

**THE IMPACT OF CREATIVE LEADERSHIP ON ORGANIZATIONAL
EFFECTIVENESS: STRATEGIC THINKING IS A VARIABLE AND MEDIATING
CASE STUDY - DUBAI POLICE**

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ABSTRACT

Generally, the study aims at identifying the impact of creative leadership on organization's effectiveness: with the occurrence of strategic thinking, and the identification of the respondents' perceptions of the level of applying each of: creative leadership, strategic thinking, and the organization's effectiveness in Dubai Police. The study has descriptively and analytically utilized an approach in order to measure the study variables. It has relied on statistical methods such as descriptive statistics, standard deviation and simple linear regression. On the other hand, the study community was represented in the personnel of all supervisory leaders in Dubai Police, whose total number reached (1069) samples. The sample of the study has reached (357) individuals, and the results of the study have shown the existence of a statistically significant augmenting relationship between creative leadership and its dimensions, pooled in strategic thinking indicating that the higher the dimensions of creative leadership (initiative, motivation, sensitivity to problems), the higher the level of strategic thinking in Dubai Police. Also, a statistically significant effect of creative leadership was found in the effectiveness of the organization, the existence of strategic thinking as a mediating variable.

The study has recommended the need to keep paying attention to Dubai Police staff and keep motivating them which has an impact on the growth of their loyalty and affiliation, and the need to keep granting Dubai Police personnel sufficient powers compatible with the qualifications and experiences they obtain, which leads to feeling they are achieving an important and effective eventually enhances their job satisfaction..

Key Words: Creative Leadership, Organization Effectiveness, Strategic Thinking.

1. INTRODUCTION

Prologue

The quick pace and growth of organizations development, the convolution and complexity of their work, the diversity of internal relations, their interweaving, and their influence with the external environment constitute political, economic and social impacts to bring about change and development, all these matters will only be attained under a mindful leadership.

Creativity is one of the characteristics of a successful leader. The latter is characterized by comprehensive strategic thinking which does contribute to the advance of personnel and the effectiveness of the organization. Therefore, the effectiveness of such organization is concerned with focusing on the needs of workers/ staff and viewing them as members of a family that deserves attention, motivation and training. It is accomplished by work that should establish distinguished performance standards impacting the organization so as to join the phase of developed nations. An organization does not reach that level without the presence of creative leaders, who shape the glory of the organization and work effectively.

On the other hand, strategic thinking is a outcome of several factors including: leadership influence. Leadership of an organization that is characterized by effective strategic thinking contributes to determining its effectiveness through: leaving its imprint, its value, and its administrative methods on the organization. The values of leadership help direct administrative behavior, it does stimulate the work force, and delivers the desire and enthusiasm for the workers urging them to do as much as possible to help the organization achieve success. There is no doubt that the asset and effectiveness of the organization is working to raise the rates of integration; to improve coordination among the members of the organization, therefore urging them to find new ways and methods to help it achieve its objectives, and to work actively to develop new skills and competencies so as to achieve an inspired level of success due to the organization's effectiveness.

STUDY PROBLEM

Creative leadership has turned into such a distinguished feature of contemporary organizations, as it offers them optimal solutions in a world full of challenges posed by the new globalization. Severe competition among public sectors, technical evolution in addition to information revolution and removing trade barriers put the organizations at stake. This has brought the need to import creative capabilities able to face these rapid changes, and in this case creative leadership has become a basic function in the effectiveness of modern organizations.

There has been a need for creative leadership to be influential in strategic thinking, and this in turn affects the effectiveness of organizations. Such need calls for all organizations that seek to be effective to pay attention to creative leadership and strategic thinking.

Since the researcher works in Dubai Police, and has noticed a lack of awareness of the impact of creative leadership on the organization's effectiveness in the presence of strategic thinking as an intermediate variable. Thus, the study problem can be summarized through the following main question:

What is the impact of creative leadership on the organization's effectiveness and of strategic thinking as a changing medium in Dubai Police?

Objectives of the study:

The study aims in general to identify the impact of creative leadership on the effectiveness of the organization. Strategic thinking is variable and mediator: Case study: Dubai Police, and it also aims to the following:

1. Submitting a theoretical framework where the researcher tackles creative leadership, strategic thinking, and the effectiveness of the organization, therefore contributing to enriching the Arab library on these three variables.
2. This study also seeks, based on its findings, to provide guidance to decision-makers in Dubai Police that contribute to achieving the organization's effectiveness through strategic thinking.

