

Creative Leadership and its Relationship to the Administrative Development among the Deans of Colleges at the University of Baghdad from the Point of View of the Heads of the Departments

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Abstract

The aim of this research is to identify the relationship between the level of creative leadership and management development among the deans of Colleges at University of Baghdad. The research community in the academic year (2021-2022) is (180) individuals, and the research sample was (71) individuals, with a rate of (40%). The researcher presented the topics in the theoretical aspect, as well as a number of previous studies related to achieving the goals of the research. The study found a good level of creative leadership and a level closer to the middle in administrative development, as well as the existence of a significant relationship between the two variables. The researcher put a number of conclusions, recommendations and proposals related to the research.

key words: Creative Leadership, Administrative Development, Head of the Department, University of Baghdad.

Introduction

Colleges and universities in particular are social institutions committed to fostering both the advancement of society and the development of innovative leaders. This is to move it towards its development and keep pace with the coming future transformations. This necessitated university education and university administration, in particular, to play its role to meet the needs of society and try to build it and take upon itself the basic role in construction, development and challenge societal problems.

The connection between education, especially at the university level, and advancement helps people grow their skills necessary to bring about the required change towards an effective development advancement to improve the conditions and conditions of society is a concomitant relationship(Ibrahim, 2010).

This has generated an obsession that there is a problem embodied in the weakness and need for the possibilities of building human leadership and creativity towards achieving sustainable development. It requires building it administratively, educationally and socially, and that this does not come arbitrarily except through the presence of creative leaders to achieve this. Yet, the success of the colleges and their management at the University of Baghdad, especially in the university administration, depends mainly on its good leadership and management through the Deanship of Colleges. They are qualified with a creative leadership to assume responsibility to achieve the goals required for these institutions.

The academic conference of the Ministry of Higher Education and Scientific Research conducted in Baghdad in 2016) under the slogan (Education Shapes the Future) pointed out that the efficiency of administrative leaders. The efficiency of their administrative performance is one of the main factors and reasons that enable the educational institution and make them in an advanced and distinguished position administratively and educationally (Ministry of Higher Education and Scientific Research, 2016).

In order to achieve human building in this and achieve administrative development for in general and at all administrative levels, there must be creative administrative leaders. This is reflected in university institutions currently, as there is an almost tangible problem in that there is a kind of deficiency in empowering university leaders represented by deans and their leadership. Also, creativity as senior administrative leaders must be intellectually and morally creative, which is directly reflected in the change and development of these colleges. The difficulty of Achieving administrative development is almost non-existent or intangible and it is difficult to employ such concepts to achieve the goals required for the university in general and colleges in particular.

Such a topic constituted one of the problems facing the university of Baghdad represented in identifying the level of creative leadership among the deans of its colleges. It shows whether these deans have the characteristics of a creative administrative leader who has a direct role to achieve development in general and administrative development in particular in these colleges. Hence the problem of research in that there is a clear link in the relationship between creative leadership and the availability of administrative leaders at the University of Baghdad and the extent of achieving administrative development in these colleges, which justified the researcher in the research and investigation of this topic and research.

The importance of the research

One of the primary pillars in constructing and growing society is university education and university institutions. The role of colleges is particularly prominent in their importance as they are responsible for supporting and implementing all processes related to the development and development of the individual and society. Therefore, the administrative leaders in Iraqi universities represented by the deans have an important role in everything related to success and development as the thinking mind and guide everything that goes on in these institutions.

Therefore, creativity is one of the characteristics of the creative leader, which has become an urgent necessity for all administrative leaders in University leaders that exhibit innovative leadership skills. These skills enable them to innovate, rejuvenate, and create everything new and commensurate with the developments and aspirations of the institution he manages. Hence, the importance of the role of creativity and creative leadership among the deans of colleges at the University of Baghdad stems from its impact and importance in activating the administrative development of these colleges. It prepares influential administrative and educational leaders in administrative and educational work as leaders who require them to have the greatest ability to give, create and innovate.

Consequently, the significance of the current study rests in the necessity and importance of enacting the requirements of the creative administrative leader. The leadership specifications of the deans of the colleges of the University of Baghdad have an important impact on many influences, including their impact on bringing about administrative development in these colleges. The study is also important because it studies and addresses them, especially the concept of creative leadership and its relationship to the concept of administrative development and its impact on the level of general performance of these institutions.

