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The Impact of Gender Leadership Styles on the Individual Creativity in Palestinian Non-Governmental Organizations.

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This thesis was submitted in partial fulfillment of the requirements for the Master`s degree in Strategic Planning and Fundraising

September /2018

Thesis Approval Form

Thesis Title

The Impact of Gender Leadership Styles on The Individual

Creativity in The Palestinian Non-Governmental Organizations.

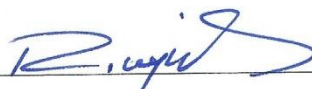This Thesis was defended successfully on ..29./9./2018... and Approved by:

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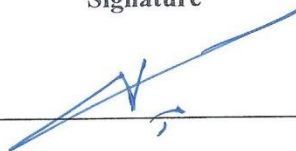|	Signature	Date
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I declare that the content of this thesis is my own research work, unless otherwise referenced. I certify that this thesis does not contain any material published before by another person or has been submitted elsewhere for any degree or qualification.

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DEDICATION

I dedicate this thesis to all the Palestinian women who struggle to get a decent job with fair pay, to all the Palestinian women who have the ambition and believe in change.

I dedicate this thesis to my father and mother who believe in me and give me all the support I need.

I dedicate this thesis to my brothers, sisters and friends who helped and encouraged me to continue.

I dedicate this thesis to the people who helped, encouraged, and supported me in any way.

ACKNOWLEDGMENTS

I would like to thank my thesis advisor Dr. Raed Iriqat for all the help, engorgement and motivation to complete this thesis. I appreciate all of your effort and time. I feel grateful to my family, friends, college, and all the people who I run to during this thesis work.

Abstract

The Impact of Gender Leadership Styles on the Individual Creativity in Palestinian Non-Governmental Organizations.

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The purpose of this thesis is to investigate the impact of gender leadership styles on the individual creativity in the Palestinian Non-Governmental Organizations (NGOs). The Palestinian NGOs sector has been expanded in the recent year despite the dependence on the fluctuating outside funding. As a result, the internal competition has increased to capture opportunities and projects. Therefore, NGOs leaders need to invest in employee's creativity to convince the outside donor and make a social and economic impact in Palestine. The descriptive and evaluative approach has been used to answer the study questions and test the study hypothesis.

The data were collected by two separated structured questionnaires:

(1) Leaders' questionnaires which were distributed to the managers of the NGOs institutions, and (2) employees questionnaires which were distributed to the NGO's employees. Both questionnaires include the translated Multifactor Leadership Questionnaire (MLQ6x) scale of leadership styles and their dimensions which were used in this thesis (1) transformational leadership style (i.e. idealized influence, inspirational motivation, intellectual stimulation, and individual consideration),

(2) Transactional leadership styles (i.e. contingent reward and management by exception), and finally laissez-faire leadership, and the individual creativity dimensions (i.e. domain- relevant skills, creativity-relevant skills and intrinsic task motivation). Whereas in the employees questionnaires the terms were reformed to measure their leader's attribute toward them.

The two questionnaires were developed, approved and edited to reach the final form which distributed to the target respondents. The population of the study is the managers and employees of NGOs institutions and nonprofit organizations operated in all business in Palestine. A random sample of 396 manager and employees were collected, where the managers were (94) and the employees were (302).

The results illustrate that male transformational, male transactional and female transformational leaders have a significant positive correlation with individual creativity. In contrast, male laissez-faire leadership, female transactional and female laissez-faire leadership style has no correlation with the individual creativity. This study found that female's transformational leaders have an impact on investing in their creative employees to make the social impact and compete with other Palestinian NGOs institution. In contrast, there's no significant impact of male (transformational, transactional, and laissez-faire) leadership styles on individual creativity due to managers who worked in the Palestinian NGOs. It also reveals that gender transformational, gender transactional, and gender laissez-faire leaders play a role in Palestinian NGOs due to the manager's sample. Moreover, the dimensions of individual creativity: domain- relevant skills, creativity-relevant skills, and intrinsic task motivation play a role in the Palestinian NGOs in both male and female samples.

As a result, the researcher recommends acknowledging NGOs managers and employees about different leadership styles, to recognize which leadership style each

manager perform, to motivate creative employees and encourage them, at the same time developing their capabilities, and their important impact on the sustainability of the Palestinian NGOs. Also, acknowledging the NGOs manager's about the importance of individual creativity in achieving the organizational goals.

KEYWORDS: Leadership Styles, Transformational leadership styles, Transactional leadership styles, Lassiez-Faire styles, individual creativity.

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TABLE OF DEFINITIONS

TERMS	DEFINITION	REFERENCE
Leadership	A social influence process that aims to complete the tasks and goals of an individual who enlists support from others in the same group	Portugal, et al. (1994); (Clark, et al. (1997); Eagly, et al. (2003)
Leadership Styles	'A relatively coherent pattern of attitude that describes a leader'.	Marturano and Gosling (2008); Ojokuku, et al.,(2012)
Transformational Leadership Styles	The relationship between leaders and their followers, in which the leader effect on the followers to feel admired, loyalty, respected, and the followers enhance their expected work.	(Avolio, 1999; Yukl, 1997).
Idealized Influence	The levels of leader's behavior in a respected and admirable way that make the leaders want to imitate their behavior.	Bass and Avolio (1994); Judge and Piccolo (2004)
Inspirational Motivation	The challenging of the followers, being optimistic about the future goals, and make a meaning to the follower's tasks.	Judge and Piccolo (2004); Bass and Riggio (2006); and Shurbagi (2014)
Intellectual Simulation	Leaders, who encourage their followers to be more creative and innovative in dealing with problems, react to the old situations in new creative ways, challenge assumptions, be rational.	Bass et al.2003; Bass and Riggio, 2006; Koech and Namusonge ,2012
Individualized Consideration	Leaders who form a mutual understanding relationship with each follower in the team, delegate responsibilities, concentrate with each follower's need for development and support.	Bass,1999; Koech and Namusonge, 2012; Geyery and Steyrer,1998; Bass et al.2003; Shurbagi ,2014
Transactional Leadership Styles	The relationship between the leader and follower that meets the exchange of self- interest for both	Burns (1978); Bass (1999)

	parties	
Contingent Rewards	A factor in which leader and followers have a mutual agreement to achieve the organizational goals and the followers will have rewards and recognition from the leader	Bass(1998); Koech and Namusonge (2012)
Management by Exception	- Active management by exception is when the leader defines specific standards with what is effective and ineffective work performance, then punish who make mistakes or performance errors. - Passive management by exception: refers to a leader who avoids defining standards and expectations of his followers, and makes warning and corrections when they do not achieve the work standards	Bass (1999); Bass et al., (2003); (Yazdanifard, 2013).
Laissez-Faire Leadership	The leader who avoids taking any action.	Bass (1999)
Creativity	Creating a novel and new ideas, procedures, products, and solution, which are practical and useful.	Amabile, 1988, 1996, 2011; Zhou and Shelley, 2003; Madjar and Oldham, 2006
Individual Creativity	The individuals who generate novel and useful ideas, services, process, product, or problems solution	Amabile,1988; Lynne Persing,1999; Woodman et al., 1993; Oldham and Cummings, 1996
Domain-relevant skills	The possible individual act to repose to a given dilemma or situation. This response includes attitudes and opinions, talents and technical skills	Amabile (1996)
Creativity-relevant skills	The "cognitive style", individual traits and work styles related to creative productivity.	Amabile, 1996; Woodman et al.,1993; Rice,2006
Intrinsic task motivation	Individuals who are enthusiastic, naturally enjoyed and motivated, satisfied, interested to take challenges internally not by external conditions	Amabile, 1996; Rice, 2006; Shalley et al.,2004

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LIST OF ABBREVIATIONS

NGOs	Non-Governmental Organizations.
CBOs	Community-Based Organizations.
CEO	Chief Executive Officer.
PCBS	Palestinian Central Bureau of Statistics.
MLQ6x	Multifactor Leadership Questionnaire.
UNRWA	United Nations Relief and Works Agency for Palestine Refugees.
SPSS	Statistical Package for Social Sciences.

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Effectual leadership led organizations to growth and improving employee's performance, the leadersship roles is not exclusive for males only. The globalization and social changes forced the females to compete in business over the last decades, this revolution changed the percentage of working females in the world but it didn't affect the number of females in managerial roles (England, 2010).

Although females are increasingly entering the workforce in Palestinian Non-governmental organizations (NGOs) institutions which are traditionally taken by males, the proportion of the growth in leadership roles has not occurred. Until now, females are heavily populated in some professions such as services sectors (health, education and public sector) with 62.9 % compared to 30.9% of males (PCBS, 2016). As it is apparent from the results, the following question must be addressed: Do females and males behave differently in leadership roles?

