows and develops, employees draw on their own experiences, and the resulting culture reflects the overall experience of the group as well as those parts of the founders' beliefs that seem to work in practice.

In general, the role of creative leadership is to develop a resilient culture by transmitting and maintaining the following values:

- Encouraging and strengthening the tendency to act: with an emphasis on independence and encouraging employees to take risks.

- Values stemming from the nature of the organization's mission: which necessitates focusing the efforts of the organization and all its employees, heads of departments, managers and supervisors, on the field of work in which the organization excels and innovates.

Values related to how the organization operates: the organization must establish an organizational design to motivate employees to exert their best efforts by providing material and moral support to employees, as well as informing them of their value through respecting and appreciating their efforts, as an effective means of creating a peaceful environment for productive behavior by emphasizing initiative and freedom Employees and their respect through the establishment of organizational structures that give them freedom of decision-making, and motivate them to achieve success (Charleshall and Jones, 2001).

2.6 Previous Studies

2.6.1 Study (Aisha Al Dhahani & Noor Abdullah 2020)

Titled: The effects of organizational culture and transformational leadership style on employee job performance: a case study in the UAE Petrochemical Company

The aim of the study was to analyze the relationship between organizational culture and transformational leadership style on the job performance of employees in Abu Dhabi National Oil Company. The scales applied for this study revealed a remarkable level of reliability. Two hypotheses were developed, all hypotheses were fully supported. In general, based on the results of the study, transformational leadership behavior and organizational culture have a significant relationship with employee job performance. Additionally, this finding contributes to the existing literature on the effects of transformational leadership and organizational culture on employee job performance, particularly in the oil and gas context. Therefore, if ADNOC is to achieve optimum performance from its employees,

Transformational leadership must be a core leadership style adopted by the organization. The third result of the study indicates that there is a positive and significant relationship between the strength of coherent freedom value and creativity at work.

2.6.2 Study (Imad Al-Zeer, 2018)

Entitled: The role of intellectual capital in achieving creativity among workers in Palestinian universities operating in the West Bank

The study aimed to identify the role of intellectual capital in achieving creativity among workers in Palestinian universities operating in the West Bank by identifying the components of intellectual capital represented in (structural capital, human capital, social capital and psychological capital) and their role in achieving Creativity among workers through its impact on the components of creativity in (fluency, flexibility, originality and elaboration), and the problem of the study is that most Palestinian university administrations do not pay sufficient attention to intellectual capital and the extent to which its components affect creativity indicators among workers. The hypothesis was tested to what degree creativity is available in Palestinian universities and whether there is an impact and statistical significance of the demographic variables in the degree of availability of indicators of creativity among faculty members in Palestinian universities, The researcher used the descriptive analytical approach to reach the results of the study, the most important of which is that the importance of intellectual capital is great and the importance of indicators of creativity was high, especially details, originality, fluency and flexibility. Formulate policies, procedures, and strategic and operational plans.

2.6.3 Study (Lina Bakr, 2018)

Entitled: The modified role of organizational culture in the relationship between total quality management and performance in private hospitals

The study aimed to find out the effects of total quality management on performance and to reveal the role of organizational culture in that. The problem of the study is that many studies discussed total quality and its relationship to performance in hospitals, but this relationship was not studied in under the prevailing organizational culture, and the importance of the study lies in the fact that the current business environment requires the managers of private hospitals to have the expertise and experience in dealing with a rapidly changing environment, competition and similarity, which necessitates taking care of the overall quality in these hospitals between total quality management and performance in private hospitals, The researcher used the analytical method, and the study concluded with results,

The most important of which is the existence of a positive relationship that links the variables, and the most prominent recommendations are that the administration should provide the capabilities to apply total quality to support performance in private hospitals. The study dealt with the impact of total quality management on performance and the role of culture in that, while the current study examined the role of administrative creativity in institutional performance. The researcher agreed to use organizational culture as one of the dimensions of the independent variable. The same research method was also used. The two researchers confirmed the acceptance of the main hypothesis; they differed in the independent variable for each of them.

2.6.4 Study (Rashida Suleiman Fadlallah, 2017)

Entitled: The impact of organizational culture on the relationship between strategic management and the performance of banks operating

The importance of the study was represented in its consideration of organizational culture in the relationship between strategic management and performance, considering that organizational culture is one of the main determinants of organizations' success or failure. The problem of the study was that despite the importance of strategic management and performance, the researchers did not They previously discussed the impact of organizational culture on this relationship, The study concluded that strategic management is an essential axis and a dynamic creative process, and organizations seek to build a distinct strategy that guarantees them survival, growth and improvement and development of performance.