Importance of the Study:

The importance of the study highlights that it is the first one- as far as the researcher knows- which investigates creative leadership in the effectiveness of the organization: Strategic thinking is variable and mediator in the Dubai Police, which constitutes a new addition to the Arab Library. Its significance also derives from the importance of creative leadership and its effective influence in motivating workers and having them present initiatives and motivating them to endure in work and develop an inner sense of feeling the problem based on these characteristics of the critical impact that all leaders in modern organizations need.

Such importance stems from the relevance of strategic thinking that works to clarify visions and define a path for decision makers in Dubai Police. The importance of this study also stems from the importance of the organization's effectiveness and the development of its ability to fulfill employee requirements and the requirements of the internal and external environment.

STUDY HYPOTHESIS

The study seeks to examine the following hypotheses:

H01: The first main hypothesis: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of creative leadership in its combined dimensions (initiative, motivation, sensitivity to problems) on the effectiveness of the organization in its combined dimensions (job satisfaction, and stakeholders) in Dubai Police.

H02: The second main hypothesis: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of creative leadership in its combined dimensions (initiative, motivation, and sensitivity to problems) on strategic thinking with its combined dimensions (strategic intent, and opportunity thinking) in Dubai Police.

H03: The third main hypothesis: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for strategic thinking with its combined dimensions (strategic intent, opportunity thinking) on the organization's effectiveness in its combined dimensions (job satisfaction, stakeholders) in Dubai Police.

H04: The fourth main hypothesis: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for creative leadership with its combined dimensions on the organization's effectiveness in all its dimensions, with the presence of strategic thinking as an intermediate variable in Dubai Police.

Study's Terminology & Operational Definitions:

- Creative leadership: the ability to alter, renew or create a new approach or methodology, and use it with modern technologies that are compatible with the requirements of the environment and the aspirations of the modern era, and meet the needs of society (Sweden, 2014 AD), and procedurally defined as the ability of the Dubai Police Command to make a change, develop or use a new strategy that complies with the requirements of the surrounding atmosphere and adheres to its social responsibility, and this variable was measured through the following dimensions:

Organizational effectiveness: is the ability to set appropriate goals and do the right work towards achieving them (Alazzam&Jaradat, 2012). Procedurally, it is defined as the ability of the Dubai Police Command to use the best method to reach its goals, and this variable was measured through the following dimensions:

Strategic thinking: is the intellectual flexibility that must be available in a leader. To identify opportunities, threats, issues of the future and continuity in survival, and to know how to deal with them permanently and continuously (Malan & et al, 2009), and procedurally defined as the mental flexibility that characterizes the Dubai Police leadership to identify opportunities, threats and issues for the future, and this variable was measured through the following dimensions :

The limits of the study

This study is confined to the following determinants:

Objective limits: represented in identifying the impact of creative leadership on the effectiveness of the variable organization mediating strategic thinking in Dubai Police.

Spatial boundaries: This study is confined to Dubai Police.

Time limits: This study took place during the first semester of (2020/2021).

3. THEORITICAL FRAMEWORK AND PREVIOUS STUDIES

First Approach: Creative Leadership

Concept of Creative Leadership:

Creative leadership is defined as “The ability to collect new ideas, whether by the leader or through his/her personnel from external sources, then analyze these ideas and adopt the useful ones and support them within the organization in order to apply them. Then, they seek to search for sources that lead to changing such idea and turning it into a commercial or economic field. The latter is financially, socially, and organizationally comfortable, and in that he/she uses

his/her exploratory and reconnaissance capacity, intellectual originality, and influential capability of arousing the enthusiasm of others for creativity and innovation (Qandil, 2010).