In Palestine, the females labor force participation rate has slightly increased to 19.3% in the past several years, compared to male's labor force participation rate that was high and increased to reach 80.7% in 2017 with no mention of the female's leaders' rate because of the domination of the males (PCBS, 2017). Females and males use different leadership styles, therefore there's a slow increase of leadership roles by females. The male leadership style is usually characterized by high control, competitiveness, analytic problem-solving, and centralization authority. On the other hand, females prefer an alternative leadership style which is characterized by lower

control for the leader, cooperativeness, problem-solving based on perception and empathy, rationality, and collaboration between managers and followers (Eagly, and Johnson, 1990). Moreover, Bass (1985) leadership styles used are transformational, transactional, lassiaz-faire leadership styles.

According to Bass and Stogdill (1990); Bass and Avolio (1990); and Avolio (1999), in the leadership model, transformational leaders tend to encourage and monitor their followers to focus on creativity and innovation in generating new ideas and problem-solving skills, establish the organization's vision, and create clear and coherent plan to achieve that vision. Transformational leadership have four dimensions that describe the leader's attitudes: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

In addition, transactional leadership involves mutual respect and understanding between leaders and followers, where the followers would be rewarded if they performed their job well, and they will be penalized for mistakes or job errors. Transactional leadership includes contingent reward and (active and passive) management by exception. Finally, laissez-faire leadership is considered a non-leadership in which the leader does not make decisions, doesn't ignore or delay his/her responsibilities, and avoids using his/her authorities. Thus, Judge and Piccolo (2004) found that transformational leadership and contingent reward- dimension of transactional leadership- is generally effective, while the other dimensions of transactional leadership and laissez-faire are less effective.

Creativity that leads to organizational innovation is a critical issue to the organizational competiveness (Woodman et al., 1993). Meanwhile, the technology changes in all aspect of life and globalizations, all sectors need to invest and lead creative ideas in order to sustain their work (Gumusluoglu and Ilsev 2009).

The relationship between leaders and followers is a vital component of the individual's creativity and organizational innovation because it can suppress or encourage creativity (Lynne Persing, 1999; Amabile and Khaire, 2008). Leaders should invest in creativity at all organizational levels, in order to inspire followers to become highly creative and internally motivated which leads to sustainable competitive advantage (Gehani, 2011).

Among leadership styles, transformational leaders tend to consider the individuality of the followers and focus on their needs (Gehani, 2011; Shin et al. 2012). Besides that, they inspire followers and increase their performance expectations (Gumusluoglu and Ilsev, 2009). However, transactional leaders can inspire their followers by setting goals and offering rewards and recognitions to their creative followers (Dvir et al., 2002; and Wang et al., 2014).

The term NGOs is used in this study to include development oriented non-governmental organizations, community-based organizations (CBOs), private voluntary organizations and other non-governmental groups organized to support a wide variety of sectors such as: agriculture, culture, democracy and human rights, education, health, research and environment, law, society and development, children, women, youth, and microcredit. The international organizations are excluded.

1.2 Problem Statement

NGOs sector in Palestine is very critical because most projects support small businesses, encourages women empowerment and tries to make a social change. Despite that, females in NGOs sector and other business sector in the world such as Palestine are slowly increasing in performing leadership roles (Vinkenburg et al., 2011). Many researchers such as Eagly et al. (2003) prove that females lead more

with effective styles of leadership (i.e. transformational leadership style) compared to male leaders who tend to apply this leadership style much less. Besides, male leaders are applying transactional leadership style more than females which considered less effective leadership style.

The study of the gender leadership styles which are utilized in Palestine makes it easier to understand how the leaders can act toward improving follower's individual creativity through individual consideration of their needs and encouraging their unique ideas. Besides, their actions can affect the current situation of the organizations and the follower's performance. In order to be sustainable, the leaders of the Palestinian NGOs organizations need to encourage creative ideas to create creative projects to improve the economic situation for their beneficiaries.

Also, we need to address the question: why there are fewer females compared to males in managerial role? The comparison between male and females who act in managerial role and their impact on the individual creativity is vital for the sustainability of the Palestinian NGOs.

This thesis examines the leadership styles which are used among Palestinian female and male leaders, and if that will affect the follower's ability to generate creative ideas to change the current economic situation in Palestine.

Also, the thesis investigates the main question of "what is the impact of gender leadership on the individual creativity in the Palestinian NGOs?"

And to answer the main questions, the thesis focuses on the following sub-questions:

1.2.1 What is the level of transformational leadership style in the Palestinian NGOs?

1.2.2 What is the level of transactional leadership style in the Palestinian NGOs?

1.2.3 What is the level of laissez-faire leadership style in the Palestinian NGOs?

1.2.4   What is the level of individual creativity in the Palestinian NGOs?

1.3 Thesis Objectives

The main Objective of this study is to examine the impact of the gender leadership styles on the individual's creativity in the Palestinian NGOs. The main objective of this study is divided into the following sub-objectives:

✓ To identify the level of gender leadership styles in the Palestinian NGOs for both managers and employees' point of view.

✓ To identify the level of individual's creativity in the Palestinian NGOs for both managers and employees' point of view.

✓ To identify the relationship between gender leadership styles and individual creativity in the Palestinian NGOs for both managers and employees' point of view.

✓ To identify the impact of gender transformational leadership on the individual creativity in the Palestinian NGOs for both managers and employees' point of view.

✓ To identify the impact of gender transactional leadership on the individual creativity in the Palestinian NGOs for both managers and employees' point of view.

✓ To identify the impact of gender laissez-faire leadership on the individual creativity in the Palestinian NGOs for both managers and employees' point of view.

1.4 Thesis Hypotheses

In this section, the scholar presents the thesis hypothesis which consists of six hypotheses.

Hypothesis 1

H$_1$: The dimensions of gender leadership styles play a role in the Palestinian NGOs.

Hypothesis 2

H$_1$: The individual's creativity plays a role in the Palestinian NGOs.

Hypothesis 3

H$_1$: There is a significant difference in understanding gender leadership styles and individual creativity due to demographic characteristics (Age, Qualification, The number of years worked in the current institution, and Years of experience) in the Palestinian NGOs.

Hypothesis 4

H$_1$: Gender Leadership styles are related to each other in the Palestinian NGOs.

Hypothesis 5

H$_1$: Gender leadership styles are related to individual creativity in the Palestinian NGOs.

Hypothesis 6

H$_1$: There is a significant impact of gender leadership styles on individual creativity in the Palestinian NGOs.

1.5 Significance of the Study.

The study is critical due to the importance of identifying the leadership styles applied among male and female leaders in the Palestinian NGOs. Also, the study aims to define to what extent the leadership styles can make an influence on the individual's creativity of the Palestinian NGO's employees especially that the propose of NGOs institutions is to make a social impact and development.

In addition, the goals of the Palestinian NGOs are make both social and economic impact in the Palestinian society. Leadership is a fundamental topic in the NGOs institutions, leaders who are applying to leadership styles effectively and motivate their creative employees to generate creative and novel ideas can compete to gain more social projects and funds to change the Palestinian social problems. Also, the study of leadership styles in Palestine leads us to know where to emphasize or develop also can focus on the weaknesses in the NGOs institutions and the way they can potentially turn such weaknesses into strength.

The leaders should focus on the need for creative ideas and innovative projects to overcome the current economic situation which may lead to reduce the unemployment rate among Palestinian youth. The difficult Palestinian economic situation forced both females and males to improve their skills in order to fulfill the high job requirements, and enhance their creative abilities to reach leadership role.

1.6 Thesis Structure

The main objective of this thesis is to investigate the impact of gender leadership styles on the individual creativity in the Palestinian non-governmental organizations (NGOs). The thesis is divided into five chapters: chapter one includes the background, problem statement, thesis objectives, thesis's questions, objectives, hypothesis, and

significance of the study, while chapter two includes a theoretical and empirical literature review. In addition, chapter three displays methodology and thesis's design. Chapter four includes the analysis of data and finally, chapter five presents the conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The gender leadership styles have been an attractive topic in many kinds of literature. Even though the literature covers a wide verity of leadership styles and gender issues, this review focuses on three major leadership styles which are the most famous used among males and females managers according to the literature reviewed, in addition to each leadership styles dimensions.

The gender leadership styles used in this literature are the transformational leadership style, transactional leadership style, and laissez-faire leadership style. Besides that, the literature covers a wide verity of literature that handles with the components of individual creativity which are: domain-relevant knowledge, creativity-relevant skills, and intrinsic task motivation. And finally, the literature focuses on researches studies that cover the relationship between the leadership styles and individual creativity.

