

**THE ROLE OF CREATIVE LEADERSHIP IN ACHIEVING SERVICE QUALITY /
AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF TEACHERS
AT THE UNIVERSITY OF KUFA**

Ali Hussein Ghaleb Altalabani

Near East University, Business administration department, TRNC, 10 Mersin, TR-99040
Lefkosia, Türkiye, 20225628@std.neu.edu.tr

Assist. Prof. Dr. Dildar Ahmed

Near East University, Business administration department, TRNC, 10 Mersin, TR-99040
Lefkosia, Türkiye, dildarhaydar.ahmed@neu.edu.tr

Abstract

The current research aims to diagnose the impact of creative leadership and its dimensions (sensitivity to problems, originality, perseverance, initiative) on the quality of service and its dimensions (tangibility, safety, responsiveness, passion, reliability), and for that the study tries to know the role that the creative leader plays in influencing the quality of service provided, where a number of teachers at the University of Kufa were selected, 65 questionnaires were distributed to them, and 50 valid forms were retrieved for analysis, where the statistical analysis program (SPSS) was used to find out the relationship between the independent variable creative leadership and the dependent variable quality of service, where the results of the analysis showed that there is Impact relationship and correlation between the research variables, and the research recommends the need to activate the creative leader's tasks to provide a better quality of service.

Keywords: creative leadership, quality of service, University of Kufa

Introduction

Creative leadership today represents an important axis for change and development in various organizations because of their ability to collect new ideas while drawing a future vision for them, especially in light of the growth and largeness of modern organizations today and the complexity and complexity of their work, the need has become urgent for appropriate development and change events in order to ensure their continuity and development, and this matter is only done in light of the management of a creative administrative leadership that has leadership skills that enable it to move efforts in addition to directing energies to achieve the best level of achievement Service, as the quality of service is one of the important administrative issues due to its importance to organizations, especially in the current work environment that is characterized by intense competition, which requires the creative leader to provide quality of service that enables him to diagnose the strengths and weaknesses that represent a challenge to their survival unless it is addressed

The first topic

Study Methodology

1. Study problem:

Due to the continuous changes brought about by technological innovations rapidly in different areas of life, including social, political, economic and cultural, which led organizations to work in an environment characterized by intense competition, which necessitated the search for modern approaches and methods for managing organizations aimed at achieving an advantage for competition between organizations amid these changes and ensuring the survival and continuity of the organization, among those curricula emerged the concept of service quality, which mainly aims at the process of improving performance while upgrading the organization while providing quality service High, although the application of that system and work with it requires creative and effective leadership that has the ability to face all external challenges with a focus on the requirements of the internal environment through innovation, renewal and creativity in the ways and means of work, i.e. the so-called creative leadership, and therefore this study came to answer this question:

What is the real role of creative leadership in achieving quality service?

1. The importance of the study

The importance of the study lies in addressing two basic topics: creative leadership and total quality management, they are two concepts related to each other, as total quality management can be applied without the presence of creative leadership, creating excellence and development and managing the production process successfully, while leadership represents the important axis on which the various activities of the organization are based, including the total quality system, where the leader's tasks are completed in light of the follow-up, evaluation and sponsorship of programs and systems The organization can talk about the existence of creative leadership unless there is an activation of quality management at all organizational levels, because the success of any philosophy is linked to the leader and his behavior.

The importance of this study lies in addressing these two topics, namely creative leadership and service quality, as they are directly related to each other, as it is not possible to apply service quality without the presence of creative leadership, which creates development with excellence with the management of the production process.

2. Objectives of the study

Through service quality, identify the role of creative leadership by revealing the methods and methods of work followed by creative leadership across the various organizational levels whose purpose is to reach the provision of distinguished service.