Zureik indicated that it is this leadership that is able to collect new ideas with each other, as well as to see the problem in a different way, and that works constantly to motivate workers and discover their talents, as it seeks to search for new sources and resources to invest, in addition to existing resources to maximize wealth and continuous improvement. In light of the surrounding environmental variables (Zureik, 2015)

From the above mentioned, the researcher believes that creative leadership is: the leader's ability to translate the powers granted to him/her into a power of persuasion and attraction to subordinates and support them to unleash their abilities and creativity and reveal their talents. It is the ability to convince them to work towards achieving goals in ways that depend on objectivity, creativity and justice, and the creative leadership is measured through dimensions such as :

1. Perseverance: it means the determination and willpower to achieve and assume responsibility, raise emotional maturity, and continue exerting effort at work; Adopting modern creative solutions to the most persisting challenges that may encounter the organization (Al-Qurashi, 2004). Additionally, it indicates perseverance to assume responsibilities, control and preserve emotions, and reach successful solutions away from prejudice and strictness, which stand among the main factors of creative ability. With perseverance, a creative leader can maintain the trend towards achieving the goals of the organization, (Rizk& Al-Hadidi, 2011).

2. Initiative: initiative is a class of creative qualities, represented in creativity and wise behavior characterized by velocity in various cases. Initiative emerges in the climate that encourages subordinates and motivates them to innovate, and it is also a characteristic of the creative leader who does develop the spirit of initiative and supports creative people, and emphasizes clean competition. He does not face creativity, enthusiasm, and activity by means of repression, and the initiating individual creates the conditions and decides what opportunities are and takes the initiative to deal with them, and his initiative is to take decisions to bring about necessary changes (Khalil, 2006).

3. The leader's perception of problems: This trait is one of the most important features of a creative leader. It is the ability of the creative leader to diagnose many problems within specific situations, by identifying their dimensions, aspects, and shortcomings in order to find creative solutions.

4. Motivation: It is the revenue that employees get as a result of excellence in performance. Motivation is one of the most important factors that the organization uses to satisfy the needs of workers and achieve their desires, and (Al-Heti, 2005) defined motivation as: the set of external factors and influences that stimulate the individual and push him/her to perform the actions entrusted to him/her for his/her good and his/her good and Motivation is also considered one of the methods used by organizations with the aim of retaining their workers. Therefore, the Dubai Police Command realizes the importance of the motivation component for workers, as it is

concerned with motivating them, whether in a material or moral form, and aims to motivate them in terms of material or moral. Achieving the employees' loyalty to their country and their leadership, and the desire for their survival and continuation of work permanently.

Second Approach: Organizational Effectiveness:

Concept of Organizational Effectiveness:

The effectiveness of the organization is defined as: the ability of the organization to survive, perform its mission, and maintain its profits, resources and asset value (Bayyurt, 2015). It is also known as: "The ability of the organization to achieve long and short-term goals, which reflects the balance of power of influencing entities. And the interests of the bodies concerned with the evaluation, and the stage of growth or development that the organization is going through" (Al-Qaryouti, 2008).

Through the above definitions, it can be said that organizational effectiveness includes making judgments about the extent to which the organization can achieve the goals or desired results for which it was established, its ability to maintain an effective system of activities, internal processes and procedures to perform the required work, and the extent of its ability to adapt and make optimal use. For all available means in the internal and external environment, and the extent of their ability to achieve a minimum level of satisfaction for the aspirations and aspirations of groups, with the aim of making decisions that aim to bring about change and development (Belqraa, 2018), and the effectiveness of the organization is measured through the following dimensions:

Dimensions of Organizational Effectiveness:

1. **Job satisfaction:** It is the employees' feeling of satisfaction with their career and their jobs where a positive feeling is followed by job satisfaction, and the negative feeling results in dissatisfaction. This dimension focuses on the internal activities of the organization in an assessment of effectiveness, and discards the organization's relationship with the external environment (Matawf, 2016). Job satisfaction plays an important role in the organizational effectiveness of any organization as well as in the competitiveness of the organization, as it is an important trend that helps the organization predict behavior, as high job satisfaction leads to a decrease in rumors in the workplace, less complaint from the side of workers, the degree of resistance to change and less conflict. Within the organization, it also plays a vital role in achieving the organization's goals (Abu Talib, 2013)

2. **Stakeholders:** A group located outside or inside the environment of the organization that has a benefit in the organization's performance, such as: creditors, suppliers, employees, shareholders, relevant governmental organizations, and environmental protection bodies and the consumer. (2017) Hisrich et al., The third topic: Strategic thinking

Concept of Strategic Thinking:

(Pisapia, 2009) defined strategic thinking as: "A combination of a set of elements represented in systems thinking, reshaping reality, and analyzing it in order to reach a distinguished competitive position."

Calabrese and Costa (2015) define strategic thinking as: "a cognitive process involving the formulation of hypotheses, and the following of both logical rules and intuitive visions".