Under the current conditions, highlighting such subjects has become mandatory and extremely important, particularly for the University of Baghdad, represented through its colleges. Since what applies to the importance of creative leadership applies to the importance of administrative development in it, the researcher takes these two variables in this research and try to research it, as perhaps the results that result from it may benefit those in charge of these institutions to overcome problems and find solutions to them. They can benefit from the results of this research and try to embody them as solutions and conclusions and develop proposals and recommendations that will come out of the research.

Research Objectives

- 1- Identifying the level of creative leadership among the deans of colleges at the University of Baghdad from the point of view of the heads of departments.
- 2- Identifying the level of administrative development among the deans of colleges at the University of Baghdad from the point of view of the heads of departments.
- 3- The relationship between creative leadership and administrative development among the deans of colleges at the University of Baghdad from the point of view of department heads

Research limitations

1. Human Limits / Heads of Departments in the Colleges of the University of Baghdad.
2. Spatial boundaries / Colleges of the University of Baghdad.
3. Time Limits / Academic Year (2021-2022).

Definition of key terms

Creative Leadership

Creative Leadership is "the ability of the leader to change and develop to achieve goals in innovative ways, and the ability to discover and solve problems by exploiting the available possibilities and his ability to influence."(Al-Hussaini, 2018, p. 18).

Administrative Development " is an integrated process that includes planning, selection, training, evaluation and maintenance of the human element."Diop (2002, p. 65). It is an integrative and continuous constructive process. It includes planning, selection, training and evaluation, provided to university leaders through a set of effectively planned programs aimed at improving their current and future administrative and technical capabilities, and facing the requirements of the development process to develop administrative performance in Egyptian universities.

Head of the Department " is a teacher appointed by a decision of the President of the University based on the directive of the Dean of the Faculty, and his powers are determined by the university system and in accordance with the law of the Ministry of Higher Education and Scientific Research" "Law of the Ministry of Higher Education and Scientific Research, 2014,").

Theoretical aspect

The concept of creative leadership:

Researchers' and writers' perspectives on the idea of creative leadership Al-Ghamdi (2013). It is "the ability of the academic leader to carry out change, development or production of new through individuals, means of technology and systems to achieve the goals of the organization and its current and future functions in unconventional ways characterized by fluency, originality and flexibility." Creative leadership is the leadership that is able to bring new ideas together and make them a starting point for creativity towards the future, work to bring about developments in the field of work and achievement within the organization, discover problems, create an effective climate to solve them, and meet the needs and desires of subordinates(Awadallah, 2018).

Hawamdeh and Harahasheh (2006); Zainuddin (2015) agreed that the presence of creative leaders with a level of ingenuity. They must have mental abilities and emotional traits for wise management as a basic requirement in light of the challenges and recent developments in order to reach institutions to a highly competitive advantage and achieve progress and progress for them. Al-Khasawneh (2011) stressed that creative leadership is based on change and creativity is the main driver of change. There is no value for creativity without change, the desired change includes fundamental matters such as strategies and policies, the vision of the organization, and the use of unconventional methods to reach the desired goals.

Khleifat (2012) stated that the components of creative leadership are as follows: institutional affiliation, scientific mentality to deal with problems, openness to other opinions, belief in the talents of others, the human dimension in dealing and communication, idealism (example). Asif and Rodrigues (2015) stressed the importance of enhancing the creative abilities of educational leaders in order to meet the challenges of the twenty-first century, armed with creative thinking skills that are of great benefit for the development of institutions. Puccio and Cabra (2012) indicated that the creative leader works to benefit from the capabilities of employees and various capabilities in developing and improving the educational institution through the work of various initiatives, restructuring to bring about comprehensive reform, through the belief in the participation of individuals in the leadership of the institution, setting measurable goals. These goals define the roles and responsibilities of individuals, clearly applying the improvement and development plan, and setting organized performance measures for each process to ensure taking advantage of opportunities for improvement(Qaoud & Al-Rababa'a, 2013).