3. Default chart for phone image search

4. Hypotheses of the study:

Through the hypothetical scheme of the study we can determine the main and sub-hypotheses of the study

1. **The first main hypothesis:** There is a significant correlation to the dimensions of creative leadership in the quality of service, and the following hypotheses branch out of it:

1. There is a significant correlation for the sensitivity dimension to problems on the dimensions of quality of service
2. There is a significant correlation for the dimension of originality on the dimensions of service quality
3. There is a significant correlation for the initiative dimension on the dimensions of service quality
4. There is a significant correlation for the dimension of perseverance on the dimensions of service quality
- 5. The second main hypothesis:** there is a significant impact relationship for the dimensions of creative leadership in service quality
 1. There is a significant effect relationship for the sensitivity dimension to problems on the dimensions of service quality
 2. There is a significant impact relationship for the dimension of originality on the dimensions of service quality
 3. There is a significant impact relationship for the dimension of the initiative on the dimensions of service quality
 4. There is a significant impact relationship for the perseverance dimension on the dimensions of service quality

1. Study Methodology

The researcher adopted the descriptive analytical approach to describe the variables of the study in the researched community, with the purity of the correlation and influence between the variables of the study by removing them according to what is required from the hypotheses to reach the conclusions.

2. Research Limitations:

1. **Spatial boundaries:** represented by public universities in Najaf Governorate
2. **Human limits:** represented by a group of opinions from the teachers of some universities in the province of Najaf
3. **Time limits:** represented by the time period in which the questionnaire form was distributed to the responding individuals and received from them from 5/5/2023 to 10/5/2023

4. Data and information collection methods

1. Through different Arab and foreign sources and references, which were represented by books, theses and university theses with journals related to the subject of study
2. The questionnaire form, where the researcher adopted it as a main tool to obtain information and data related to the field side of the research, where the researcher used a set of statistical analysis tools based on the (SPSS) program in line with the research variables and research objectives, as repetition, percentages, arithmetic averages and standard deviations were used to be used in describing and diagnosing the study variables, as well as the simple correlation coefficient that is used to determine the strength and nature of the relationship between the study variables, as well as the simple regression coefficient To determine the significance of the effect of the independent variable in the dependent variable as well as the

multiple regression that is used to measure the significant impact of the independent variables in the dependent variable.

The second topic

Theoretical side of the study

First variable

Creative Leadership

The concept of creative leadership

There are many definitions of creative leadership, including:

The initiative and contribution shown by the creative leader, with his skill to get out of the traditional sequence of ideas, and the process of change takes place through processes from which the leader becomes aware of the shortcomings, problems and missing elements, so his ideas are directed towards creative thinking. (ElSayed et al., 2018, p. 9)

Leadership in the general sense is the ability to influence others, and push them to achieve the goal of the organization, and in order for this influence to become real and effective, the leader must be based on creativity in his preparation and choice, in order to

The process of translating the knowledge it has gained into new choices characterized by quality with the benefit through its interest in the process of solving problems in creative ways that differ from other methods, as the creative leader notices that there is something wrong that others have not noticed, and discovers other ways to solve, or through the process of installing patterns

Known from knowledge to unique forms and to lines distinct originality and reach creative solutions. Creative leadership is flexible, challenging and directed, and the creative leader is unique, confident and persistent so that he takes the initiative and has the ability to realize the consequences of things and has a future freshness and comprehensive vision. Al-Salami, 2012 (The Importance of Creative Leadership)

Summed up (Al-Qahtani, 2018:37): -

1. It is the leadership that works to develop creative abilities and creative thinking skills, to work to keep pace with successive developments in contemporary organizations.
2. Creative leadership is considered leadership capable of foreseeing the future through its creative abilities and skills.
 1. Creative leadership is a source of new ideas for its contribution to providing an atmosphere that helps group members to participate creatively with the initiative and consult their creative ideas.

Key requirements for creative leadership

(Al-Ghamdi, 2012:22): -

1. Ability to predict the future as well as adapt to challenges and any changing situations.
2. The ability to deal with new and modern technologies that help in reaching crisis analysis quickly and reducing process time with easy access to information.
3. The ability to manage crises well while working to exploit all available opportunities.

4. The ability to innovate and succeed in solving all problems quickly and efficiently in order to reach the goals of the organization.
5. The existence of sufficient flexibility in the various strategies and plans according to the accelerated conditions imposed by crises in the organization.