(Abdul-Hussain, 2018) defined strategic thinking as: "a unique state of environmental sensing that characterizes people with creative thinking, and they may be born with them at instinct or as a result of amassing experiences and skills during the course of their lives, so that ideas and visions that play a distinct development role, serve the decision. The strategy adopted by the organization, taking into account its mission, directions and objectives based on it. Strategic thinking was measured through the following dimensions:

Strategic Purpose:

Via the element of strategic intent, strategic thinking enables organizations to focus on what is really important, and makes them more ready to face unpredicted scenarios, and improves their ability to quickly adapt to sudden changes, focus and orientation towards goals (Trghini, 2015), and the capabilities of the organization are also enhanced. Creativity is when it adapts to environmental changes in a creative way, through which it introduces new products or services (Al-Zoubi, 2010).

Yunus (2002 AD) adds that intentional thinking focuses on a long-term point in the future, turns the direction of the organization towards it, and the attention of all workers in the organization directs to it.

Opportunist Thinking

The element of seizing opportunities makes organizations more responsive to those rare opportunities, by capturing information about markets, competitors and customers, which enables organizations to achieve a head start in introducing a new product or service and finding a new market, gaining customer loyalty, and making the organization more capable of Comprehension in embodying and employing knowledge acquired through internal and external environmental surveys (Bonn, 2005)

He adds (Yunus, 2002 AD) that seizing smart opportunities is based on seizing any opportunity, and paying attention to states of creativity, innovation and ambition that individuals carry in the organization, which creates the possibility of emerging new strategies.

The researcher expresses his belief that the management of the organization figures occasional strategies to seize opportunities intelligently, in addition to taking appropriate measures that will maximize the strengths of the internal environment, in order to exploit the opportunities available in the external environment, and at the same time address and reduce their weaknesses in order to identify environmental threats and risks. It will be capable of improving the performance and

position of the organization and achieving competitive excellence among organizations and the continuity of its successful work.

Previous Studies

Studies in Arabic Language:

The study of Abu Taha and Abdel-Al, (2019) aimed to recognize the degree of creative leadership practice in the Ministry of the Interior and Palestinian National Security, and the study relied on the descriptive and analytical approach to achieve the study objectives. They numbered (10247) employees, and the study sample reached (375) employees. The study tool was distributed to them, and the questionnaire was distributed, and percentages, frequencies, arithmetic mean, half segmentation test, Spearman's equation, and other statistical methods were used.

The results of the study displayed that the degree of implementation of creative leadership in the Ministry of Interior and Palestinian National Security was high, and the study recommended the establishment of an academic center to nurture creativity and creators, and publish it at the ministry level to prepare leaders and creators, and that there is support from the higher management of creative leaders for the development process of the ministry, and that it searches About new ideas that will contribute to the development of the Ministry of Interior.

The study of Al-Somali et al. (2020 AD), this study aimed to identify the role of creative leadership in improving the performance of workers in private hospitals in the governorate of Jeddah, and the study relied on the descriptive analytical approach, and the study population is represented by all administrators and technicians who occupy leadership positions, as their number reached (4000 Administrative and technical, and the sample size reached (350) individuals, the questionnaire form was distributed to them, and (200) completed forms were retrieved and valid for analysis, and the study concluded that the officials who manage the work in private health sector hospitals are creative leaders, who have all dimensions The creative leadership under study, the study also recommended private hospitals to make more efforts to obtain medical accreditation because of their effective role in improving the performance of employees, which would increase the competitive advantage.

Foreign Studies:

The study (Mahadeen, et al, 2016), the study aimed to identify the effect of the internal control system in its dimensions (environment control, communication, risk management, monitoring and control activities) on the organizational effectiveness in Jordan. Has been studied organizational effectiveness through three entrances, namely: organizational capacity to achieve its objectives (target entrance), the regulatory control required resources and capacity, and maintain (entrance resources systems) and (the entrance to the stakeholders), which deals with the competitiveness of regulatory The study relied on the descriptive and analytical approach, and the study sample reached (151) employees, working in various centers in Jordan.

The results of the study showed a significant positive effect of the study variables on the organizational effectiveness, and the study also recommended improving awareness of the importance of the components of the internal control system.