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and organizations seek to build a distinct strategy that guarantees them survival, growth and improvement and development of performance.

3 Research Methodology

3.1 Study Approach

To achieve the objectives of the study, the descriptive analytical method was used, which is one of the specialized branches of the descriptive method, which was one of the developments that scientific researchers added to the image of the original primitive descriptive method, where the descriptive-analytical approach performs an additional, more flexible and useful function in addition to describing phenomena by means of observation. And his various methods, where he does what is called the analysis and comparison of phenomena in more detail.

3.2 Sources of data

The primary data for any study is the data that is collected directly by the researcher for a specific purpose, while the secondary source of data is defined as that data that has already been collected not for a particular study, but the researcher resorts to these data in order to study

3.2.1.1 Primary data

This study also depends on the data that the researcher must collect through the study sample, and this will be implemented through the questionnaire, personal interviews, and through the researcher's observations as well this data will be about:

- General background, education and experience of leaders and employees of non-profit organizations.
- The general perception and the attitudes of leaders and employees of non-profit organizations towards each of the creative leadership management and its impact on organizational culture.
- What is being implemented to ensure the application of the general organizational culture within the institution?
- Is there a willingness or positive attitude towards improving the level of organizational culture?

3.2.1.2 Secondary data

This study depends on both primary and secondary data, and secondary data is that data that actually exists and is available in different secondary sources and can be obtained easily and quickly without spending almost any time or costs... These data are required to build the theoretical part of the study and through:

- Data on non-profit organizations operating in the Kingdom, distributed over various activities, sectors, volume of funding, donations and investments.
- Through some academic articles and books that discuss the same study variables and related topics, whether in public libraries or through the Internet.

3.3 Study Population

Biber (2004) stated that the population is the entire group in which the researcher is interested to answer questions in a research study as well as to come to a conclusion about the same study (Christensen and Johnson, 2014), argue that populations are the derived items under investigation, Conclusions are made for a sample in any study from a previously identified or selected population. The study population, which is made up of a group of non-profit organizations operating in the Kingdom of Saudi Arabia in the city of Riyadh

The study adopted the statistical survey and thus fifteen organizations were subjected to the study. The researcher tried to take into account the geographical distribution of the concentration of these organizations. The researcher also took into account the multiplicity of different activities related to them.

3.4 Study sample

A random survey method was used, targeting a group of employees, workers and leaders in the non-profit organizations under study.

An exploratory sample of 20 questionnaires was distributed to test the validity and reliability of the questionnaire in preparation for conducting the internal consistency and structural validity tests initially.

	No.	%
Distributed Questionnaires	120	100
Retrieved Questionnaires - Valid	111	92
Non-Retrieved Questionnaires - Invalid	9	8

Table (1) Respondent's Response Rate

After verifying the validity and reliability of the questionnaire for the test, 100 questionnaires were distributed to the study population of the employees and leaders of the non-profit organizations under study, and 91 valid questionnaires were retrieved for analysis. The total number of the study sample questionnaires valid for analysis is 111.

3.5 Study tool

The field scientific material was collected from the field under study through the following data collection tools: questionnaire, interview and observation.

3.5.1 Questionnaires

The questionnaire used in the research was designed to collect field data based on a set of previous studies, and the questionnaire consisted of several axes, namely:

- Personal data hub and demographic information
- Creative leadership axis (sensitivity to problems, initiative, creativity, perseverance)
- Organizational Culture Axis (Organizational Beliefs, Organizational Values)

3.5.2 Interview

Where the interview with the questionnaire was used to obtain some additional information that we could not obtain through the questionnaire only, in addition to interviewing some officials in the various departments of the organization to obtain additional information that was not included in the questionnaire questions about the prevailing organizational culture in addition to the extent of its prevalence and familiarity these officials and leaders with the cultural values mentioned in the form and know their willingness to develop them.

3.5.3 Note

The observation was also used in our study because of its complementary role to the questionnaire and the interview of collecting data about the study sample. While we toured the departments and departments of non-profit organizations, we recorded many observations related to the behavior of workers and leaders, the extent of work organization, internal arrangement, and employee relations with their superiors to know the extent of mutual respect between individuals themselves and individuals and their superiors.