Dimensions of Creative Leadership

1. **Sensitivity to problems:** It is the sense or awareness of the existence of problems and attention to the elements of weakness in the work environment and situations. (Al-Bashabsheh, 2008: p. 43)

2. **Originality:** It is considered the most direct dimension of creativity, as well as the reason for being known as the ability to come up with rare, new and useful ideas, as well as an unfamiliar production that is unique in the long term. (Al-Bashabsheh, 2008: p. 43)

1. **Initiative:** Defined as a feature of creativity, and an administrative principle, and the initiative shows a healthy climate that is based on motivating workers and encouraging them to initiatives, it can be known that the initiator is the one who is based on the formation of positions and adapts them and identifies the available opportunities and initiates action, so that his initiative appears in the decision-making process to make important changes, and means the ability to innovate, creativity, conscious behavior and speed in various situations. (Adamo, 2016, p. 16)

1. **Perseverance:** It is defined as the strength in determination and determination, and it is considered one of the creative traits capable of achieving achievement, and the ability to assume responsibilities and control emotions while continuing to work to reach successful and useful solutions away from mental rigidity. (Al-Zahrani, 2014: p. 28) (not found)

The second variable:

Quality of Service

The concept of quality of service

To clarify the concept of quality of service, researchers and writers differed to clarify what it is and define one concept for it, as there were many and different concepts that dealt with this aspect due to the presence of services related or partial with material goods (such as real estate rents, hotel services) while other services represent complementary parts of the process of marketing sold goods such as maintenance. There are other types of services provided to the beneficiary without requiring them to be linked to a specific commodity such as insurance and health services. (Sumaida'i and Al-Alaq, 2002:391)

As well as defined (Hawass and Houdi, 2013:146) is the difference between the customer's expectations about the service and the real quality of the service. As well as the quality of services, whether expected or perceived, and it is the main determinant of customer satisfaction or dissatisfaction and is at the same time one of the basic priorities of organizations that aim to enhance the level of quality in the services they provide.

The importance of quality of service

(Adnan et al.,2019) - تتلخص أهمية الجودة بالآتي

1. Growth of the service field: The apparent increase in the number of organizations that provide services, for example half of the organizations in America are related to the provision of services, in addition to that, we notice an increase in the number and continuity of service organizations.
2. Increased competition: Due to the increase in organizations, this is what creates intense competition between them, so relying on the quality of service gives these organizations competitive advantages that distinguish them from others
3. The reputation of the organization: Quality has a major role in maximizing the name of the organization, so when the organization takes into account quality standards in its services, it will be a promotion of its services through the customer's awareness of the positive image of the organization, and this is what is an advertisement for its services.
4. Responsibility for services: The sole responsibility for the services it provides is the organization, so the organization must put conditions on service delivery processes by preventing services that do not reach standard, as a result of repeated complaints against organizations that lack quality in their services and that cause damage to the customer.
5. Lower costs and high market share: Quality is about doing something well and the first time for all service delivery, enabling the organization to reduce expenses resulting from losses resulting from errors.
6. Customer protection: When applying quality in all activities of the organization with the development of specifications with specific standards, it contributes to protecting the customer and enhancing the image of the organization among its customers, as well as resulting in reducing the damage that the customer can bear for consuming the product.

Quality of Service Dimensions

The dimensions of quality of service can be classified as follows: (Al-Jubouri, 2013: 176)

1. Tangible: It is the provision of physical evidence for the performance of the service as when providing material and human resources.
2. Security: Multiple services enhance our sense of security.
3. Responsiveness: It is the provision of encouraging service and the desire to help customers.
4. Passion: It is represented by the individual care and attention that the company provides to the customer.
5. Reliability: In order for there to be a sufficient degree of reliability, there must be consistency and stability in performance, confidence in the performance of the product and to be ready for demand and not to repeat malfunctions.

The third topic

The practical side of the study

Study Tools:

The study tool was represented by referring to previous studies and theoretical analysis on creative leadership, the Likert five-point scale was built, starting with answer No. 1 completely agreed and ending with No. 5 I do not agree completely, and to determine the levels of responses

according to the arithmetic averages shown in Table (1), and to verify the validity of the tools were presented to arbitrators of the same specialization, the tool stability test was applied by extracting the value of the Cronbach alpha coefficient, as shown in Table (2) Through the use of the statistical program SPSS, where the scale consisted of 48 items distributed over two variables, one of which is independent (the creative ability variable consists of 23 items, and the value of the Cronbach alpha coefficient is 0.812), while the second variable is the dependent variable Quality of Service consisting of 35 items and the value of stability is 0.883, and the value of the total stability of the scale was 0.895.