2.2 Theoretical Literature Review

2.2.1 Leadership

At the beginning of the 19th century, the concept of leadership started to be used among academics and researchers (Stogdill, 1974). Burns (1978) claimed that leadership is one of the most popular concepts among researchers but one of the least understood in the world until now. Although, the leadership concepts among researchers are popular, there is no agreement on its definition.

Stogdill and Coons (1957) defined leadership as the individual actions to influence a group of followers to achieve the common goals. And in 1977, Greenleaf illustrated that leadership is "Great leader" who attend their followers, through establish and enhancing the follower's situations and supports them in maximizing their capabilities (Greenleaf, 1977).

In addition, Hersey, 1984; Bryman, 1992; Portugal et al.1994; Chemers, 1997; Clark et al., 1997; Eagly and Carli, 2003; Acar, 2012; Afshari, et al., 2017; Swanwick and McKimm, 2017, p8; and Nanjundeswaraswamy et al., 2014 described leadership as " a social influence process that aims to complete the tasks and goals of an individual who enlists support from others in the same group". While leadership is classified as an approach that the leaders use in their relationship with followers which includes standards, values, norms, issues or items that affect the working environments and the loyalty and satisfaction of the followers(Lok and Crawford, 2004; Girma, 2016).

Others researchers described leadership as Yukl, (2008) and Sušanj et al. (2012) argued that leadership is an interactional process between leaders and followers in which leader attempts to influence followers in order to achieve a common goal. In addition, Vann et al., (2014) claimed that leadership is a method that transferred through informal and formal communication. And Dobbins and Pettman (1997) mentioned that leadership is to be able to motivate and inspiring follower's to accomplish their work in order to achieve shared goals. Moreover, Fry (2003) and Belonio (2012) outlined leadership as the use of a leading strategy to offer motives and to improve the follower's capabilities for growth and development.

Also, Năstase and Barbu (2011) established "leadership mix" which is a new method that defined the leader through their brain capability, knowledge, and social capability, and that leads to leadership mix consists of followers, feelings' intelligence, force, and fairness, flexibility and facilitator.

Leaders can be described as a person who can carry out the process of influencing the followers by applying their leadership knowledge and skills (Clark and Clark 1997; Acar, 2012). Nanjundeswaraswamy and Swamy (2014) mentioned that leaders are the person who delegates others to accomplish specifics activities, and someone with a group of followers (Swanwick and McKimm, 2017, p8).

2.2.2 Leadership vs. Management

Some researchers argued that the managers and the leader considered the same terms, others researchers view them as different terms (Bass and Bass, 2009). Though Robinson (2010) and Afshari et al. (2017) stated that not all managers are leaders and not all leaders are managers. Algahtani (2014) revealed that the majority acknowledges some similarities and differences between the two terms. Bush (2007) mentioned that there's an overlap between the two terms. Finally, Răducan (2014) referred to leadership as a part of management.

Leadership is influencing the follower's actions to achieve desirable goals. Further leaders are individuals who set the goals, motivations, and activities of followers, and that needs individuals who have specific characteristics such as energy, skills, and ingenuity (Cuban, 1988; Tiftik et al., 2015; Bush, 2007). Further, Weathersby and George (1999) defined leadership as the formation of the organization's vision by inspiring people to be part of the vision.

Management is to maintain the current organizational arrangements effectively and efficiently (Cuban, 1988; Bush, 2007). Further, Weathersby and George (1999)

defined management as the appropriation of the organizational scarce resources in order to achieve the organization's objectives by the setting of organizational priorities, designing of work activities and the attainment of the work results. And Tiftik et al. (2015) defined management as carrying out a work, fulfilling and conducting the responsibility.

Many researchers distinguished between leadership and management roles in the organization. Leadership is about making a change (Cuban, 1988; West, 2004; Swanwick and McKimm, 2017, p14; Kotter, 1990), and making a constructive change (Răducan, 2014). The development of the followers is the purpose of the leadership (Day et al., 2001), and the purpose or values of the organization (Bush, 1998). Also, leadership focuses on visions, covering the follower's direction of the activities, communication, and building a team which can understand, fulfillment the working plan (Răducan, 2014), creation of creative ideas, implementing the new ideas (Tiftik, et al. ,2015), and focus on strategic goals (Bryman, 1986; Yukl, 1989). Modern leadership understands that in order to have successful results, it requires a common vision (Swanwick and McKimm, 2017, p14).

Management is about maintenance of the activity (Cuban, 1988), systems and paper (Day et al., 2001), providing directions and consistency (Swanwick and McKimm, 2017, p14), and technical problems or implementation (Bush, 1998). Further, management is focused on the action and directing the followers by using strict regulations and without a focus on the vision (Răducan, 2014), the ability to fulfil the organizational plan through managing followers and production (Răducan, 2014; Bryman, 1986; Tiftik et al., 2015), and handle with the complexity of the problems (Răducan, 2014; Kotter, 1990; Swanwick and McKimm ,2017, p14).

Modern management appreciates the significance of the follower's needs (Swanwick and McKimm, 2017, p14).

Despite the differences between leadership and management, the two concepts do share some similarities. Both leadership and management require working with others, influencing others to accomplish the organization goals (Algahtani, 2014), and both are required and important to work together for success in the increasingly competitive and complex business environment (Kotter, 1990; West, 2004; Swanwick and McKimm, 2017, p14).

Although, that the management skills are employed in planning, organizing, and directing the organizational procedures to achieve the missions and goals, and leadership skills are employed in creating directions, supporting follower's, and motivating and inspiring to concentrate on a possible change (Algahtani, 2014). The managers need leadership skills in order to manage the organizational situation (Bush, 2007).

2.2.3 Leadership Theories

The researchers have a great interesting in studying leadership styles, there are many theories of leadership, However, there are no one theory has been established to be effective in all leadership situations (Bass, 1990). From early traditional theories that focus on the characteristics, qualities and behavior that differentiate leaders from followers (Cherry, 2012) such as: Great Man theory , Trait theory, Situational theory, Behavioral theories, contingency theories, Participative Theory, and Skills Theory to later theories that start to consider the situational factors and the leader's skills (Bolden, et al. , 2003; Cherry, 2012).

Furthermore, the concentration of the leadership has changed from the traditional theories to the new leadership theories that presented by (Bass, 1985; Bass and Avolio, 1991; 1993) which acknowledge the three main leadership styles: transformational and transactional leadership styles (Bučiūnienė, and Škudienė, 2008).

2.2.3.1 Great Man Theory

Great Man theory was popular in 1900. Thomas Carlyle in 1840s and Herbert Spencer in 1860 formalized the theory, which assumes that the leaders are born not made with special and inherited capabilities which made them great leaders, (Borgattam et al., 1954; Amanchukwu et al., 2015). William James (1880) proposed that Great men carried out changes in society. Hitler, Churchill, Martin Luther King, Stalin, and Mussolini were an applied definition of "the Heroes or Great men"(Landis et al.2014).

Besides that, the female leaders are ignored in this period of time (Borgattam et al, 1954; Landis et al., 2014; Amanchukwu et al., 2015) due to the females' lake of participating in the working field (Jogulu and Wood, 2006).

2.2.3.2 Trait Theory

The study of trait theory was started up during 1940- 1950. It assumes that there are specifics inherited traits that made leaders such as creativity, responsibility, and intelligence (Bass and Avolio, 1990; Carlson, 1996; Jogulu and Wood 2006; Amanchukwu et al., 2015; Khan et al., 2017). These traits or qualities differentiate the leaders from others (Koech and Namusonge, 2012). Additionally, Adeyemi (2010) suggested that there are two kinds of leader's traits: (1) personality traits, such as

height, gentleness, self- confidence, determination, and appearance. (2) Interpersonal skills and managerial ability.

Similar to the Man theory, traits theory is assumed to be connected with male leaders, maybe because of the female's positions in society at that time. (Jogulu and Wood 2006; Amanchukwu et al. 2015; Swanwick and McKimm, 2017). Stogdill (1948) evaluated the trait theory and suggested that the individual and the situation must be deliberate in leadership.

2.2.3.3 Behavioral Theories

Behavioral theories developed during 1950-1960. Behavioral theories of leadership transfer the old beliefs of the intrinsic characteristics that define the leaders to focus on the leader's behavior or actions that can be learned or obtained (Jogulu and Wood, 2006). Behavioral theories assume that individuals can become the leader's if they learned the behaviors that differentiate leaders from others (Robbins et al., 1998).

Leadership style is a distinctive behavior embraced by an individual in the position to be a leader (Khan et al., 2017). Despite that behavior theories eliminate the domination of the concept of the male leads, the female participation in the workforce stayed constant for over a decade (Powell, 1999).