Creative Leadership Attributes

One of the contemporary methods used to create and enhance institutional performance is creative leadership, in which the creative leader modifies the overall state policy using the human and financial resources at his disposal. It formulates the vision for the future, develop the necessary strategies, and guide others through motivation and good example, and determine the general framework for creativity, and the method of work in achieving creativity mechanisms for the performance of all employees of the institution(Lahloub & Al-Sarayra, 2012). Al-Faouri (2016); Djellouli (2016) pointed out that creative leadership is an imperative necessity for all public and private organizations, because of its importance in the continuity and effectiveness of organizations, and the revival of the national economy. So it has become a strategic requirement for the following reasons. It develops personal skills in collective creative thinking and dealing through the work teams in each organization, it leads to improving the quality of decisions to address various problems and situations at the institution level.

University leaders are one of the most prominent members of the university administrative system and one of its most important elements, as "the administrative and academic leaders in the university institution, represented by its various colleges, departments. Research centers and prevailing administrative units, are characterized by characteristics and features that make them completely different from the leaders of productive or service institutions, which shows its impact on the criteria and mechanisms for appointing and selecting those leaders. In light of contemporary global challenges and changes, these leaders need to "develop their ability to diagnose and analyze problems, use the scientific method in making administrative decisions, and develop their ability to comprehensively understand their organizations and the surrounding social, cultural and economic environments, and developing the behaviors, attitudes and values of these leaders(Al-Ghafri, 2007).

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The importance of creative leadership in educational institutions

For institutions, especially educational ones, creative leadership is crucial. It serves a strategic role, and some of the reasons why are as follows:

- 1- The plans that have been developed and the goals that have been designed need to be implemented and this implementation is carried out by people of different race, age and gender with different scientific and professional backgrounds, values, personalities, future expectations and patterns of behavior. They face different encouraging and frustrating situations, and creative leadership is the one that can overcome these things together (Alfares, Al-Haboubi, & Al-Zahrani, 2013).
- 2- Creativity is an essential fuel for team work and this is what active leadership that encourages creativity to generate new ideas creates.
- 3- Creative leadership is the pucca within which the energy of concepts, policies and strategies is fused.
- 4- Creative leadership is the leadership of the organization in order to achieve the set goals.
- 5- The role of creative leadership in keeping pace with the surrounding changes and employing them to serve the educational institution (Alfares et al., 2013).

The concept of administrative development

Development is generally defined as "the emergence and growth of all the potential and energies inherent in a particular entity in a complete, comprehensive and balanced manner, whether this entity is an individual, group, organization or society." (El-Nasr, 2007, p. 181).

Others believe that development is "a comprehensive integrated societal process, aimed at the progress and advancement of society continuously, interacting in its surroundings the available human and material potential through raising the effectiveness of institutional activity, planned, creative, and organized" (Musbah, Habtoor, & Maram, 2016). In much of the literature, it was found that there is "a difference about the term development due to the fact that the term is valuable and not normative, and therefore notes the multiplicity of entrances in its definition. This indicates the difference in human and societal values and the difference in the philosophical framework and spatial and temporal conditions and at the same level in which there are many views on development, that ambiguity shrouded administrative development." (Saidi, 2019, p. 468) (Said, 1998, 468).

The previous definitions focused on administrative development by being a tool or means to increase the capabilities and skills of leaders, while there are other definitions that see administrative development from different aspects. There are many opinions that dealt with the concept of administrative development in terms of meaning and clarification. It is "providing administrators with skills and information that help them improve their performance at work and raise the level of their competence in facing administrative problems."Badawi (1994, p. 75).

Said (1997, p. 1) defined it as "efforts exerted continuously for the purpose of administrative and institutional development through building effective organizational structures, developing organizational behavior, simplifying work procedures, improving the physical environment. It thus helps to improve the leadership, administrative and humanitarian capabilities of managers in order to perform their work in a better way.

Others see it as "a comprehensive process aimed at bringing about a change in organizational structures, procedures, methods, regulations and laws, and preparing and developing individuals to effectively meet the expected changes."(Said, 1997, p. 463). It is also defined as "a conscious process planned and a dynamic comprehensive organization aimed at change, including all the activities necessary to select and prepare individuals. It provides them with the skills, capabilities and trends that qualify them to perform their work in a better way, in order to move the institution to an advanced future situation that achieves development and success in work in a way that secures strategic ability and competitive performance in the institution"(Diop, 2002, p. 61).