3.6 Statistical methods

The questionnaire was unloaded and analyzed through the statistical analysis program (the Social Sciences (SPSS) Statistical Package for), and the following statistical methods were used:

- Percentage and Arithmetic Mean.
- Relative Arithmetic Mean.
- Cronbach's Alpha Coefficient.
- Pearson Correlation Coefficient
- Independent T Test
- One-Way ANOVA

3.7 Reliability and Validity

3.7.1 Reliability

The reliability of the test means that the scale will give the same results if used once under similar conditions, Stability also means that if a test is applied to a group of individuals and the scores of each of them are monitored, then the same test was re-applied to the same group and the same scores were obtained. The test is stable. It is also defined as the accuracy and consistency of the measurements obtained from what the test measures.

The most widely used methods for estimating the stability of the scale are:

- Cronbach Alpha Coefficient.
- As for honesty, it is a measure used to find out the degrees of honesty of the respondents through their answers on a specific scale.

It turned out that all values of Cronbach's alpha coefficient were above 0.70, which is the lowest acceptable value of Alpha this indicates that all Alpha values are suitable for the purposes of the current study (Sekaran, 2003), the reliability test of the questionnaire questions was conducted using Cronbach's alpha coefficient and the result was (0.73).

Paragraph	Stability Coefficient (α)
Creative Leadership	
sensitivity to problems	0.90
The initiative	0.84
perseverance	0.66
creativity	0.67
Total	0.73
Organizational Values	0.93
Organizational Beliefs	0.82

Table (2) internal consistency coefficients were evaluated using Cornbrash's alpha test

3.7.2 Validity

Validity means the ability of the research method to find the exact truth. If the research is said to be correct, it really means that what was meant to be measured has been accurately measured. Validity is very important if the researcher is doing in-depth studies on individuals, small groups or situations. If the researcher knows that his research is valid, he can be confident in results that really show some uniqueness in the topic under study. If the researcher lacked validity, it means that there was a lack of truth in the result (Churton & Brown 2010, Earl Pappé 1989).

To ensure the apparent validity of the questionnaire and the validity of the questionnaire questions in terms of wording and clarity, the researcher presented the questionnaire to a number of academic arbitrators and specialists in the field of study, after restoring the questionnaire from the arbitrators, the proposed amendments were made to it.

3.8 Ethical considerations

Among the ethical considerations that the researcher took into account: Ensure that relevant permission is obtained before conducting the research. The non-profit organizations under study are located in the Kingdom of Saudi Arabia in the city of Riyadh. The researcher made sure that the respondents obtained a full disclosure of the nature of the study through an introductory note at the beginning of the questionnaire. The researcher was also keen not to force respondents to participate in the research by assuring them that the information collected is of their own free will.

The researcher made it clear that the privacy of the respondents would be preserved. This was an attempt to ensure that defendants' disclosure was unrestricted. In this way, the information gained can be relied upon to be as accurate as possible; this measure was taken in order to ensure that respondents willingly disclosed as much information as possible. In addition, the time frame obtained by the respondents was practical enough to leave sufficient time for the analysis of the data collected through the questionnaires.

4 Analysis of the Results

4.1 Demographic variables

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	82	73.9	73.9	73.9
	Female	29	26.1	26.1	100
Age	Less than 30	41	36.9	36.9	36.9
	From 30 < 45	34	30.6	30.6	67.6
	From 45 < 60	29	26.1	26.1	93.7
	More than 60	7	6.3	6.3	100
Qualification	High School	15	13.5	13.5	13.5
	High Diploma	37	33.3	33.3	46.8
	Bachelor	44	39.6	39.6	86.5
	Master	11	9.9	9.9	96.4

	Phd/DBA	4	3.6	3.6	100
Major	Business Administration	41	36.9	36.9	36.9
	Accounting	22	19.8	19.8	56.8
	Economy	21	18.9	18.9	75.7
	Other	27	24.3	24.3	100
	General Manager	3	2.7	2.7	2.7
Position	Deputy General Manager	8	7.2	7.2	9.9
	Administrative Manager	17	15.3	15.3	25.2
	Head of Department	19	17.1	17.1	42.3
	Employee	64	57.7	57.7	100
	Less than 5 Years	20	18	18	18
Experience	From 5 to 10 Years	23	20.7	20.7	38.7
	From 10 to 15 Years	51	45.9	45.9	84.7
	More than 15 Years	17	15.3	15.3	100
	Total	111	100	100	