Many researchers studied the behavioral theories, but there are four main studies. The researchers of the University of Iowa who segregated three behavioral dimensions: (1) autocratic; (2) democratic; (3) laissez-faire styles (Lewin and Lippitt, 1938).(Bass and Stogdill, 1990) stated that the democratic style was the most effective. However, the researches result that the followers of the autocratic leader work as long as the leader is there, besides that they tend to be displeased with the

leadership style. Despite that democratic leaders act like the autocratic leader, their followers keep working even when the leader absent and shows more positive feelings (Naylor, 1999).

Ohio State University is the Second study; the researchers isolated the behavioral theories into two dimensions: consideration and initiating structure (Kerr, et al.1974). Moreover, the University of Michigan is the third study that illustrated employee oriented and production oriented dimensions (Kahn and Katz, 1960).

2.2.3.4 Contingency Theories

Fiedler formalized the contingency theory in the 1960s and 1970s (Peters et al., 1985; House, 1971; Turner and Müller, 2005). Contingency theory assumes that there's a specific variable that may establish the leadership style to be used in each work situation which are followers traits, work situation, leadership style (Cherry, 2012) and followers-leaders relations (Antonakis et al. 2004).

According to contingency theory, the followers decide to reject or accept the leaders regardless of his or her actions; since it focuses on the how the followers interact with the leader's effectiveness in the organization (Afshari et al., 2017). Besides, Adeyemi (2010) suggested that contingency theory is a mix of situational theory and trait theory. In additions, House (1971) stated another famous contingency approach which focused on how leaders lead their followers to the main goals (Antonakis et al., 2004).

2.2.3.5 Situational Theory

The situational theories rise in the time that researchers start arguing the traits theory definition of leadership, and the relationship between the leader and the followers. The researchers realized that there are other situational factors may affect a

leader's decision and actions (Van Seters et al., 1990). Furthermore, Gardner (1989) suggested that not all "leaders are born not made", most of the leadership capabilities and skills are learned. Furthermore, Bass (2008) categorized situational theory as behavioral theory, and Yukl (2011) classified it as a contingency theory.

Many researchers claim the importance of the situational theory. Bass and Stogdill (1990) suggested that great leaders rose as a result of position, situation and time. While (Graeff, 1997) supposed that successful leadership needs realistic comprehending of the situation, quick and suitable response, and leader-followers. Situational theory suggests that the leaders act based on situational circumstances and surroundings (Amanchukwu, 2015). Adeyemi (2010) proposed that in situational theory the leaders are the creation of the situation.

The situational theory was developed from people-oriented against task-oriented leadership (Bass, 2008; Graeff, 1997). Which people-oriented leaders concern about their followers, obtains affable and supportive relations, and seeks equal treatment among followers (Bass, 2008; Shin et al., 2011). Task-oriented, on the other hand, sets the followers tasks with district instructions, and create formal communication channels (Bass, 2008).

2.2.3.6 Transactional -Transformational theory

One of the modern leadership theories is transactional-transformational theory; it has the interest of the many scholars since 1980s. Bass (1985) expanded and added to House (1977) and Burns (1978) work to establish the theory, and then had been enhanced and extended incessantly by different researchers such as (Antonakis et al.,

2004). In transactional and transformational leadership theory, leaders affect their follower's work by creating a meaning to their work (Kastenmüller et al., 2014).

Bass (1985) described transformational leadership theory as a distinctive form of leadership that needed to understand the follower's results based on the purpose and idealized mission. In addition, Cannella and Monroe (1997) mentioned that transformational leadership highlights the value of the leaders-followers relationship and concentrate on the performance of the organizations. Bass and Riggio (2006); and Bass (2008) argued that in order to achieve results, leaders must utilize the four dimensions of transformational leadership which consist of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Transactional leadership theory is based on the switch the follower's behavior from acquiescence (loyalty and productivity) to supposed incentives (Obiwuru et al., 2011). As Bass and Riggio (2006) mentioned that transactional leaders attempted to inspire followers through the use of positive and negative feedback, and conditional rewards.

The leaders who stated the vision and formulate the missions (Ullah, 2013; Acar, 2012; Bass and Riggio, 2006), set the plan, supervise the follower's activities and needs (Yukl and Taber, 2002), valued followers, and encourage creativity (Bass and Riggio, 2006; Bass, 2008) is considered transformational leaders. In contrast, transactional leaders are who motivate, support and help their followers, understand their problems, using incentives to appreciate their work or penalty when it needed (Ullah, 2013; Yukl and Taber, 2002).

Bass (1985) suggested that leaders can use both transactional and transformational. Each style is effective in a different situation or different followers (Acar, 2012). The leaders can integrate leadership styles depending on the environment, situation, and their relationship with the followers, whilst other leaders use the same leadership style in all situations (Zahari and Shurbagi, 2012). Beside that Vigoda-Gadot (2007) suggested that transformational leadership has more effect than transactional leadership on the followers and their positive opinion toward their work environments which affect their accomplishments.

2.2.4 Leadership Styles

Many scholars and literature have an attention in leadership style. Chung-Wen (2008) defined leadership styles as the 'relatively coherent pattern of attitude that describes a leader'. Marturano and Gosling (2008) and Ojokuku, et al. (2012) revealed leadership styles as the leader's characteristics, qualities, and skills which have an effect on the relationship between the leader and their followers. While (Biggerstaff, 2012) mentioned that leadership styles are the supposed behavior of the leader when attempting to make an influence on the follower's activities. Further, Stojanović-Aleksić et al. (2017) added that leadership style is leader's behavior which converses and collaborate with followers, motivate and support them to implement the organizational goals successfully.

Leadership styles differ from leader to leader according to his professions, character, training, environment and personal attitudes (Hughes, 2011; Clark, et al., 2009). "Multifactor Leadership Questionnaire" (MLQ–Form 6X) is used by (Bass, 1985; Bass and Avolio, 1990; Avolio and Bass, 2002) to measure leadership styles (transformational, transactional and laissez-faire leadership styles) and recognize the

component of transformational and transactional leadership styles (Bass et al., 2003; Bass, 1999).

The five modern leadership styles include: (1) transformational leadership, (2) transactional leadership, (3) visionary leadership, (4) culture-based leadership, and (5) charismatic leadership (Portugal and Yukl 1994; Bass and Stogdill,1990; Sashkin and Rosenbach, 1996; Ojokuku et al., 2012). Furthermore, Tannenbaum and Schmidt (1958) introduce four different leadership styles which have been applied that include: (1) autocratic; (2) dictatorial; (3) democratic; and (4) laissez-faire leadership styles. But many researchers such as (Bass and Avolio, 1993; Koech and Namusonge, 2012) used three leadership styles which are the most prominent styles in different kinds of literature which are transformational, transactional and laissez-faire leadership styles.

Transformational Leadership Styles
- Idealized influence (attributed)
- Idealized influence (behavior)
- Inspirational motivation
- Intellectual stimulation
- Individual consideration

Transactional Leadership Styles
- Contingent reward
- Active management by exception
- Passive management by exception

Laissez-Faire Leadership
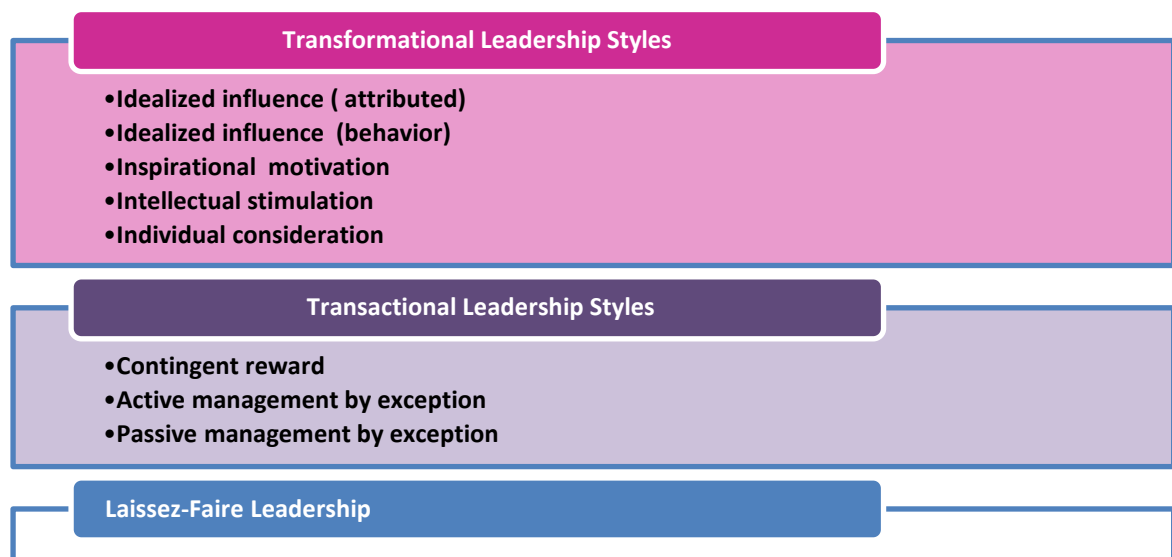
Source: Researcher

Figure (1): The dimensions of leadership styles.