Table (1): The score of the Likert pentagram scale (arithmetic averages) depending on the answer scores

description	troupe	Arithmetic mean	Likert scale
I completely agree	0.79	1.00 to 1.80	1
agree	0.79	1.81 to 2.60	2
neutral	0.79	2.61 To 3.40	3
I don't agree	0.79	3.41 to 4.20	4
I don't agree completely.	0.80	4.21 to 5.00	5

Table (2): Values of the internal consistency stability coefficient of the study tools

Sample size	Stability Test		Variable
	Number of paragraphs	Cronbach alpha value	
50	23	0.812	Creative ability
50	25	0.883	Quality of Service
50	48	0.895	Total stability

Calculation of the stability of the study tools by internal consistency test by extracting the value of the Cronbach coefficient alpha, the stability values for the creative ability variable ranged from 0.812 and the stability values for the quality of service were 0883, while the stability coefficient for the scale as a whole was 0.895

Description of the study population and members

The study population consisted of all faculty members at the University of Kufa and depending on the research problem and its objectives, and in order to collect data, 65 copies of the questionnaire prepared by the student were distributed to a randomly selected sample of the teaching staff, and 50 copies were obtained with full answers to all its axes prepared and prepared for statistical analysis, and a sample may be appropriately representative of the study population depending on the source (Wagdy, 2021), (Fawad and Osama, 2021).

Using ready-made software statistical methods SPSS V. 28 and after conducting the descriptive statistical analysis, the results were as follows:

1. Distribution of the members of the research sample as shown in Table (3) based on gender variables and academic qualification, source (results of the questionnaire for the researcher). The table shows that 48% of the sample members are females and their number was 24 members, compared to 52% are males and their number is 26 members, where the results show that the two percentages are close either because of the number or may be the reason for the importance of the role of both sexes in university performance. Qualification variable, in the same table (3) It was found that 22 members are holders of a doctorate degree, represented by 44%, followed by the percentage of members holding a master's degree 13 (26%), which is higher than the percentage of holders of a degree Bachelor's degree 10 (20%) and diploma 5 (10%), and this indicates that the educational achievement of the faculty leadership are holders of higher degrees and this reflects positively on decision-making.

Table (3): Distribution of study sample members

Percentage	Iteration	Categories	Variable
48.0%	24	Females	Sex
52.0%	26	Male	
44.0%	22	Doctor	Qualification
26.0%	13	Master	
20.0%	10	Bachelor	
10.0%	5	diploma	
100%	50		Total

1. Creative Leadership Variable, Table (4) shows the frequency distribution, percentages, arithmetic averages and standard deviations of the paragraphs of the independent variable Creative leadership represented by the four dimensions, namely sensitivity to problems paragraphs (1-6), originality (7-11), perseverance (12-17), and after initiative (18-23). To compare the arithmetic averages, the highest rank was paragraph (3) after sensitivity to problems, paragraphs 7 and 11 after originality, paragraphs 14 and 16 after perseverance, and paragraph 21 after The initiative, and through the total arithmetic average to know the rank of the dimension of the variable of creative ability, the ranks of all dimensions were within the degree of agreement, and the highest rank is for the dimensions of originality and perseverance 1.94 and 1.99 on Straight.

Table (4): Arithmetic Averages and Deviations of the Dimensions of the Creative Leadership Variable (Independent Variable)