Table (3) Distribution of study sample members

4.2 Analysis of the results

4.2.1 Creative Leadership

Creative leadership Dimensions	Paragraphs No.	Total Mark	Mean	Std. Deviation	relative weight (Wr)	order
Sensitivity to problems	5	25	18.3	2.4	73.2	3
perseverance	5	25	19.6	2.8	78.4	2
The initiative	5	25	20.6	2.1	82.4	1
creativity	5	25	18.2	2.9	72.8	4
Total	20	100	76.7	8.3	76.7	

Table (4) Arithmetic averages, standard deviations, and relative weights - Creative Leadership

It is clear to us from the table above, that the relative weight of the total score for the questionnaire (the creative leadership axis) was 77%, with an arithmetic mean of 76.8 degrees, and a standard deviation of 8.3 degrees, and this indicates that the level of creative leadership is very good (according to the relative standard classification table). As we note from the table that (the initiative) occupied the first place with a relative weight of 82%, followed by the second place (perseverance) with a relative weight of 78%, followed by the third place (creativity) with a relative weight of 74%, and in the fourth and last place (sensitivity to problems) with a relative weight of 73%. From the foregoing, it is clear that officials and employees of non-profit organizations in the Kingdom of Saudi Arabia have a high degree of creative leadership, and “the Initiative” ranked first, which indicates the voluntary work within these organizations and the initiative to participate without asking for it.

4.2.2 Organizational Culture

Organizational Culture	Paragraphs No.	Total Mark	Mean	Std. Deviation	relative weight (Wr)	order
Organizational Values	5	25	19.6	2.9	78.4	1
Organizational Beliefs	5	25	19.2	2.6	76.8	2
Total	10	50	38.8	12.3	77.6	

Table (5) Arithmetic averages, standard deviations, and relative weights - Organizational Culture

It is clear to us from the table above, that the relative weight of the total score for the questionnaire (organizational culture) amounted to 77.6%, with a mean of 38.8 degrees, and a standard deviation of 12.3 degrees, and this indicates that the level of organizational culture is very good (according to the relative criterion classification table)

As we note from the table that (organizational values) has occupied the first place with a relative weight of 76.8%, followed by the second place (organizational beliefs) with a relative weight of 78%, followed by the third place (creativity) with a relative weight of 74%,

And in the fourth place The latter (sensitivity to problems) with a relative weight of 76.8%. From the above it is clear that officials and workers in non-profit organizations in the Kingdom of Saudi Arabia have a high degree of organizational culture characteristics.

4.3 Hypothesis test

H0: There is no statistically significant relationship to the dimensions of creative leadership (sensitivity to problems, perseverance, initiative and creativity) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia.

To test the validity of this hypothesis, the Pearson correlation coefficient was found to study the relationship between degrees of creative leadership and the level of organizational culture of workers in non-profit organizations in the Kingdom of Saudi Arabia.

Creative Leadership	Organizational Culture	
	Organizational Values	Organizational Beliefs
Sensitivity To Problems	.444**	.367 **
Perseverance	.265**	.244*
Initiative	.239*	0.176
Creativity	.291**	.340**
Total Mark (Creative Leadership)	.395**	.360**

** Statistically significant at 0.01

* statistically significant at 0.05

Table (6) Pearson's Correlation Coefficient- Creative Leadership and Organizational Culture

Through the table at the top, we notice that there is a direct statistically significant relationship between the dimensions of creative leadership and the total degree of organizational culture prevailing in non-profit organizations in the Kingdom of Saudi Arabia, and this indicates that the higher the dimensions of creative leadership (sensitivity to problems, perseverance, initiative, innovation) Whenever this leads to a higher level of organizational culture in non-profit organizations in the Kingdom of Saudi Arabia.

Accordingly, the main hypothesis is rejected, and the alternative hypothesis is accepted, "There is a statistically significant relationship between creative leadership and organizational culture in non-profit organizations in the Kingdom of Saudi Arabia."