The study (Sadq, Ahmad, Jwmaa, 2019), the study aimed to know the role and importance of organizational effectiveness in enabling strategic leadership to achieve high-level record performance through information sharing, freedom of purposeful independent work, cognitive perception, and activation of incentives within the departments of Iraqi banks. And how these factors have an effective role in organizational effectiveness and in administrative work in particular, and the study aimed to define the concept of the theoretical framework in the relationship between strategic leadership on the one hand and organizational effectiveness on the other hand, and the study relied on the statistical conceptual framework in activating the role of strategic leadership and its impact on effectiveness. The study included (43) managers of Iraqi private sector banks.

The results of the study concluded that there is no communication between many departments within the banks, and sometimes even at the level of the staff within the same department, and the results also concluded that there are no limits in the level of control and the functional characteristic of each department, and therefore the study recommends the importance of attention to the factors Influencing strategic leadership and its implementation in the work environment; To obtain effective, targeted and responsible organizational effectiveness.

The study Nwachukwu, Hieu (2020) The study aimed to find the best ways and means to make the influence of leadership styles by managers and administrative leaders, to be a creative and creative effect, and to accommodate the rapid development of the internal and external economic system in the work environment, and the methodology of the study relied on studies and research related to this study From 1978 - 2020, the study sample amounted to (66) research and study subjects.

Accordingly, the study concluded that administrative creativity and creating an effective work environment are skills that administrators must cultivate, and form part of their daily administrative tasks, in order to ultimately reach the strategic objectives of the enterprise, and achieve the highest profit and investment return in the internal and external competitive economic environment. The administrators have the motivation and the strong will to face the difficulties and the successive changes in the work environment; For the ability to acquire the skills of positive change and the required administrative creativity, the study also recommends that administrators understand the nature of their work and the dynamism of each department in the work environment to obtain the best results and create a creative and creative work environment.

3. STUDY METHODOLOGY & PROCEDURES

In this study, the descriptive and analytical approach was followed where the researcher worked to provide an analytical description of the impact of creative leadership on the effectiveness of the organization through strategic thinking as a mediating variable in Dubai Police, and from the

reality of theoretical thought that dealt with this topic, and on the other hand the researcher collected the necessary data for the study and classified it And analyzing it statistically and discussing the results and comparing them with the results of previous studies.

3-3 Study Society (population)

The study population consisted of personnel in supervisory leadership positions from the supervisory categories of Dubai Police, represented by directors of public departments and their deputies, directors of sub-departments and their deputies, and heads of departments, whose total number is (1069) supervisory employees (Dubai Police Command, 2020), where such The staff of the study population and the unit of study and analysis.

Sample Study:

The stratified equal sample method was adopted to determine the required sample size, to be represented statistically in proportion to its size, given that the total number of the studied population is (1069), and by reference to the tables (Sekaran & Bougie, 2016) for determining the size of the statistically representative sample, it was found The required sample size is at 95% confidence level and the margin of error (5.0%) is (299).

4. EXPOSING & DISCUSSING RESULTS , RECOMMENDATIONS

1. Hypothesis testing

This section presents the results of testing the study hypotheses using the Multiple Linear Regression Equation:

H01: The first main hypothesis: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for creative leadership measured by its domains (initiative, motivation, sensitivity (perception) to problems) on the organization’s effectiveness in its combined domains (job satisfaction, and stakeholders) in Dubai Police.

Table No. (1): Results of multiple linear regression equation test for the impact of creative leadership in its dimensions on the effectiveness of the organization in its dimensions:

Independent Variable	Beta (β)	Value (T)	Significance (T)	Correlation R	Interpreted Contrast R^2	Value (F)	Significance (F)
Initiative	0.402	6.497	0.000	0.896	0.801	399.686	0.000
Motivation	0.267	4.260	0.000				
Preceiving Problems	0.264	4.374	0.000				

- **Correlated Variable : Organization's Effectiveness**
- **Statistically significant at the level of significance (0.05)**

The outcomes of the multiple linear regression equation and the effect of creative leadership in its three domains, were presented in the effectiveness of the organization in its combined domains. The correlation coefficient ($r = 0.896$) indicated a positive relationship with a high level, which indicates that with the rise in the levels of creative leadership, the levels of effectiveness of the organization rise. As for the explained coefficient of variance ($R^2 = 80.1\%$), it showed the amount of change in the effectiveness of the organization due to the independent variable, which is creative leadership, as it showed that the creative leadership explained (80.1%) of the change in the effectiveness of the Dubai Police Organization, which is a high percentage. The significance of (T) for the domains of the independent variable showed that all domains achieved a significant effect, and to know the magnitude and nature of the effect of each field, the values of the beta coefficient showed that the strongest field was the domain of the initiative, as it achieved a direct effect within the limits of the mean, this does not indicate For every improvement of (1%) in the initiative, the effectiveness levels of the organization increase by (40.2%). In the next order is the area of stimulation, then the area of sensitivity to problems. Given the previous results, it is prospective to reject the null hypothesis put forward and accept the alternative hypothesis that states that there is a significant effect.