Dimensio ns	Para grap hs	Fully agreed (1)		Agree (2)		Neutral (3)		Disagree (4)		Completel y disagree (5)		Arit hme tic mea n	Sta nda rd dev iati on	Ove rall arit hme tic mea n and desc ripti on
		Iter ati on	Perc enta ge	Iter ati on	Perc enta ge	Iter ati on	Perc enta ge	Iter ati on	Perc enta ge	Iter ati on	Perc enta ge			
Sensitivit y to problems	Q1	11	22%	13	26%	11	22%	10	20%	5	10%	2.7	1.3	2.38
	Q2	4	8%	25	50%	17	34%	4	8%	0	0%	2.42	0.7 6	agre e
	Q3	26	52%	18	36%	6	12%	0	0%	0	0%	1.6	0.7	
	Q4	5	10%	10	20%	21	42%	14	28%	0	0%	2.88	0.9 4	
	Q5	17	34%	18	36%	10	20%	5	10%	0	0%	2.06	0.9 8	
	Q6	11	22%	9	18%	20	40%	8	16%	2	4%	2.62	1.1 2	
Originalit y	Q7	25	50%	20	40%	5	10%	0	0%	0	0%	1.6	0.6 7	1.94
	Q8	6	12%	16	32%	15	30%	13	26%	17	34%	2.7	0.9 9	agre e
	Q9	0	0%	21	42%	9	18%	3	6%	0	0%	1.96	0.8 8	
	Q10	18	36%	22	44%	10	20%	0	0%	0	0%	1.84	0.7 4	
	Q11	24	48%	21	42%	5	10%	0	0%	0	0%	1.62	0.6 7	
Persever ance	Q12	20	40%	20	40%	10	20%	0	0%	0	0%	1.8	0.7 6	1.99
	Q13	14	28%	15	30%	16	32%	5	10%	0	0%	2.24	0.9 8	agre e
	Q14	24	48%	21	42%	5	10%	0	0%	0	0%	1.62	0.6 7	
	Q15	7	14%	15	30%	12	24%	11	22%	5	10%	2.84	1.2 2	
	Q16	23	46%	24	48%	3	6%	0	0%	0	0%	1.6	0.6 1	
	Q17	23	46%	18	36%	6	12%	0	0%	3	6%	1.84	1.0 6	
Initiative	Q18	13	26%	22	44%	13	26%	2	4%	0	0%	2.08	0.8 3	2.27
	Q19	18	36%	16	32%	16	32%	0	0%	0	0%	1.96	0.8 3	agre e
	Q20	15	30%	13	26%	17	34%	5	10%	0	0%	2.24	1	
	Q21	22	44%	21	42%	6	12%	1	2%	0	0%	1.72	0.7 6	
	Q22	2	4%	20	40%	18	36%	4	8%	6	12%	2.84	1.0 6	

	Q23	9	18%	11	22%	16	32%	10	20%	4	8%	2.78	1.2	
--	-----	---	-----	----	-----	----	-----	----	-----	---	----	------	-----	--

Table (5): Arithmetic Averages and Deviations of the Dimensions of the Quality of Service Variable (Dependent Variable)

Dimensions	Paragraphs	Fully agreed (1)		Agree (2)		Neutral (3)		Disagree (4)		Completely disagree (5)		Arithmetic mean	Standard deviation	Overall arithmetic mean and description
		Iteration	Percentage	Iteration	Percentage	Iteration	Percentage	Iteration	Percentage	Iteration	Percentage			
Concrete	Y1	4	8%	8	16%	26	52%	10	20%	2	4%	2.96	0.92	2.88 neutral
	Y2	9	18%	25	50%	16	32%	0%	0%	0	0%	2.14	0.7	
	Y3	10	20%	18	36%	10	20%	8	16%	4	8%	2.56	1.21	
	Y4	3	6%	7	14%	17	34%	20	40%	3	6%	3.26	0.99	
	Y5	4	8%	4	8%	14	28%	19	38%	9	18%	3.5	1.13	
Reliability	Y6	10	20%	30	60%	5	10%	5	10%	0	0%	2.1	0.84	2.26 agree
	Y7	10	20%	21	42%	19	38%	0	0%	0	0%	2.18	0.75	
	Y8	11	22%	11	22%	18	36%	10	20%	0	0%	2.54	1.05	
	Y9	11	22%	18	36%	19	38%	2	4%	0	0%	2.24	0.85	
	Y10	9	18%	25	50%	11	22%	5	10%	0	0%	2.24	0.87	
Response	Y11	2	4%	7	14%	14	28%	16	32%	11	22%	3.54	1.11	3.2 neutral
	Y12	2	4%	7	14%	12	24%	21	42%	8	16%	3.52	1.05	
	Y13	10	20%	16	32%	11	22%	9	18%	4	8%	2.62	1.23	
	Y14	12	24%	14	28%	6	12%	14	28%	4	8%	2.68	1.33	
	Y15	2	4%	4	8%	15	30%	19	38%	10	20%	3.62	1.03	
Security	Y16	15	30%	14	28%	17	34%	4	8%	0	0%	2.2	0.97	2.6 agree
	Y17	11	22%	27	54%	10	20%	0	0%	2	4%	2.1	0.89	
	Y18	10	20%	12	24%	20	40%	8	16%	0	0%	2.52	0.99	
	Y19	7	14%	5	10%	25	50%	9	18%	0	0%	2.96	1.09	
	Y20	1	2%	8	16%	21	42%	16	32%	4	8%	3.28	0.9	
Passion	Y21	11	22%	10	20%	21	42%	7	14%	1	2%	2.54	1.05	2.78 neutral
	Y22	4	8%	14	28%	21	42%	6	12%	5	10%	2.88	1.06	