2.2.4.1 Transformational Leadership

Transformational leadership term first appears in the published book of Burns (1978) on leadership. Then, Bass (1985) represent transformational leadership in

formal model and measurements. According to Burns (1978) and Bass (1985), transformational leadership conducts a modification on the organization's objectives and goals.

Transformational leaders support followers in their work to increase effort to make more effective results (Burns, 1978). When the followers appreciate, respect, feel loyal and trust the leader, they will accomplish greater performance (Bass, 1985). Besides, transformational leaders "practice its values and serve its purpose" (Givens, 2008) and concentrate on the significance of the changes in the organizations (Iriqat, 2017).

Transformational leadership is described as the relationship between leaders and their followers, in which the leader effect on the followers to feel admired, loyalty, respected, and the followers enhance their expected work (Avolio, 1999; Yukl, 1997). Moreover, Silins (1994) assumed that transformational leadership occurs when transformational leader' connecting the organization goals and strategy with the leader's mental and emotional aspects which lead to organizational adjustments. Besides, Bass (1985) claimed that leaders are capable of the effect their followers to appreciate the values of their work, and believe that the overall organizational goals are exceeded their own interests. Also, Burns (1978) claimed that a transformational leader improves the followers' perception of the importance of achieving the desired output through implementing specific methods and procedures.

While Leithwood and Poplin (1992) suggested that in transformational leadership style leaders can transform the followers or the entire organization to inclusive and qualified to deal with any future issues and risks. Yazdanifard (2013); and Conger and Kanungo (1998) defined transformational leadership as an approach

where the leader can transform the beliefs, standards, attitudes, and ethics of their followers. Besides that, Sahin (2004) defined transformational leadership as escalating the relevance of the followers to increase their performances and creating dedications and loyalty in the organizations. And Moriano et al. (2014) referred to transformational leadership as leaders who encourage their followers to work by the organization vision and focus to achieve the organization goals.

Turner and Müller (2005); Landis and Harvey (2014) suggested that transformational leaders should show charisma, respect, and trust among their followers, create the organization vision, motivate and inspire their followers by creating model to proper behavior, paying attention to the followers who seems rejected from others, and creating proper environment to adopt new and creative ideas among the organization. According to Victor and Soutar (2005), transformational leadership is involving with creating a vision that states the organizational mission and developing the organizational procedures and strategies.

Transformational leaders motivate their followers to enhance their efforts and employ creativity and innovation in their work (Howell and Higgins, 1990). In addition, transformational leaders set the organizational vision and instrument to collect opportunities, motivate their followers to come up with new creative ideas in order to achieve the missions and goals, and improve their follower's skills to face the risks and problems in more innovative way (Howell and Higgins, 1990; Jung et al. 2003; and Moriano et al., 2014).

Through the past years, transformational leadership was a popular and debated subject among scholars. Literatures connects transformational leadership to job satisfaction in the healthcare sector (Nielsen et al., 2009), objective performance in

Banks (Geyery and Steyrer, 1998), empowerment and organizational commitment (Ismail, et al., 2011), organizational commitment (Tentama, 2014), organizational identification (Moriano et al., 2014), job satisfaction (Long et al.,2014), initiating structure, and substitutes for leadership (Keller, 2006), service quality (Ismail et al.,2009), informal workplace learning (Khandakar and Pangil, 2018), organizational and personal outcomes (Givens, 2008), readiness for change (Al-Tahitah et al., 2018), organizational and leadership effectiveness (Erkutlu, 2008), organizational innovation (Jung et al.,2003), planning curricula (Nagy and Edelman, 2014), employees' job satisfaction and organizational commitment in banking sector (Bushra et al.,2011), knowledge management (Crawford, 2005), attitudinal and financial outcomes (Barling et al.,1996), internal marketing (Akbari et al.,2017), employee job crafting (Hetland et al.,2018), organizational culture and innovativeness (Jaskyte, 2004), sense of responsibility of the teachers (Khany and Ghoreishi, 2014), engagement (Prochazka et al., 2017), and leadership effectiveness (Sadeghi and Pihie, 2012).

Avolio and Bass (1988); Bass and Riggio (2006); and Baldoni (2005) agreed that transformational leadership has four dimensions including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Often, many researchers assemble the idealized influence, inspirational motivation as charisma.

2.2.4.1.1 Idealized Influence (II)

The leader charisma, it's one of the transformational leadership dimensions that consist of (1) attributed idealized influence, and (2) behavioral idealized influence (Koech and Namusonge, 2012). Attributed idealized influence is defined as the leader's attributes which the followers hope to imitate. Also, Shurbagi (2014) stated

that the relationship between attributed idealized influence leader and their followers is more than the formal organizational regulations, incentives, and punishments. Further, behavioral idealized influence is the leaders are a role model for their followers in their behavior (HO et al. 2016; Yazdanifard, 2013). Shurbagi (2014) suggested that behavioral idealized influence leader highlight on the mission and values among the followers. Girma (2016) mentioned that idealized influence behavior stimulates the follower's emotions to be highly moral and ethical, and emulation of the leader as a strong role model and trusted by followers.

Idealized influence leaders are respected and trusted. (Geyery and Steyrer, 1998; Bass et al., 2003). These leaders behaviors are admired and wanted to be emulated by their followers which include, followers and leaders, share risks, applying ethical standard and values in a constant way (Bass et al. 2003; Landis et al. 2014), focusing on the benefit of the followers over their benefit (Moriano et al.2014; Koech and Namusonge, 2012).

Judge and Piccolo (2004) defined idealize influence as the level of leaders behavior in a respected and admirable way that make the leaders want to imitate their behavior. Bass and Avolio (1994) suggested that idealize influence is associated with a leader who is able to create the vision and goals and inspire their followers to achieve it. In addition, Kim and Hochstatter (2016) assumed that leaders who are confident, trusted and powerful, also focusing on valued and ethics and organizational missions and goals are viewed as Idealized influence leaders.

2.2.4.1.2 Inspirational Motivation (IM)

The second dimensions of the transformational leadership are inspirational motivation, in this dimension the leader attempt to motivate followers by make

purpose and challenges to their work and stimulate enthusiast and optimistic team spirit (Koech and Namusonge, 2012). In addition, encouragement, training, support, delegation, feedback for the followers to use in their development (Girma, 2016).

Judge and Piccolo (2004); Bass and Riggio (2006); and Shurbagi (2014) defined inspirational motivation as challenging the followers, being optimistic about the future goals, and make a meaning to the follower's tasks. Inspirational motivation involved with the formulation of the future vision, focus on enthusiasm, team spirit and optimistic (Moriano et al., 2014; Geyery and Steyrer, 1998; Bass and Riggio, 2006; Yazdanifard, 2013; and Bass et al., 2003). Moreover, energize the followers toward pressuring future goals (Kim and Hochstatter, 2016).

2.2.4.1.3 Intellectual Simulation (IS)

Intellectual stimulation is the third transformational leadership dimensions. Bass (1999) defined intellectual stimulation as the leader who assists their followers to be more creative and innovative in their work. Then other literatures add that intellectual stimulation leader encourage their followers to be more creative and innovation in dealing with problems, react the old situations in new creative ways, challenge assumptions, be rational (Bass et al., 2003; Koech and Namusonge, 2012; Yazdanifard, 2013; Moriano et al., 2014; Bass and Riggio, 2006), and producing many opportunities and challenging environment to their followers (Muthia and Krishnan, 2015).

Moreover, intellectual stimulation leader obtain risk, and promote the followers creative ideas (Judge and Piccolo, 2004; Shurbagi, 2014), encourage problem's awareness, questioning assumptions (Bass et al., 2003; Moriano et al.,

2014; Girma, 2016; Shurbagi, 2014), and support logic, rationality and intelligence (Ismail et al., 2011; Kim and Hochstatter, 2016).