The previous results have shown that there is a direct impact of the independent variable, which is the creative leadership in the dependent variable, which is the effectiveness of the organization in the absence of the mediating variable, and this achieves the first pillars of testing the mediating effect, so that the first step requires the presence of a direct significant effect between the independent variable and the dependent variable.

H02: The second main hypothesis: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of creative leadership measured by its domains (initiative, motivation, and sensitivity to problems) in strategic thinking in its combined dimensions (strategic intent, and opportunity thinking) in Dubai Police.

Table No. (2): Results of multiple linear regression equation test for the impact of creative leadership in its dimensions on strategic thinking in its combined dimensions

Independent Variable	Beta (β)	Value (T)	Significance (T)	Correlation R	Interpreted Contrast R^2	Value (F)	Significance (F)
Initiative	0.259	3.217	0.001	0.816	0.663	196.261	0.000
Motivation	0.265	4.143	0.002				
Preceiving Problems	0.336	4.277	0.000				

- **Correlated Variable : Organization's Effectiveness**
- **Statistically significant at the level of significance (0.05)**

The outcomes of the multiple linear regression equation have shown the effect of creative leadership in its three domains of strategic thinking in its combined domains. The value of ($F = 196.261$) was a statistically significant function, where the model's significance reached (0.000).

The correlation coefficient ($r = 0.816$) indicated the existence of a positive relationship at a high level, which indicates that with higher levels of creative leadership, levels of strategic thinking rise. As for the explained coefficient of variation ($R^2 = 66.3\%$), it showed the amount of change occurring in the levels of strategic thinking due to the independent variable, which is creative leadership, as it showed that the creative leadership explained (66.3%) of the change in strategic thinking in Dubai Police, which is an average percentage. The significance of (T) for the fields of the independent variable have shown that all domains achieved a significant effect, and to know the magnitude and nature of the effect of each field, the values of the beta coefficient (β) showed that the strongest field was the field of sensitivity to problems, as it achieved a direct effect within the limits of the mean, this is not indicative. Nevertheless, for every improvement of (1%) in sensitivity to problems, levels of strategic thinking increase by (33.6%). In the next order came the field of motivation, then the area of initiative. These results enable the null hypothesis to be rejected and the alternative hypothesis to be accepted which states that there is a significant effect.

These results show that the second pillar of the mediating effect test is achieved, which is the existence of a significant effect between the independent variable and the mediating variable.

H03: The third main hypothesis: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for strategic thinking as measured by its domains (strategic intent, opportunity thinking) on the organization’s effectiveness in its combined domains (job satisfaction, stakeholders) in Dubai Police.

Table No. (3): Results of multiple linear regression equation test for the impact of strategic thinking in its dimensions on the effectiveness of the organization in its combined dimensions

Independent Variable	Beta (β)	Value (T)	Significance (T)	Correlation R	Interpreted Contrast R^2	Value (F)	Significance (F)
Strategic Purpose	0.659	15.843	0.000	0.894	0.798	590.995	0.000
Opportunistic Thinking	0.279	6.697	0.000				

- **Correlated Variable : Organization's Effectiveness**
- **Statistically significant at the level of significance (0.05)**

The outcomes of the multiple linear regression equation presented the effect of strategic thinking in its fields on the effectiveness of the organization in its combined field, where the value of (F = 590.995) was statistically significant, as the significance of the model reached (0.000). The correlation coefficient ($r = 0.894$) indicated a positive relationship with a high level, indicating that with the rise in the levels of strategic thinking, the levels of effectiveness of the organization rise. As for the explained coefficient of variation ($R^2 = 79.8\%$), it showed the amount of change in the levels of the organization’s effectiveness due to the strategic thinking variable, as it showed that strategic thinking explained (79.8%) of the change in the effectiveness of the Dubai Police Organization, which is a high percentage. The implication of (T) for the areas of strategic

thinking showed that both fields achieved a moral effect, and to know the magnitude and nature of the effect of each field, the values of the beta coefficient (β) showed that the field of strategic intent achieved a higher impact than the effect achieved by opportunity thinking, as it achieved a negative effect in The limits of the average, this indicates that for every improvement of (1%) in the strategic intent, the levels of effectiveness of the organization increase by (65.9%). Given the previous results, it is possible to reject the null hypothesis put forward and accept the alternative hypothesis that states that there is a significant effect.