	Y23	1	2%	12	24%	24	48%	12	24%	1	2%	3	0.81
	Y24	7	14%	14	28%	17	34%	12	24%	0	0%	2.68	1
	Y25	11	22%	7	14%	15	30%	15	30%	2	4%	2.8	1.21

1. Quality of Service variable, Table (5) shows the frequency distributions, percentages, arithmetic averages and standard deviations of the paragraphs of the quality of service variable, which are composed of five dimensions, namely tangible paragraphs (1-5), reliability (6-10), response (11-15), safety (16-20), and emotion dimension (21-25). Through the arithmetic averages, it was found that all the paragraphs of the dimensions are close to the answer, and to know the degrees of dimensions of the quality of service variable through the total arithmetic average, the highest rank was the dimensions of reliability and security within The score agreed with 2.26 and 2.60 respectively, while tactility, responsiveness and emotion within neutral scores were 2.88, 3.20, and 2.78, respectively.

1. Correlation of the dimensions of the independent variable Creative ability and dimensions of the dependent variable Quality of service and the relationship between them are shown in Table (7), the value of the correlation coefficient (r) is between (0-1), whenever the value of r is close to 1, the relationship means very strong. The results show the existence of positive correlations between the dimension of sensitivity to problems, originality, perseverance, and initiative among them shown through the values of Pearson's correlation coefficient and the moral value less than 0.05 and 0.01. The results also showed Positive moral relationships between the dimensions of the dependent variable represented by tactility, reliability, response, safety, and emotion, and there were some high-moral correlations between the dimensions of the two variables between them.

Table (7): Correlation between the dimensions of creative ability and quality of service among them

Dimensions		Sensitivity to problems	Originality	Perseverance	Initiative	Concrete	Reliability	Response	Security
Originality	correlation coefficient	0.667**							
	Moral	0.0001							
	Sample	50							
Perseverance	correlation coefficient	0.647**	0.354*						
	Moral	0.0001	0.012						
	Sample	50	50						
Initiative	correlation	0.547**	0.219	0.659**					

	coefficient r								
	Moral	0.0001	0.126	0.0001					
	Sample	50	50	50					
Concrete	correlation coefficient r	0.864**	0.523**	0.573**	0.495**				
	Moral	0.0001	0.0001	0.0001	0.0001				
	Sample	50	50	50	50				
Reliability	correlation coefficient r	0.476**	0.305*	0.325*	0.138	0.498**			
	Moral	0.0001	0.031	0.021	0.339	0.0001			
	Sample	50	50	50	50	50			
Response	correlation coefficient r	0.695**	0.476**	0.493**	0.268	0.716**	0.739**		
	Moral	0.0001	0.0001	0.0001	0.06	0.0001	0.0001		
	Sample	50	50	50	50	50	50		
Security	correlation coefficient r	0.709**	0.460**	0.419**	0.319*	0.742**	0.659**	0.818**	
	Moral	0.0001	0.001	0.002	0.024	0.0001	0.0001	0.0001	
	Sample	50	50	50	50	50	50	50	
Passion	correlation coefficient r	0.26	0.300*	0.164	0.075	0.276	0.526**	0.397**	0.397*
	Moral	0.068	0.035	0.256	0.603	0.052	0.0001	0.004	0.004
	Sample	50	50	50	50	50	50	50	50

* Significant correlations at a probability level less than 0.05.

** Significant correlations at a probability level less than 0.01.

1. Predictive linear regression analysis (impact relationships) between the independent variable creative ability and its impact on the dependent variable Quality of service.

Through the results of the linear regression analysis in Table (8), there was a significant effect of the sensitivity dimension of the problems in the dimensions of the dependent variable quality of service with an interpreted effect value of R² (76 %) for the model as a whole, the highest effect in the tangibility dimension was the size of the beta effect 86% compared to reliability 47%, response 69%, safety 70%, but there was no significant effect of sensitivity problems in the emotion dimension 26%.

Table (8): Analysis of the linear regression relationship of the sensitivity dimension to the problems in the creative ability variable and their impact on the dimensions of the quality-of-service variable.