2.2.4.1.4 Individualized Consideration(IC)

The final transformational leadership dimensions are an individualized consideration. Hence, leaders who form mutual understanding relationship with each follower in the team (Koech and Namusonge, 2012), delegate responsibilities (Bass, 1999; Geyery and Steyrer, 1998; Girma, 2016; Muthia and Krishnan, 2015), recognize the individual differences of the followers (Geyery and Steyrer, 1998; Bass et al., 2003), concentrate with each follower's need for development and support (Bass, 1999; Geyery and Steyrer, 1998; Moriano et al., 2014; Ismail, et al., 2011; Shurbagi, 2014; Yazdanifard, 2013), and lead the follower's as a guide or a mentor (Judge and Piccolo, 2004; Shurbagi, 2014; Muthia and Krishnan, 2015; Yazdanifard, 2013) is consider a individualized consideration leader. In addition, (Bass and Avolio, 1993; Girma, 2016) add that individualized consideration involves connecting follower's needs for growth to the organizational goals and strategy.

2.2.4.2 Transactional Leadership

Transactional leadership like transformational leadership style first appears in the published book of Burns (1978) on leadership. Then Bass (1985) reformulated transactional and transformational leadership in formal model and measurements.

Burns (1978) and Bass (1999) identified transactional leadership as the relationship between the leader and follower that meets the exchange of self- interest for both parties. Ullah (2013) mentioned that transactional leadership seeks to monitor and maintain the organizational procedures through forming the organizational

strategies, developing the activities that aim to implement the strategies, guiding the followers work and interest, and correcting the mistakes.

Bass and Avolio (1994) claimed that transactional leadership focuses on the transaction of requirements and rewards from leader to their followers if they fulfill those requirements. Besides, Judge and Piccolo (2004) added that the transactional leader concentrates on the suitable use of recourses. Moreover, the transactional leader is allocating resources, monitoring and guide and inspiring followers through rewards, punishments, structures, and authority toward achieving the organizational strategic goals (Victor and Soutar, 2005).

Moreover, transactional leadership focus of the rewards and promotions for the follower's to motivate them to act toward achieving the organizational goals and punish them if they make mistakes in their performance. (Burns, 1978; Bass, 1999), suitable in the steady organizational environments (Pounder and Coleman, 2002; Ismail et al., 2011), responsible for determining the tasks and duties of their followers in the organization (Yazdanifard, 2013), ensure stability to the current situation instead of motivate the change and innovation in which the followers may embrace creativity at the minimal level (Moriano et al., 2014), create an organizational structure and functions to guide the followers toward achieving goals. (Moriano et al., 2014; Landis et al., 2014), and considered as part of the effective leadership performance in the organization (Bass et al., 2003).

According to Yazdanifard (2013), transactional leadership is ineffective. The leaders concentrate on the main need of the followers (Leithwood et al., 1999) and do not emphasize and motivate them toward creativity and commitment (Sahin, 2004).

transactional leadership is described by two dimensions of contingent reward, management by exception, and laissez-faire (Bass, 1985). However, Landis et al., (2014) mentioned that the positive and negative contingent support depends on the operations of the transactional leadership attributes: contingent reward and management by exception.

Transactional leadership attribute was discussed and developed over time. Bass and Stogdill (1990) referred to contingent rewards and active management by exception and passive management by exception as the transactional leadership attribute. While Schermerhorn et al., (2000) and Yazdanifard (2013) argued that the transactional leadership has four attributes: contingent rewards, active management by exception, and passive management by exception and laissez-faire. Laissez-faire leadership is separated from the transactional leadership dimensions because it refers to the nonleadership (Avolio, 1999).

2.2.4.2.1 Contingent Rewards

The first transactional leadership attribute will be discussed is a contingent reward. Bass (1998) describe that a contingent reward leader is who determines what should be done to achieve the organizational goals, and guarantee rewards and recognition when it did. Additionally, Koech and Namusonge (2012) defined contingent reward as a factor in which leader and followers have a mutual agreement to achieve the organizational goals, and the followers will have rewards and recognition from the leader. And Yazdanifard (2013) added that the leader must determine the tasks' instructions and directions for the follower have to accomplish, which will reward when it met.

Bass (1998) argued that contingent reward is the reason for achieving effective and higher level of performance among organizations. Besides that, the contingent

reward may indicate the capability of the leader to reward and acknowledge the well-done work (Moriano et al., 2014). Bass et al., (2003) added that it helps to clarify the organizational goals and objectives, and the recognition of the followers should be a group working or individuals when they achieve their level of performance.

2.2.4.2.2 Management by Exception

The final transactional leadership attribute to be discussed in this literature is management by exception which defined as the leaders take corrections as their followers make mistaken performance (Judge and Piccolo, 2004). Landis et al., (2014) mentioned that a contingent reward is more effective than management by exception. The corrective action and be active or passive.

Active management by exception: refers to a leader who monitor his follower's problems and mistakes in performance, then take a corrective action toward them (Bass, 1999). Bass et al. (2003) mentioned that active management by exception is when the leader defines specific standards with what is effective and ineffective work performance, and then punish who make mistakes or performance errors.

On the other hand, passive management by exception: refers to a leader who avoids defining standards and expectations of his followers, and makes warning and corrections when they do not achieve the work standards (Yazdanifard, 2013). Additionally, Bass (1999) argued that in this style leader wait for the mistakes to happen to make corrections. Also, Koech and Namusonge (2012) mentioned that passive management by exception leader does not react to errors systematically. Landis et al. (2014) added that in the large organizations when the leader must act with a large number of followers reporting directly to him, the passive management by exception is more efficient.

2.2.4.3 Laissez-Faire leadership

The final leadership styles which discussed in this literature is laissez-faire leadership on other words nonleadership. Bass (1999) defined laissez-faire leaders as the leader who avoids taking any action. Ullah (2013) mentioned that the leader who allows his followers to take actions without his considerations.

In laissez-faire leadership, the leaders do not make decisions, ignore or delay his responsibilities, avoid using his authorities (Bass, 1998). Deluga (1992) discussed that laissez-faire style may lead to lack of productivity and effectiveness, as well as dissatisfaction. Laissez-faire leadership has some common attribute with passive management by exception (Judge and Piccolo, 2004).

2.2.5 Gender Leadership Style

Gender and leadership styles have been a critical topic to be discussed in many kinds of literature. The first leadership literature and theory claims that males are leaders but not females, others start to study the gender differences in leadership.

There are many factors that have defined women's role as leaders, the world socio-culture environment that the females do not have the ability to be a leader because they do not have the leader's characteristics. The female's genetic qualities such as (nice, passionate, and kind) are a mismatch with the leader's qualities such as (competitive, confidante, and decision maker) which made leadership linked to male leaders (Koenig et al., 2011). This unease role of female leadership role cause biased against the females as leaders (Eagly and Karau, 2002).

Gender stereotypes in leadership are focused on stereotypes for both male and females about leadership styles which used in Bass and Avolio (1991) studied

transformational, transactional, and laissez-faire leadership styles. Gender stereotypes have two types: descriptive beliefs and prescriptive beliefs. Descriptive genders stereotypes refer to the belief of how male and female behave, and it's related to the male and females attribute (Bass and Avolio, 1991).

While prescriptive gender stereotypes are the beliefs that hold how male and female should behave, and it's related to their ideal attributes (Heilman, 2001; Eagly and Karau, 2002). The males are more selected as leaders, because of the belief of persons in authority that the female leadership styles are different from male's (descriptive beliefs), or females ought not to display evident efficient leadership styles (prescriptive beliefs) (Vinkenburg et al., 2011).

According to Bass and Stogdill (1990); Bass and Avolio (1990); and Avolio (1999), in the leadership model, transformational leaders tend to encourage and monitor their followers to focus on creativity and innovation on generating new ideas and solve problems, establish the organization vision, and create clear and coherent plan to achieve the vision. The transformational leadership has four dimensions that describe the leader's attitudes includes: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Otherwise, transactional leadership involves the mutual relationship between leaders and follower, which the followers will be rewarded if they performed their job well, and they will be punished for mistakes or job errors. Transactional leadership includes contingent reward and management by exception. Finally, laissez-faire leadership is considered nonleadership in which the leader does not make decisions, ignore or delay his responsibilities, avoid using his authorities. Thus, Judge and Piccolo (2004) found that transformational leadership and contingent reward

dimension of transactional leadership is generally effective, while the other dimension of transactional leadership and laissez-faire are less effective.

The effect of male and female in performing leadership styles varies from one to another, females are better than males on all transformational leadership dimensions especially individualized consideration, also on contingent reward the dimensions of transactional leadership. Males, on the other hand, exceed females in laissez-faire leadership and management by exception to the other dimension of transactional leadership (Eagly et al., 2003). Hence, females are lead with the effective styles of leadership compared with males and less with ineffective leadership styles (Vinkenburg et al., 2011; Antonakis et al., 2004).