The previous results showed that there is a direct effect of the mediating variable, which is strategic thinking in the dependent variable, which is the effectiveness of the organization.

H04: The fourth main hypothesis: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for creative leadership in its combined dimensions on the effectiveness of the organization in its combined dimensions, with the presence of strategic thinking as an intermediate variable in Dubai Police.

The outcomes of the path analysis shown in Figure (1-4) showed that there is a direct moral impact of creative leadership on the effectiveness of the organization by (0.595), and with the entry of the mediating variable (strategic thinking) the indirect effect became equal to ($0.834 \times 0.428 = 0.356$), indicating that The total influence of the mediating variable has a value of (0.356), which is statistically significant, and this indicates that the mediating variable has a statistically significant effect, thus rejecting the null hypothesis and accepting the alternative hypothesis. It was also found that the type of mediation is partial mediation, as the test of the direct effect between creative leadership and the effectiveness of the organization in the first main hypothesis showed the presence of a moral effect, while this effect remained in statistical significance in the last model, and this indicates that the mediation is partial and not total, meaning that leadership Creativity was able to achieve the effectiveness of the organization with and without strategic thinking, but the mediating role between the ability of organizations that practice creative leadership to achieve the effectiveness of the organization becomes better in light of the consideration of adopting strategic thinking. Table No. (4-23) summarizes the results of the path analysis of the effect of creative leadership on the effectiveness of the organization with the presence of strategic thinking as an intermediate variable. While Table No. (24-4) summarizes the results of testing the study hypotheses.

Figure No. (1-4): The results of the path analysis of the impact of creative leadership on the effectiveness of the organization with the presence of strategic thinking as a mediating variable

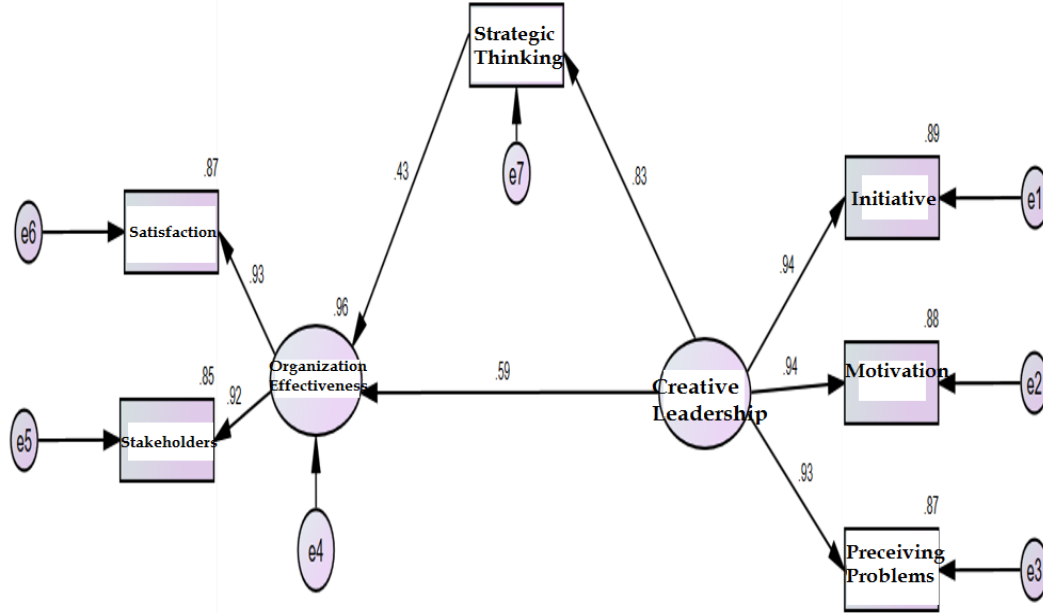


Table No. (4): The outcomes of the path analysis of the impact of creative leadership on the effectiveness of the organization with the presence of strategic thinking as a mediating variable