The relationship between creative leadership and administrative development

Any reform or planned administrative development of the university institution must start with administrative leaders, such as deans, assistants, and heads of departments. Thus the need for continuous administrative development of these leaders is increasing as "a conscious and purposeful process to develop the administrative capabilities of managers to the extent that they can carry out the administrative process and achieve its goals with high efficiency and effectiveness. It is a plan aimed at taking care of administrative leaders who can manage the organization successfully."(Diop, 2002, p. 72). Management development is also seen as "driven by the needs, expectations and increasing changes of the world as institutional cultures become more influential than national cultures."Al-Ghafri (2007, p. 611). Thus, we find that "the human element, its development and planning are at the beginning of the elements of administrative development."(Abu-Sheikha, 2000, p. 32).

Administrative development is based on a set of elements represented in "the proper selection of qualified persons, training and scientific apprenticeship aimed at increasing the individual's ability to use and apply principles, concepts, methods and administrative techniques in practical application, continuous education for the development of the individual's administrative information and his knowledge of modern theories, trends and methods in the field of contemporary management, supervision, guidance, leadership and performance evaluation on sound scientific foundations and standards." (Awaydek, 1996, p. 10). These elements are integrated with each other to enable them to bring about the required change, and the formation of administrative leaders with the ability to face the current requirements and future variables. Also, administrative development is characterized as "more general and comprehensive than training, development contains many episodes that integrate with each other to be a comprehensive development system and training is one of the constituent rings of this system." (Mohammed, 2005, p. 44).

Through management development programs, "leadership competencies can be upgraded to ensure the continuity and development of these leaders within their presidential positions" (Mutwiri, 2005). These effectively planned programs aim to "improve leadership skills, develop team spirit, the ability to use modern scientific methods to solve administrative problems, increase confidence based on self-communication, and aim to develop job performance." (Shukr & Kourtesopoulou, 2008, p. 3).

Administrative development is an important means through which the administrative capabilities and skills of university leaders can be developed and kept pace with global changes and developments in the field of management. This in turn reflects positively on the educational process and the achievement of its goals. Hence, interest in the administrative development of university leaders began at a large level, especially in light of the accompanying developments and updates.

Previous studies

First: Studies related to creative leadership

Botha (2013) aimed to identify the appropriate creative leadership approach for South African school leaders in the future. This study used the qualitative approach, one of the most prominent results of this study was to understand the nature of the factors surrounding the school administration and the changes affecting it and the challenges facing it is the first step to know the appropriate creative leadership style in a creative environment. The educational vision must be

implemented, as it is the next challenge for future school leaders in South African society, so school leaders must lead in a different way that is creative and innovative.

Al-Buhairi (2018) aimed at developing a proposed strategy to develop the practices of secondary school leaders in the Asir region for creative leadership, the study was applied to a sample of (1177) individuals. the study found in its results that the degree of practice of secondary school leaders in the Asir region for creative leadership is weak. Also, the degree of obstacles facing leaders is large, and the study showed that there are no differences in the degree of practice of secondary school leaders in the Aseer for creative leadership according to the variables (current job, academic qualification), and reached a proposed strategy to develop the practices of secondary school leaders in the Asir region for creative leadership.

Second: Studies related to administrative development

Dixon-Krausse (2006) aimed to identify a sample of studies related to development sponsored by institutions in the United States, Canada, the United Kingdom and European institutions. This sample included a set of published articles and various scientific theses to identify administrative development interventions and the extent of transmission of the impact of innovative learning to these institutions. The results include three basic interpretations that fall into administrative development interventions, through which the impact of innovative learning can be transmitted:

1- In order for managers to reach a higher level of transition after innovative learning in their institutions, they must develop their ideas to suit global changes and challenges.

2- Apply procedures focused on analyzing the various activities of these institutions.

3- There should be continuous training on various administrative knowledge and skills.

4- Burundia-Bangl (2005) aimed to identify:

1- The role of administrative development programs in selecting leaders in community colleges

2- Following the programs in the development of performance in the college.

Through questionnaires and interviews that were applied to leaders in (20) community colleges in San Francisco, the study reached a set of results, including:

1- Administrative development programs have a prominent role in clarifying the appropriate methods for the appointment and selection process in community colleges, in addition to the role of these programs in developing the leadership and administrative side and paying attention to important topics such as budget. It finances, supervision and organization, determining the roles and responsibilities of leaders in the field of higher education and assisting the educational institution and departments in setting goals and strategic plans.