2.2.6   Creativity.

Creativity is an important component of adding competitive advance to the work, which leads to the successful and sustainability of originations in all business sectors. So, many researchers have an interest in study creativity. Creativity is defined as creating novel and new ideas, procedures, products, and solution, which are practical and useful (Amabile, 1988, 1996; Zhou and Shelley, 2003; Madjar and Oldham, 2006; Fillis and Rentschler, 2010). Novel ideas are unique ideas that linked with other ideas used in the organization; also, useful ideas are the ideas that create value to the organizations (Shalley and Gilson, 2004) or creating useful product and service to the organizations (Ford, 1996; Shalley, 1991). Also, creativity can be a product, idea, process, and person (Amabile, 1996; Runco, 2007).

Creativity is considered the foundation of innovation and entrepreneurship (Amabile, 1996; Runco, 2007), important for individual job performance (Gong et al., 2012), source of organizations' competitive advantage (Oldham and Cummings,

1996), not limited to a particular job, level of work or organization (Madjar et al., 2002; Rice, 2006). It also considered as continuing process, not a product (Amabile, 1988; Rice, 2006). Besides, there are many factors may affect creativity, such as job environment, type of job, and the relationship between leaders and followers (Shalley and Gilson, 2004)

Also, Creativity can be deliberate as a process that aims to create novel and useful products or improve individuals and organizational overall performance (Gilson and Shalley, 2004). It also focuses on formulating risk assumptions; discover problems, and sharing creative ideas with others (Torrance, 1988). Thus, the novel ideas need to be developed, communicated, and distributed to other to be successful and useful (Lynne Persing, 1999).

2.2.7 The Importance of Creativity in an Organization

Original ideas that lead to new creative products, service, or procedures are important for enhancing the overall performance of the organizations. Organization in which have a creative process often improve the individual and organizational performance, generate creative outcome (Gilson and Shalley, 2004; Woodman et al., 1993), generate creative solutions or strategy that lead to successfully achieving the organization goal (Muñoz-Doyague and Nieto, 2012). According to (Franke et al., 1991; Capon et al., 1992; Yao et al., 2012) creativity is considered effective in attain success and maintain a competitive advantage to the organization.

2.2.8 Creativity vs. Innovation

It is important to differentiate between creativity and innovation. Creativity is defined as creating an original and useful idea, product, service, problem solutions,

and procedure by an individual in the organization. While innovation is defined as relatively full implantation of creative process successfully (Amabile et al., 1996; Lynne Persing, 1999; Bayus, 2010; DiLiello and Houghton, 2006), also it can involve modification of existing procedure and product (Woodman et al., 1993).

Creativity is the basis and part of organizational innovation (Lynne Persing, 1999; Woodman et al., 1993; Shalley and Gilson, 2004) , creative individuals is raw material for organizational innovation (Oldham and Cummings, 1996), based on individuals while innovation is based on the whole organizations activity (Oldham and Cummings, 1996; Gumusluoglu and Ilsev, 2009), also has positive effect on the innovation (Gumusluoglu and Ilsev, 2009), and concern about some variables such as individuals' personality, experts and motivation, while innovation is concern about organizational environment and culture (McLean, 2005). Besides, innovation is a source of organizational competitive advantage (Ford, 1996; Amabile, 1996; Gumusluoglu and Ilsev, 2009; Muñoz-Doyague and Nieto, 2012).

2.2.9 Types of Creativity

Researchers identified two type of creativity, one at the individual level and the other at the organizational level. In addition, Amabile et al. (1996) and Choi et al. (2009) considered creativity as a source of individuals and organizational effective performance.

Individual creativity is focused on the individuals who generate novel and useful ideas, services, process, product, or problems solution (Amabile,1988; Lynne Persing,1999; Woodman et al., 1993; Oldham and Cummings, 1996; Muñoz-Doyague and Nieto, 2012). These individuals have some unique characteristics such as

cognitive style, imagination, internal motivation, experience, flexibility, and intelligent (Sethia, 1989; Sung and Choi, 2009; 2012).

Organizational creativity is defined as organizational aspects that affect creativity (Miron et al., 2004; Rice, 2006). Woodman et al. (1993) suggested that organizational creativity is the foundation of original and useful products, ideas, service, the process by an individual which work together in the complex organizational environment. Also, it focuses on the creative idea or product rather than individual and process (Muñoz-Doyague and Nieto, 2012).

Furthermore, organizational creativity is involved with creative individuals, creative product, creative situation, creative process, and the integration between these parts (Brown, 1989; Woodman et al., 1993; Gehani, 2011). But Shelley et al, (2004) formed a broad list to predict organizational creativity as such followers characteristics, leaders behavior, job structure, and organizational environment.

2.2.10 Individual Creativity in an Organization.

Nowadays, the fast-changing industries and work environment force organizations to stay competitive and create competitive products and services. Organizations need their creative individual to remain competitive and create useful and novel ideas, product, services, process or procedures. Besides, individual creativity is the foundation of the overall organizational innovation which leads to enhancing the overall performance (Gilson and Shalley, 2004).

The creative individual should propose new and unique something compared with the already organization have such as product, process or solution of problem (Cummings and Oldham, 1997). New product and process are useful once it

implemented to create competitive advantage m value or solve the problem to the organization which leads to achieving identifiable goal and objectives (Amabile, 1996; Cummings ad Oldham, 1997; Shalley and Perry-Smith, 2008; Muñoz-Doyague and Nieto, 2012).

2.2.11 Leaders and Individual Creativity.

The relationship between leaders and followers is a vital component of individual creativity and organizational innovation because it can kill or encourage creativity (Lynne Persing, 1999; Amabile and Khaire, 2008).

Leadership is inspiring followers and have a good relationship with to achieve some goals. Many successful leaders refer to creativity as something hard to deal with and highly risky that need a lot of time to be implemented, or may need a lot of recourses and efforts without any desired results. So, they may prefer to manage the day to day operations, and forget to invest in creativity (Amabile and Khaire, 2008; Gehani, 2011).

Others invest in creativity at all organizational levels (Gehani, 2011). In order followers to be highly creative, they must be creative and internally motivated, need their leaders to be supportive and flexible (Oldham and Cummings, 1996; Lynne Persing, 1999) and feel appreciated and rewarded by their leaders (Rice, 2006) which lead to sustainable competitive advantage (Gehani, 2011).

2.2.12 The Componential Theory of Individual Creativity

Teresa Amabile formalized the componential theory of creativity in 1983. It has under continuous evaluation and development since then, and then in 1988, Amabile

added additions to the theory to include creativity and organizational innovation. it illustrates that creativity is the creation of novel and useful ideas or results that may achieve some goals (Amabile, 2011). The componential theory of creativity in organizational aspects assumes that "there are degrees of creativity in the work of any single individual, even within one domain" (Amabile, 2011).

The componential theory of creativity identifies three components that impact individual's creativity in organizations, which are (1) domain-relevant skills (experience); (2) creativity-relevant processes (personal practices that lead to original thinking), and (3) task motivation (the intrinsic motivation of individuals). In addition to the insides individual components, there is outside component of the creative individual which is the social environment (Amabile, 1996; 2011). Thus, the theory indicates that creativity needs a meeting of the four dimensions; high creativity acquired when high domain expertise individual with highly skilled in creative thinking and intrinsically motivated work in a supportive environment (Amabile, 1996; 2011).

2.2.13 The Dimensions of Individual Creativity

The main theory of individual creativity was developed by Amabile (1988, 1996), and concentrates on the components that ease and encourage creativity. Amabile(1988) assumes that the three components of individual creativity include (see figure (2)):

1. Domain-relevant skills;
2. Creativity-relevant skills;
3. Intrinsic task motivation.

The domain-relevant skills and creativity-relevant skills which identified by Amabile (1988) considered important components of creativity. These two components include experience, technical skills, knowledge, intelligence, personality traits, and cognitive skills needed to creative performance in order to create creative services or products (Woodman et al., 1993). In addition to intrinsic task motivation which described as being enthusiastic, involved with problem-solving, and self-driven to the work (Amabile, 1996; Rice, 2006).
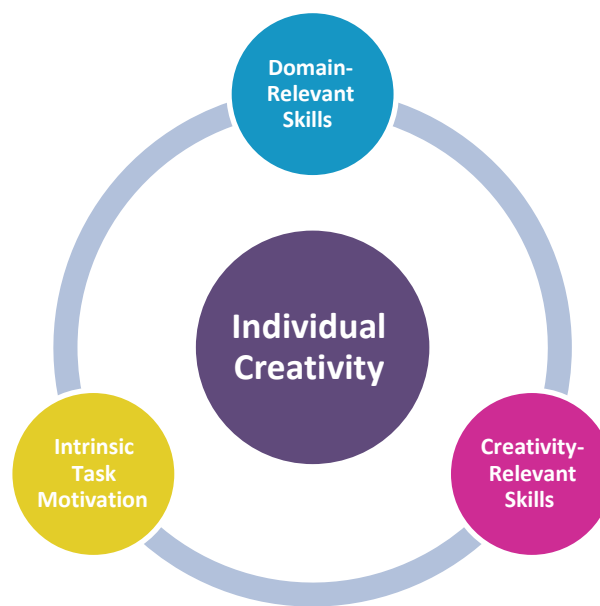
Source: Researcher

Figure (2): The components of individual creativity.