4.3.1 Sub Hypothesis test

Creative Leadership	Organizational Culture	
	Organizational Values	Organizational Beliefs
Sensitivity to Problems	.239*	0.176
Perseverance	.265**	.244*
Initiative	.444**	.367 **

** Statistically significant at 0.01

* Statistically significant at 0.05

Table (7) Pearson's Correlation Coefficient- Creative Leadership (Sensitivity to Problems, Perseverance, Initiative) and Organizational Culture

- **H01.1: There is no statistically significant relationship to the dimensions of creative leadership (Sensitivity to problems) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia.**

Through the table above, we note that the Pearson correlation coefficient between the dimensions of creative leadership (sensitivity to problems), and both dimensions of organizational culture (organizational values, organizational beliefs) is statistically significant at a significance of 0.01 and it indicates a strong direct relationship, the higher the dimension of creative leadership (sensitivity to problems) increased with it the dimension of organizational culture (organizational values, organizational beliefs).

Accordingly, the main hypothesis is rejected and the alternative hypothesis is accepted "there is a statistically significant relationship to the dimensions of creative leadership (sensitivity to problems) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia."

- **H02.1: There is no statistically significant relationship to the dimensions of creative leadership (perseverance) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia.**

Through the table above, we notice that the Pearson correlation coefficient between the dimensions of creative leadership (perseverance), and both dimensions of organizational culture (organizational values, organizational beliefs) was statistically significant at 0.01, 0.05, respectively, which indicates a direct relationship, the higher the dimension. Creative leadership (perseverance) increased the dimension of organizational culture (organizational values, organizational beliefs).

Accordingly, the main hypothesis is rejected and the alternative hypothesis is accepted, “there is a statistically significant relationship to the dimensions of creative leadership (perseverance) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia”.

- **H03.1: There is no statistically significant relationship to the dimensions of creative leadership (the initiative) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia.**

Through the table above, we notice that the Pearson correlation coefficient between the dimensions of creative leadership (initiative), and both dimensions of organizational culture (organizational values, organizational beliefs) is statistically significant at a significance of 0.05, which indicates the existence of a direct relationship, the higher the dimension of creative leadership (initiative) The dimension of organizational culture (organizational values, organizational beliefs) increased with him.

Accordingly, the main hypothesis is rejected and the alternative hypothesis is accepted “there is a statistically significant relationship to remove creative leadership (initiative) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia.

- **H04.1: There is no statistically significant relationship to the dimensions of creative leadership (creativity) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia.**

Through the table at the top, we notice that the Pearson correlation coefficient between the dimensions of creative leadership (creativity), and both dimensions of organizational culture (organizational values, organizational beliefs) are statistically significant at a significance of 0.01 and it indicates a direct relationship, the higher the dimension of creative leadership (creativity) The dimension of organizational culture (organizational values, organizational beliefs) increased with him. Accordingly, the main hypothesis is rejected and the alternative hypothesis is accepted: “There is a statistically significant relationship to the dimensions of creative leadership (creativity) on organizational culture (organizational values, organizational beliefs) in non-profit organizations in the Kingdom of Saudi Arabia.

- **H1. There is no statistically significant difference between the study sample on creative leadership due to personal data (qualification, job title, and years of experience).**

To test the validity of this hypothesis, the one-way ANOVA was used to study the differences in the degrees of creative leadership in non-profit organizations in the Kingdom of Saudi Arabia due to the variables (qualification, job title and years of experience).

		Sum of Squares	df	Mean Square	F	Sig.
Total Qualification	Between Groups	30.9	3	10.29	0.135	//.939
	Within Groups	7680.1	101	76.04		
	Total	7711	104			
Total job title	Between Groups	85.6	2	42.78	0.57	//.566
	Within Groups	7625.4	102	74.76		

Total years of experience	Total	7711	104			
	Between Groups	251.2	3	83.73	1.13	//.339
	Within Groups	7459.8	101	73.86		
	Total	7711	104			

Not statistically significant\

Table (8) One-way ANOVA results (Creative Leadership & qualification, job title and years of experience)

Through the table above, we note that there are no statistically significant differences in the degrees of creative leadership due to the following dimensions (qualification, job title and years of experience) among non-profit organizations in the Kingdom of Saudi Arabia.

Accordingly, the basic hypothesis is accepted: “There are no statistically significant differences between the study sample about creative leadership due to personal data (qualification, job title and years of experience).