2. The leaders of community colleges, despite their learning through the method of trial and error and the development of their experiences on leadership and administrative roles, but these leaders are unable to effectively combine the administrative side and leadership.

Methods of research

The researcher will address the procedures and steps taken by her in terms of describing the research methodology, the research community, how to select the sample, the steps followed in choosing the two research tools, how to prepare in terms of honesty and stability for them, as well as application.

First: Research Methodology: The researcher followed the descriptive analytical approach, which is one of the most common approaches in educational research, which depends on collecting facts and information and the method of field study and then comparing, analyzing and interpreting these facts and information in order to reach acceptable results. It is defined as one of the forms of analysis and systematic scientific interpretation to describe a specific phenomenon or problem and photograph it through data collection. And codified information about this phenomenon or problem, classifying, analyzing and subjecting it to careful study.

Second: research community: The research community is defined as all individuals who carry the data apparent in the subject of research. The community is the sum of the research units that are intended to obtain data on the phenomenon that is under study and in order to achieve the goals to be achieved and the community should be described accurately for all its characteristics. The researcher was able to obtain data and information related to the research under a letter to facilitate the task to the Department of Studies and Planning at the University of Baghdad for the purpose of obtaining information on the research community, as the research community consisted of all heads of departments in scientific and humanitarian colleges for the academic year (2021-2022) and their number (180) individuals

representing (62) female individuals and (118) male individuals and the following table represents the research community and by colleges.

Table (1) shows the research community by colleges for the academic year (2021-2023)

no	College	Number of Heads of Departments		
		female	male	Total
1	Faculty of Medicine	4	7	11
2	Al Kindi Medical College	5	6	11
3	Faculty of Dentistry	3	4	7
4	Faculty of Pharmacy	2	4	6
5	Faculty of Veterinary Medicine	4	4	8
6	Faculty of Nursing	4	3	7
7	Faculty of Engineering	0	13	13
8	College of Engineering Al-Khwarizmi	0	5	5
9	Faculty of Agricultural Engineering Sciences	6	4	10
10	Faculty of Science	3	6	9
11	College of Administration and Economics	1	6	7
12	Faculty of Science for Girls	2	3	5
13	Faculty of Physical Education and Sports Sciences	3	3	6
14	Faculty of Physical Education and Sports Sciences for Girls	3	0	3
15	College of Education for Pure Sciences Ibn Al-Haytham	2	3	5
16	Faculty of Fine Arts	1	6	7
17	College of Law	0	4	4
18	Faculty of Political Science	1	9	10
19	College of Islamic Sciences	1	6	7
20	Faculty of Arts	3	5	8
21	Faculty of Languages	6	6	12
22	Faculty of Mass Communication	1	2	3
23	College of Education for Girls	4	5	9
24	Faculty of Education Ibn Rushd for Human Sciences	3	4	7
25	Total	62	118	180

Third: Research sample: - It is the part that represents the community on which the study is conducted. It includes the part that can be used to judge the whole, and in order for the sample to be representative

of the community, the correct methods and methods should be adopted in its selection. Therefore, the research sample consisted of (71) individuals, which is the sample that could be obtained and applied to it actually, and it was at a rate of (40%) to the original research community, where this number represented a sample of five scientific colleges and five humanitarian colleges at the University of Baghdad. The number of males was (48), which is by (67%) to the sample size, while the number of females was (23), which is by (33%) to the sample size and the following table shows that.

Table (2) represents the research sample and percentage by sex

	Number	Percentage
males	48	67
females	23	33
Total	71	%100

Fourth: The two research tools: The first tools for (creative leadership) and the second for administrative development were built in the light of the following steps:

A - After reviewing the theoretical administrative and educational literature and previous studies related to the subject of research.

B - Taking the opinions of experts through discussion and dialogue with a number of specialists in educational administration, public administration, measurement and evaluation and others.

C - Take advantage of the previous standards and tools related to the subject of research in order to obtain appropriate and appropriate paragraphs for questionnaires for the research tools.

In light of the previous steps, the researcher obtained a set of items for the two questionnaires in their initial form, where the creative leadership questionnaire included (30) items and the administrative development questionnaire (20) paragraphs and their initial form before presenting them to experts and arbitrators.