Predicted dimensions (quality of service)	Size Impact Beta	T قيمة	Moral	Relationship strength R2
Concrete	0.864	11.87	0.0001*	0.761
Reliability	0.476	3.749	0.0001*	
Response	0.695	6.701	0.0001*	
Security	0.709	6.966	0.0001*	
Passion	0.26	1.864	0.068	

* Significant differences at a probability level less than 0.05.

Independent variable: sensitivity to problems, dependent variable: tactility, dependability, response, security, emotion.

The results of the linear regression analysis in Table (9), it was found that there was a significant effect of the originality dimension in the dimensions of the dependent variable quality of service with an interpreted effect value of R2 (97%) for the model as a whole, so the highest effect was in the tangibility dimension with the size of the beta effect 52% compared to reliability 30%, response 47%, and safety 46%, in the dimension of emotion 30%.

Table (9): Analysis of the linear regression relationship of the originality dimension in the creative ability variable and its impact on the dimensions of the quality of service variable.

Relationship strength R2	Moral	T قيمة	Size Impact Beta	Predicted dimensions (quality of service)
0.970	0.0001*	4.247	0.523	Concrete
	0.031*	2.216	0.305	Reliability
	0.0001*	3.751	0.476	Response
	0.001*	3.589	0.460	Security
	0.035*	2.175	0.300	Passion

* Significant differences at a probability level less than 0.05.

Independent variable: authenticity, dependent variable: tangibility, dependability, responsiveness, security, emotion.

Table (10) shows the archaeological relationship between the perseverance of the independent variable (creative ability) and its impact on the dimensions of the dependent variable Quality of service, so the relationship was significant and explained by the value of R2 of (96%) for the model as a whole, so the highest effect was in the dimension of tangibility by the size of the beta 57% compared to reliability 32%, response 49%, and safety 41%, and there was no significant effect in the dimension of emotion 16%.

Table (10): Analysis of the linear regression relationship of the perseverance dimension in the creative ability variable and its impact on the dimensions of the quality of service

variable.

Relationship strength R2	Moral	قيمة T	Size Impact Beta	Predicted dimensions (quality of service)
0.960	0.0001*	4.840	0.573	Concrete
	0.021*	2.380	0.325	Reliability
	0.0001*	3.926	0.493	Response
	0.002*	3.200	0.419	Security
	0.256	1.150	0.164	Passion

* Significant differences at a probability level less than 0.05.

Independent variable: perseverance, dependent variable: tactility, dependence, responsiveness, security, emotion.

The results of Table (11) shows the archaeological relationship between the initiative of the independent variable (creative ability) and its impact on the dimensions of the dependent variable Service quality, so the relationship was significant and explained by the value of R2 of (96%) for the model as a whole, so the highest effect was in the dimension of tangibility, the size of the beta dimension was 49% and safety 31%, but there was no significant effect on reliability 13%, response 26%, and emotion 7%, Respectively.

Table (11): Analysis of the linear regression relationship of the initiative dimension in the creative ability variable and its impact on the dimensions of the quality of service variable.

Relationship strength R2	Moral	قيمة T	Size Impact Beta	Predicted dimensions (quality of service)
0.960	0.0001*	3.947	0.495	Concrete
	0.339	0.965	0.138	Reliability
	0.060	1.929	0.268	Response
	0.024*	2.335	0.319	Security
	0.603	0.523	0.075	Passion

* Significant differences at a probability level less than 0.05.

Independent variable: initiative, dependent variable: tangible, dependence, responsiveness, safety, emotion.

Conclusions

1. A correlation and a moral impact between the dimensions of creative leadership and service quality, the role of sensitivity to problems and their significant impact on the tangibility and more than it is in reliability, responsiveness, safety, and emotion.
2. A relationship of correlation and influence of significant significance for the role of originality in the creative ability to dimension the quality of service.
3. Correlation and strength of a moral impact of perseverance and initiative in the dimensions of service quality, but its impact was very small in the dimension of affection

Sources

Sources in Arabic:



1. Al-Salami, Fahd (2012): "Creative Leadership and its Relationship to the Organizational Climate in Intermediate Government Schools in Jeddah", Makkah, unpublished master's thesis, um Al-Qura University.
2. Al-Qahtani, Kafa Jaafar, (2012), The Reality of Creative Leadership Practice among Secondary School Principals in Riyadh from the Point of View of Principals and Supervisors, Master's Thesis, King Saud University, Riyadh.
3. Al-Ghamdi, Fahad Hazza, 2012, Degrees of Scientific Practice and Training Needs for Creative Leadership as Issued by Academic Leaders at Al-Baha University, Master's Study in Business Administration, College of Education, um Al-Qura University, Makkah, Saudi Arabia.
4. Al-Jubouri, Hamza Mohammed, (2013), "Quality of Services and its Role in Outstanding Performance", An Analytical Study of the Opinions of a Sample of Employees of Asiacell Company, Mansour Branch, Technical College, Baghdad.
5. Al-Sumaida'i, Mahmoud Jassim, and Al-Alaq, Bashir Abbas, "Fundamentals of Comprehensive and Integrated Marketing", Dar Al-Minhaj, 2002.
6. Hawass, Mouloud and Hammoudi, Rabeh, (2013), The Importance of Quality of Services in Achieving Consumer Loyalty: A Case Study of Wataniya Telecom Mobile Services, Journal of the Performance of Algerian Institutions, Issue (3).
7. Mohammed Ahmed Al-Sayed, Farah Yassin Farah Abdul Khair, Manal Abdul Basit, and Abdul Rahman Al-Tohamy. (June, 2018), Creative Leadership Behaviors as a Stove for Administrative Creativity Behaviors, Issue 04, June 2018, p. 9. International Journal of Humanities and Social Sciences, 04(01), pp. 1-32.
8. Bashabsheh Abeer Tayel Farhan (2008). The degree of women's leadership practice of creative skills (1st Edition), Amten: Dar Al-Hamid for Publishing and Distribution.
9. Adamu, Ahmed Mohamed (2016). Creative leadership and its impact on the strategic performance of organizations. Master's Thesis, Sudan University of Science and Technology.
10. Al-Ghamdi, Fahad Hazza, 2012, Degrees of Scientific Practice and Training Needs for Creative Leadership as Issued by Academic Leaders at Al-Baha University, Master's Study in Business Administration, College of Education, um Al-Qura University, Makkah, Saudi Arabia.
11. Jabir, A. S. (2019). Quality of Service and its Impact in Achieving Competitive Advantage. Journal of University of Babylon for Pure and Applied Sciences, 27(2), 208-227

Supplements

Questionnaire Form

good greeting

In your hands the questionnaire form tagged "The role of creative leadership in achieving quality of service / an exploratory study of the opinions of a sample of the teachers of the University of Kufa"

We hope for your cooperation and express an honest opinion, as the correct answer to the paragraphs of this form is very important in reaching accurate and realistic results in what is

contained in this study.

Sincerely,

The first variable is creative leadership

Dimensions: sensitivity to problems, originality, perseverance, initiative

The second variable is quality of service

Dimensions: Tactile, Safety, Responsiveness, Flexibility, Reliability

The first variable: creative leadership						
1. Sensitivity to problems						
I don't agree completely.	I don't agree	neutral	agree	I completely agree	Paragraphs	t
					I hasten to identify any problem that encounters me by the possibility of collecting as much information as possible related to identifying aspects of the problem	1
					Discover deficiencies, weaknesses and underwork before the problem occurs	2
					I face more than one problem and put more than one suitable solution for it	3
					News about the most new to increase the ability to face future problems	4
					Be sure to read employee complaints	5
					Anticipate problems before they occur by taking care of future studies and	6

					following focus strategies at work	
--	--	--	--	--	------------------------------------	--

The first variable: creative leadership						
1. Originality						
I don't agree completely.	I don't agree	neutral	agree	I completely agree	Paragraphs	t
					I have new ideas that no one has preceded me to	7
					Provide innovative and unusual solutions to problems	8
					Constantly look for new ideas and innovations by encouraging subordinates' ideas, even if they are strange	9
					Leadership has the skills of the art of managing discussion and dialogue between employees in a modern style	10

The first variable: creative leadership

2. Perseverance

I don't agree completely.	I don't agree	neutral	agree	I completely agree	Paragraphs	t
					I trust in my abilities to achieve goals	12
					Give enough time to study new and innovative ideas	13
					Accept new ideas that help solve problems	14

					Ability to focus heavily despite many obstacles at work	15
					Act wisely when faced with difficult situations	16
					I take full responsibility for all new ideas that I apply or adopt at work	17