- **H1.1 There is no statistically significant differences between the study samples about creative leadership due to (qualification).**

To test the validity of this hypothesis, a one-way ANOVA test was used to study the differences in the degrees of creative leadership in non-profit organizations in the Kingdom of Saudi Arabia due to the variable (Qualification).

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Sensitivity to Problems	Between Groups	9.2	3	3.07	.316	//.814
	Within Groups	1002.8	103	9.74		
	Total	1012.1	106			

Perseverance	Between Groups	2.2	3	0.72	.158	//.924
	Within Groups	469.5	103	4.56		
	Total	471.6	106			
Initiative	Between Groups	19.1	3	6.36	.823	//.484
	Within Groups	795.6	103	7.72		
	Total	814.7	106			
Creativity	Between Groups	8.0	3	2.67	.344	//.793
	Within Groups	783.4	101	7.76		
	Total	791.4	104			
Total	Between Groups	30.9	3	10.29	.135	//.939
	Within Groups	7680.1	101	76.04		
	Total	7711.0	104			

Not statistically significant\\

Table (9) One-way ANOVA results (Creative Leadership & qualification)

Through the table above, we note that there are no statistically significant differences in the degrees of creative leadership and the following dimensions (sensitivity to problems, perseverance, initiative, originality) among non-profit organizations in the Kingdom of Saudi Arabia due to the variable (Qualification), and this indicates that the qualification variable Scientific is not an influential variable on the level of creative leadership and its previous dimensions for non-profit organizations in the Kingdom of Saudi Arabia, and this is due to the fact that creativity is an individual characteristic and has nothing to do with the scientific field “specialization” in this skill,

in addition to the personalities who take administrative places and exercise the leadership role are personalities Legal entities, all of whom hold academic qualifications that qualify them for this center, as the creative leadership and those who practice it work to provide a healthy environment through developmental and creative thinking. Accordingly, the basic hypothesis is accepted, "There are no statistically significant differences between the study sample on creative leadership that are due to (practical qualification)."

➤ **H1.2 There is no statistically significant differences between the study samples about creative leadership due to (job title).**

To test the validity of this hypothesis, a one-way ANOVA test was used to study the differences in the degrees of creative leadership in non-profit organizations in the Kingdom of Saudi Arabia due to the variable (job title).

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Sensitivity to Problems	Between Groups	.7	2	.37	.04	//.963
	Within Groups	1011.3	104	9.72		
	Total	1012.1	106			
Perseverance	Between Groups	2.1	2	1.06	.24	//.791
	Within Groups	469.5	104	4.51		
	Total	471.6	106			
Initiative	Between Groups	14.2	2	7.12	.93	//.399
	Within Groups	800.4	104	7.70		

Creativity	Total	814.7	106			
	Between Groups	11.6	2	5.80	.76	//.471
	Within Groups	779.8	102	7.64		
Total	Total	791.4	104			
	Between Groups	85.6	2	42.78	.57	//.566
	Within Groups	7625.4	102	74.76		
	Total	7711.0	104			

Not statistically significant\\

Table (10) One-way ANOVA results (Creative Leadership & job title)

Through the table at the top, we note that there are no statistically significant differences in the degrees of creative leadership and the following dimensions (job title) among non-profit organizations in the Kingdom of Saudi Arabia due to the variable (Qualification), and this indicates that the job title variable is not an influential variable on the level of leadership Creative and its previous dimensions for non-profit organizations in the Kingdom of Saudi Arabia, and this is due to the fact that workers for non-profit organizations in the Kingdom of Saudi Arabia practice the characteristics of creative leadership and look at the tasks and duties assigned to them with a comprehensive view, regardless of the job title. Accordingly, the basic hypothesis is accepted: “There are no statistically significant differences between the study samples on creative leadership due to (job title).”

➤ **H1.3 There is no statistically significant differences between the study samples on creative leadership due to (years of experience).**

To test the validity of this hypothesis, a one-way ANOVA test was used to study the differences in the degrees of creative leadership in non-profit organizations in the Kingdom of Saudi Arabia due to the variable (years of experience).