Path	Direct Relation	Indirect Relation	Total
Creative Leadership → Strategic Thinking	0.834	--	0.834
Strategic Thinking → Organization's Effectiveness	0.428	--	0.428
Creative Leadership → Strategic Thinking → Organization's Effectiveness	--	0.356	0.356

Table No. (5): Synopsis of the results of hypothesis testing

Result (outcome)	Significance F	R ²	Hypothesis	Code
Null Rejection & Accepting	0.000	80.1%	Creative Leadership → Organization's Effectiveness	H01

Alternative Hypothesis				
Null Rejection & Accepting Alternative Hypothesis	0.000	66.3%	Creative Leadership → Strategic Thinking	H02
Null Rejection & Accepting Alternative Hypothesis	0.000	79.8%	Strategic Thinking → Organization's Effectiveness	H03
Reject the null and accept the partial mediated alternative	Direct Effect →0.595 Indirect Effect →0.356 Total Effect →0.951		Creative Leadership → Strategic Thinking → Organization's Effectiveness	H04

Results

The current study has found a set of outcomes, which are summarized as follows:

1. The results of the study has shown that there is a positive connection with a high level of creative leadership with its combined dimensions in the effectiveness of the organization in its dimensions. The results also showed that the strongest dimension was after the initiative, as it achieved a positive effect within the limits of the average, indicating that each improvement is (1%) in the initiative The organization’s effectiveness levels rise by (40.2), and it is evident from this result that the Dubai Police Headquarters makes some daring, unconventional decisions at work, has the skills of debate and urges workers to express their opinions, and that the Dubai Police leadership harnesses the daily work situations for self-learning.
2. The results of the study has shown that there is an impact of creative leadership measured by its domains (initiative, motivation, and sensitivity to problems) on strategic thinking with its combined dimensions (strategic intent, and opportunity thinking) in Dubai Police. The results also showed that the creative leadership dimensions that are most able to explain the difference in strategic thinking according to its level of importance is after sensitivity to problems and aftermath after stimulation and then after the initiative, and this is explained by the fact that Dubai Police can practice strategic thinking by paying attention to the dimensions of the creative leadership, as it turns out that the police leadership Dubai has an accurate vision of business problems, and has the ability to anticipate problems before they arise. It is a leadership with a high ability to manage risks and has many alternatives when dealing with different situations.
3. The results of the study has shown that there is an impact of a high level of strategic thinking with its combined dimensions on the effectiveness of the organization with its combined dimensions. It was found that the strategic purpose dimension achieved a higher impact than the effect achieved by opportunity thinking. The previous results showed the presence of a direct effect of the intermediate variable, which is strategic thinking in the dependent variable, which is the effectiveness of the organization And this achieves the element of testing the mediating

effect, as this element requires the existence of a direct significant effect between the mediating variable and the dependent variable.

4. The results of the study has shown that there is a direct moral effect of the creative leadership on the effectiveness of the organization by (0.595), and with the entry of the intermediate variable (strategic thinking) the indirect effect became equal to (0.356). This indicates that the total effect of the intermediate variable reached its value (0.356), which is noteworthy. Statistically, and this indicates that the mediating variable has a statistically significant effect, as it was found that the type of mediation is partial mediation, as the direct effect test between creative leadership and the effectiveness of the organization showed the presence of a significant effect, meaning that the creative leadership was able to achieve the effectiveness of the organization with the presence of thinking Without the strategic, the mediating role between the ability of organizations that exercise creative leadership to achieve the effectiveness of the organization becomes better in light of taking into account the adoption of strategic thinking.

Recommendations:

Based on the results, the researches submits the following recommendations:

1. Keeping consistent care of the employees of the higher command in Dubai Police.
 2. Working on increasing workers motivation, which would have an impact on the growth of their loyalty and affiliation.
 3. Increasing the expansion of granting Dubai Police employees sufficient powers compatible with their qualifications and the experiences obtained, which leads to feeling they lead important and effective roles, which- subsequently - enhances their job satisfaction.
4. The necessity for the Dubai Police leadership to keep supporting creative leaderships in practicing strategic thinking to perform their duties with new ideas that would contribute to the development of their organizational performance.

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