A number of areas were identified and their number (4) that concern the creative leadership questionnaire, including the first area (flexibility) and the number of its paragraphs (8), the second area (originality) and the number of its paragraphs (7), the third area (problem solving) and the number of its paragraphs (7), while the fourth area (fluency and perseverance) and the number of its paragraphs (8), as for the paragraphs of the creative development questionnaire, it consisted of (20) paragraphs.

Fifth: the validity of both tools: In order to conduct the validity of the two tools, the researcher conducted the face validity (validity of

experts and arbitrators) on the creative leadership questionnaire and the administrative development questionnaire, where the questionnaires were presented to a number of experts and arbitrators from various administrative and educational disciplines, measurement and evaluation, and their number was (8) arbitrators, and after making amendments to a number of paragraphs recommended by the arbitrators, a number of them were deleted, modified and drafted in both questionnaires, where the number of paragraphs of the creative leadership questionnaire after Conducting ratification in its final form (28) paragraphs, and the number of paragraphs of the administrative development questionnaire reached (18) paragraphs in its final form.

Sixth: stability: After completing the validity of the two tools by presenting them to the experts, stability must be conducted for them, as stability aims to ensure the consistency of paragraphs and areas of the two tools. As the half-segmentation method was adopted by the researcher by dividing the items of each tool into two equal parts. The first part represents the odd paragraphs while the even paragraphs represent the second part of the scale and then the value of the correlation coefficient between them is found using Pearson's correlation coefficient between the degrees of the two parts and each tool separately and then the resulting value is adjusted using the correction equation of Spearman - Brown as the extracted degree is representing half of the scale, where the results showed after using the equation that the value of the stability coefficient for the creative leadership resolution (0.88) and the degree of correlation coefficient of (0.79) and the stability coefficient for the administrative development resolution (0.86) while the value of its correlation coefficient was (0.76). Thus, the stability of the two tools is acceptable, considering that most educational and psychological studies consider the scale fixed if the stability coefficient is (0.70) or more. Therefore, with this procedure, the two tools are ready to be measured after ensuring their truthfulness and stability.

Seventh: The Application: The final application of the two tools was carried out by the researcher personally in terms of distribution and retrieval from the sample members, collecting answers and excluding the useless ones, according to the faculties and scientific departments in them, where the application period took about (45) days.

Eighth: The statistical means: - Appropriate and appropriate statistical methods were used for the objectives of the research using the statistical bag for social sciences (SPSS), including:

- 1-Pearson's correlation coefficient.
2. Spearman-Brown equation.
3. Percentage.

4-T-test for one sample.

Results and discussing

The researcher will address a presentation of the results achieved in the light of the objectives of the research as well as discussing the results as follows:

The first objective: - Identifying the level of creative leadership among the deans of colleges at the university of Baghdad from the point of view of the heads of departments in it:

To achieve this goal in identifying the level of creative leadership among the deans of colleges at the University of Baghdad from the point of view of the research sample, we calculated the arithmetic average of the scores of the sample members, where it reached (81.64) and a standard deviation of (7.36). The hypothetical average was (78.0) degrees and when using the T test for one sample, where the calculated T value was (43.20), while the tabular T value of (1.96) was at the level of significance (0.05) and with a degree of freedom (70) as shown in Table (3).

Table (3) T-test for one sample for the level of creative leadership

Administrative Development	sample	Degree of freedom	Arithmetic mean	Standard deviation	Hypothetical average	T value		Significance level	Significance Statistically significant
						Calculated	Tabular		
						43.20	1.96		
	71	70	81,64	7,36	78,0			0,05	

It is clear from the above table (3) that the calculated T value of (43.20) is greater than the tabular T value of (1.96) at the level of significance (0.05). This indicates a statistically significant difference in favor of sample members and considering that the arithmetic average is higher than the hypothetical average. This means that the deans of colleges from the point of view of department heads have a level of creative leadership at a good level and that this stems from the experience and service accumulated for them in their administrative and leadership work, which created for them a significant amount of administrative creativity in their colleges. It is reflected on their creative administrative leadership, as the researcher believes that the factor of experience and administrative service in the management and leadership of these colleges by the deans has a direct and influential

impact on the level of performance and creativity of the deans of the colleges of the University of Baghdad.