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Sensitivity to Problems	Between Groups	72.1	3	24.02	2.63	//.054
	Within Groups	940.0	103	9.13		
	Total	1012.1	106			
Perseverance	Between Groups	14.5	3	4.85	1.09	//.356
	Within Groups	457.1	103	4.44		
	Total	471.6	106			
Initiative	Between Groups	34.3	3	11.42	1.51	//.217
	Within Groups	780.4	103	7.58		
	Total	814.7	106			
Creativity	Between Groups	22.6	3	7.54	0.99	//.401
	Within Groups	768.8	101	7.61		
	Total	791.4	104			
Total	Between Groups	251.2	3	83.73	1.13	//.339
	Within Groups	7459.8	101	73.86		
	Total	7711.0	104			

Not statistically significant\\

Table (11) One-way ANOVA results (Creative Leadership & years of experience)

Through the table above, we note that there are no statistically significant differences in the degrees of creative leadership and the following dimensions (years of experience) among non-profit organizations in the Kingdom of Saudi Arabia due to the variable (years of experience), and this indicates that the years of experience variable is not a variable. Influential on the level of creative leadership and its previous dimensions for non-profit organizations in the Kingdom of Saudi Arabia, and this is due to the fact that workers for non-profit organizations in the Kingdom of Saudi Arabia, whether they have long or short experience, are subject to development programs that modify the experience of the new ones, making them equal with those who They have long experience, in addition to the fact that creative leadership does not only require years of experience, but also needs special skills that help the administrator to be creative and solve problems.

Accordingly, the basic hypothesis is accepted, "There are no statistically significant differences between the study sample on creative leadership that are due to (years of experience)."

5 Results and Recommendations

5.1 Results

- From the foregoing it is clear those officials and workers of non-profit organizations in the Kingdom of Saudi Arabia have a high degree of creative leadership, and “the initiative” ranked first, which indicates the voluntary work within these organizations and the initiative to participate without asking for it.
- Based on the previous standard classification table, it becomes clear that the degree of "sensitivity to problems" among officials and workers in non-profit organizations in the Kingdom Saudi Arabia have a high score, and from here it becomes clear to us that there is no more than one solution when the leadership faces some problems.
- Result show to us that there are some problems with the leadership represented by the lack of time given to them to study the new ideas they reach, and the preoccupation of some leadership To prepare the second row of administrative cadres required to continue the process of giving and development.

- It becomes clear to us that there are some problems represented in the weakness of group work within non-profit organizations and the limited use of modern technology to accomplish work.
- From the above it is clear that officials and workers in non-profit organizations in the Kingdom of Saudi Arabia have a high degree of organizational culture characteristics.
- It is clear that the degree of "organizational values" among officials and workers of non-profit organizations in the Kingdom of Saudi Arabia has a high degree.
- It becomes clear to us that there are some problems with the leadership represented by the lack of time given to them to study the new ideas they reach, and the preoccupation of some leadership to prepare the second row of administrative cadres required to continue the process of giving and development.
- The results showed clear to us that there are some problems represented in the weakness of group work within non-profit organizations and the limited use of modern technology to accomplish work.
- From the above it is clear that officials and workers in non-profit organizations in the Kingdom of Saudi Arabia have a high degree of organizational culture characteristics.
- The results showed that the degree of "organizational values" among officials and workers of non-profit organizations in the Kingdom of Saudi Arabia has a high degree.
- Results showed that in some organizations the lines of authority between leadership and subordinates are not clear enough.
- It became clear that the degree of "organizational beliefs" among officials and workers in non-profit organizations in the Kingdom of Saudi Arabia They have a high score.
- The results showed a positive, statistically significant relationship between the dimensions of creative leadership and the total degree of organizational culture prevailing in non-profit organizations in the Kingdom of Saudi Arabia.
- Through the results, we noticed that the Pearson correlation coefficient between the dimensions of creative leadership (sensitivity to problems), and both dimensions of organizational culture (organizational values, organizational beliefs) is statistically significant at a significance of 0.01 and it indicates a strong direct relationship, the higher

the dimension of creative leadership (sensitivity to problems). The dimension of organizational culture (organizational values, organizational beliefs) increased with him.