The second objective: Identifying the level of administrative development among the deans of colleges at the university of Baghdad from the point of view of the heads of scientific departments in it.

To achieve this goal, the arithmetic mean of the members of the research sample was extracted for the administrative development tool, where the arithmetic mean was (87.60) and a standard deviation of (7.79). Yet, the hypothetical average was (83.0) degrees and using the T test for one sample and the level of significance (0.05) and the degree of freedom (70) the calculated T value was (39.40) while the tabular T value was (1.96) as shown in Table (4).

Table (4) T-test for one sample for the level of administrative development

Administrative Development	sample	Degree of freedom	Arithmetic mean	Standard deviation	Hypothetical average	T value		Significance level	Significance
	71	70	87,60	7,79	83	Calculated	Tabular	0,05	Statistically significant
						36,40	1.96		

It is clear from the above table (4) that the calculated T value of (36.40) is greater than the tabular T value of (1.96) at the level of significance (0.05) and the degree of freedom (70) as well as the arithmetic mean (87.60) and a standard deviation of (7.79), which is greater than the hypothetical average of (83.0). Here, it is clear that there are statistically significant differences and to a small degree among the deans of colleges at the University of Baghdad, that is, the level of administrative development is available to a simple degree closer to the average. It is an indicator that the culture of Administrative development is not at the required level and this can be explained by the large number of works and job burdens and the administration placed on the shoulders of the deans and the current conditions experienced by educational institutions in particular and the conditions of the country in general, which made the interest in other matters more than it is for the concept of administrative development.

Third Objective: Identifying the relationship between creative leadership and administrative development among the deans of colleges at the University of Baghdad. To achieve this goal, the Pearson correlation coefficient was used to find the relationship between the scores of the sample members of the creative leadership tool and the

scores of the administrative development tool. We calculated Pearson correlation coefficient value was (0.593), while the tabular correlation value was (0.088) and the calculated T value was (16,274), which is greater than the tabular T value of (1.96) and with a degree of freedom (70) at the level of significance (0.05) as shown in Table (5).

Table (5) shows the correlation coefficient of the relationship between creative leadership and administrative development

Variable	sample	Pearson correlation coefficient value calculated	Pearson's tabular correlation coefficient value	Degree of freedom	Level of significance	T value		Significance
Creative Leadership	71	0,593	0,088	70	0,05	Calculated	Tabular	There is a relationship
Administrative Development						16,274	1,96	

It is clear from the above table that the calculated value of Pearson's correlation coefficient was (0.593), which is greater than the value of Pearson's tabular correlation coefficient of (0.088). The calculated value of the calculated T value was (16,274), which is greater than the tabular T value of 1.96 with a degree of freedom (70) at the level of significance (0.05). This result indicates a statistically significant relationship between the variable of creative leadership and the variable of administrative development among the deans of the faculties of the University of Baghdad, which is a positive relationship between them, meaning that administrative creativity and creative leadership by them is what enhances work for the development of the organization in general and administrative development in particular. The more administrative development requirements are in place by the deans, the more they are instilled in their creativity, which enhances their creative leadership.

Conclusions:

In the light of the results of the research, the following conclusions were reached:

- 1- The existence of a good level of creative leadership among the deans of colleges at the University of Baghdad from the point of view of the heads of departments.
- 2- The existence of a level closer to the average in the concept of administrative development among deans, which is attributed to multiple factors inside and outside the institution in which they work.
- 3- The existence of a positive correlation between the level of creative leadership and administrative development, as both reinforce the other in university institutions.
- 4- The results showed that there is more interest in creative leadership than in the concept of administrative development.

Recommendations:

The researcher recommends the following:

- 1- Emphasizing the need to pay attention to the concept of administrative development and for all administrative levels in university institutions.
- 2- Encouraging deans and assistants to spread the culture of administrative development and for all workers within the colleges of the University of Baghdad.
- 3- Involving administrative leaders in the colleges of the University of Baghdad in development courses for leadership and creative leadership in particular.

This study recommends:

- 1- Conducting a study to identify the level of creative leadership and the organizational climate prevailing in the colleges of the University of Baghdad.
- 2- A similar study that is more extensive than the current study at the level of Iraqi universities.
- 3- A similar study of the variables of this study at the level of the faculties of Al-Mustansiriya University Aand the Iraqi University.

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