- The analysis of the results of the Pearson correlation coefficient test between the dimensions of creative leadership (perseverance), and both dimensions of organizational culture (organizational values, organizational beliefs) was statistically significant at 0.01, 0.05, respectively, which indicates the existence of a direct relationship, the higher the dimension of creative leadership (perseverance). The dimension of organizational culture (organizational values, organizational beliefs) increased with him.
- It was also found that the Pearson correlation coefficient between the dimensions of creative leadership (initiative), and both dimensions of organizational culture (organizational values, organizational beliefs) were statistically significant at a significance of 0.05, which indicates the existence of a direct relationship. (Organizational values, organizational beliefs).
- The results showed that the Pearson correlation coefficient between the dimensions of creative leadership (creativity), and both dimensions of organizational culture (organizational values, organizational beliefs) was statistically significant at 0.01 which indicates the existence of a direct relationship. (Organizational values, organizational beliefs).
- There are no statistically significant differences in the degrees of creative leadership due to the following dimensions (qualification, job title and years of experience) among non-profit organizations in the Kingdom of Saudi Arabia.
- The results showed that there were no statistically significant differences in the degrees of creative leadership and the following dimensions (sensitivity to problems, perseverance, initiative, originality) among non-profit organizations in the Kingdom of Saudi Arabia due to the variable (Qualification), and this indicates that the educational qualification variable is not an influential variable on The level of creative leadership and its previous dimensions for non-profit organizations in the Kingdom of Saudi Arabia, and this is due to the fact that creativity is an individual characteristic and has nothing to do with the scientific field “specialization” in this skill, in addition to the fact that the personalities who take administrative places and exercise the leadership role are legal persons who all carry scientific qualifications It qualifies them for this center, as creative leadership and those who

practice it work to provide a healthy environment through developmental and creative thinking.

- The results indicate that there are no statistically significant differences in the degrees of creative leadership and the following dimensions (job title) for non-profit organizations in the Kingdom of Saudi Arabia due to the variable (Qualification), and this indicates that the job title variable is not an influential variable on the level of creative leadership and its previous dimensions among Non-profit organizations in the Kingdom of Saudi Arabia, and this is attributed to the fact that employees of non-profit organizations in the Kingdom of Saudi Arabia practice the characteristics of creative leadership and look at the tasks and duties assigned to them with a comprehensive view, regardless of the job title.
- The results also showed that there were no statistically significant differences in the degrees of creative leadership and the following dimensions (years of experience) among non-profit organizations in the Kingdom of Saudi Arabia due to the variable (years of experience), and this indicates that the years of experience variable is not an influential variable on the level of leadership Creative and its previous dimensions for non-profit organizations in the Kingdom of Saudi Arabia, and this is due to the fact that workers for non-profit organizations in the Kingdom of Saudi Arabia, whether they have long or short experience, are subject to development programs that modify the experience of the new ones, making them equal with those who have long experience, In addition, creative leadership does not only require years of experience, but also needs special skills that help the administrator to be creative and solve problems.

5.2 Recommendations

- The importance of including the concept of the non-profit sector in the administrative educational curricula at the secondary level and the specialization of the management of non-profit organizations in Saudi higher institutes, colleges and universities, and the inclusion of the specialization on the lists of external scholarships.
- The importance of establishing independent centers specialized in issuing scientific research and studies on the Saudi non-profit sector in all fields.

- The importance of establishing a center concerned with maximizing and measuring social impact.
- The responsibility of the non-profit sector towards society.
- Giving incentives to employees who have innovative ideas and solutions to develop non-profit organizations and supporting them in implementing them.
- Work to enhance and raise the level of performance of leaders of non-profit organizations by enrolling them in training courses in the field of leadership, especially creative leadership, provided that these courses take the character of continuity and serious follow-up.
- That decision makers in non-profit organizations give leadership creativity what it deserves when choosing a leader, and adopt criteria and mechanisms to ensure that talented and creative people have access to this job.
- Reducing the daily routine tasks and burdens assigned to the leaders of non-profit organizations by delegating some of his tasks to his employees to allow him enough time to research and study new ideas, activate them and follow them up.
- Work to increase the awareness and knowledge of the leaders of non-profit organizations of the prevailing organizational culture in general, and to highlight the organizational cultures that help achieve goals.
- That the leaders of non-profit organizations work to develop a positive organizational culture within the organization by providing a comfortable atmosphere for work and establishing good relations with all employees, and creating an organizational climate that encourages achievement and excellence.
- Satisfying the needs of employees' appreciation and respect, working to provide material incentives and linking them to their career achievements, and creating an appropriate climate that encourages participation and the ability to face challenges and difficulties they encounter.
- Contribute to increasing the atmosphere of interdependence and cohesion among workers in non-profit organizations.
- The necessity of providing job security for workers in non-profit organizations.
- The use of justice of all kinds among workers by encouraging the obligated and holding the negligent accountable.

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