2.2.13.1 Domain-Relevant Skills

Domain- relevant skills is the first component of the individual creativity. It includes practical skills, experience, knowledge, and special ability needed to create a creative idea, product or service (Amabile, 1988; Woodman et al., 1993; Rice, 2006). Amabile (1996) referred to domain- relevant skills as the possible individual act to repose to a given dilemma or situation. This response includes attitudes and opinions,

talents and technical skills. Furthermore, Amabile (2011) added that these individual's skills consist of the raw material of the creative process and problem-solving process.

2.2.13.2 Creativity-Relevant Skills

The second component of individual creativity is creativity-relevant skills which defined as "cognitive style", individual traits and work styles related to creative productivity (Amabile, 1996; Woodman et al., 1993; Rice, 2006; Reiter-Palmon and Illies, 2004). Besides, these skills can be improved by training and practice creative ideas generation (DiLiello and Houghton, 2006).

Personality traits include generating novel ideas, risk-taking, insistence, work with restricted work style, employment, and create many solutions to the problems (Amabile, 1983; 2011). Besides, "cognitive style" refers to flexibility, the ability to dealing with complex issues, use a varied source of information's and perform creatively (Amabile, 1996; 2011). And work style is consisting of the ability to replace ineffective solution with new creative one, to preservers on an issue, to sustain energetically, and to give an effective performance (Amabile, 1996; DiLiello and Houghton, 2006).

2.2.13.3 Intrinsic Task Motivation

The third component of the Amabile creativity model, intrinsic motivation is the major driven for individual creativity (Amabile et al., 1994; Gumusluoglu and Ilsev, 2009; DiLiello and Houghton, 2006). Intrinsic motivation refers to individuals who are enthusiastic, naturally enjoyed and motivated, satisfied, interested to take challenges internally not by external conditions (Amabile, 1996; Rice, 2006; Shalley et al., 2004). Furthermore, Amabile (2011) defined intrinsic task motivation as

individual who feel interested and involved in his task or solving a problem instead of having only external motivation which may include rewards, authority, or restricted orders.

Gumusluoglu and Ilsev (2009) and Jaussi and Dionne (2003) illustrated that as the individuals are intrinsically motivated, they show creative performances. Despite that, not all work tasks are interesting, and not all creative individuals are intrinsically motivated for the same work task (Bayus, 2010). Hence, creative individuals generate novel ideas when they find the related work task intrinsically exciting and working with encouraging environment (Ryan and Deci, 2000; Bayus, 2010)

2.2.14 The Relationship between Leadership Styles and Individual Creativity.

Many researchers have studied the relationship between leadership styles and followers creativity. A leader who support their follower's needs and feelings, encourage and give them some authority to speak, improve their intrinsic motivation, and build supportive relationship with them, establish a series of organizational values (Graen and Uhl-Bien, 1995), including creativity and innovation (Muñoz-Doyague and Nieto, 2012). On the other hand, controlling leaders who command their followers to follow strict regulation and rules, reduce intrinsic motivation for their creative follower (Shalley et al., 2004).

Furthermore, current studies linked social environment component as leadership styles (transformational leadership, transactional leadership, and laissez-faire leadership), may inspire the follower's creativity (Amabile et al., 2004; Shalley and Gilson, 2004).

Among leadership styles, transformational leaders are supportive for creative followers, because they use intellectual stimulation to strengthen their followers to

generate new ideas, support them to take risks, use their imaginations, and stimulate their intellectual curiosity in order to solve current problems (Gumusluoglu and Ilsev, 2009). Also, the use of inspirational motivation coherent the usual compelling vision, and idealized influence of leaders tend to strengthen their followers as they work as a role model (Shin et al., 2012). Moreover, transformational leaders tend to consider the individuality of the followers and focus on their needs (Gehani, 2011; Shin et al., 2012), also they inspire followers and increase their performance expectations (Gumusluoglu and Ilsev, 2009).

Transformational leadership is a strong predictor of follower's creativity (Gumusluoglu and Ilsev, 2009; Wang and Rode, 2010; Jaiswal and Dhar, 2015). However, transactional leaders can inspire their followers by setting goals and offering rewards and recognitions to their creative followers (Dvir et al., 2002; Wang et al., 2014). Thus, Gumusluoglu and Ilsev (2009) suggested that among leadership styles, transformational leadership has a positive effect on individual creativity.

2.3 Empirical Literature Review

Through the past years, leadership styles and individual creativity was a popular and debated subject among scholars. Some literature connect different leadership styles and individual creativity with different topics, other's tried to study the impact of leadership styles with individual creativity. This part consists of review of empirical studies that studied leadership styles and individual creativity.

2.3.1 Leadership Style

Some researchers use different types of leadership in their researches as such Joshi (2017) who investigated leadership styles which used among leaders in Indian hospitals using autocratic, democratic, charismatic, and situational leadership styles in the study. Result reveals in Indian hospitals, the leaders at middle and top-level use

combined leadership style. Thus, the leader's styles are developing and changing over time due to experience and the change of the situations. In the same manner, Stojanović-Aleksić et al., (2017) who examined the impact of gender on the leadership styles among the institution in Serbia using relationship-oriented and task-oriented, democratic, laissez-faire, and authoritarian leadership styles. The results indicated that all leadership styles used are significantly independent. In brief, they showed that male leaders tend to use democratic and relationship-oriented styles, while female leaders prefer authoritarian and towards task-oriented leadership styles.

Some scholars investigate the links between leadership styles (transformational and transactional leadership styles) and many topics as innovation, as such Shafique and Beh (2016) who used transactional and transformational leadership styles to study their impact on innovation in small or medium companies in Pakistan, which results that that transactional leadership has no effect on innovation, in the contrast of transformational leadership which positively affects innovation. Also, Jung et al., (2003) found that transformational leadership style has a positive direct relationship with organizational innovation. also, transformational leadership has a significantly positive relationship with organizational climate and empowerment.

In addition, Pieterse et al., (2010) examined the impact between of transactional and transformational leadership on innovation with the use of followers' psychological empowerment as a moderator in Netherlands' public sector. His results indicate that transactional leadership has negative impact on the follower's innovative performance as psychological empowerment is scored high, while transformational leadership has positive relationship with innovation performance also when the psychological empowerment is scored high. On the other hand, İşcan et al., (2014)

investigated the impact of transformational and transactional leadership styles on organizational performance and innovation in Turkish small and medium enterprises. The results indicated that there's significant positive relationship between transformational and organizational performance and innovation. Also, transactional leadership has positive relationship with innovation and organizational performance but not significant. Furthermore, Sarros et al., (2008) studied the relationship among organizational culture and innovation and transformational leadership with organizational climate in Australian private sector. Results indicate that intellectual stimulation didn't have stronger association with organizational climate for innovation, articulates vision had the stronger relationship with organizational climate for innovation. Also, organizational culture and competition had the strongest relation with leadership factor that articulates vision.

Others investigated the leadership styles with many other topic such as team interaction as Hambley et al., (2007) examined the impact of leadership styles specifically transformational and transactional leadership styles and contact media on team's interactions. The results specify that no effect of transformational and transactional leadership on the way team interactions, besides the media of interaction have critical effect on effective of the interaction.

In addition, scholar studied the Bass full range leadership styles (transformational, transactional, laissez-faire leadership styles as Ardichvili and Kuchinke (2002) investigated the cultural values between leaders and their followers in former Soviet Union, United States and Germany. Results revealed that contingent reward one of transactional leadership dimension and inspirational motivation on of transactional leadership dimensions are the most effective aspects in the four Soviet Union. In addition management by exception (transactional dimension) and laissez-

faire obtained high score in the four Soviet Union rather than Germany and United State. Also, Simic et al. (2017) studied the impact of manager's personal traits on their leadership styles. The researcher used Big Five model for personal traits and transactional, transformational and laissez-faire leadership style. The results demonstrated that the relationship between leader's personal traits and leadership styles is significant statistically. Moreover, Belonio (2012) studied the impact of leadership styles on follower's job satisfaction, also, the impact of follower's job satisfaction on follower's job performance among banking sector in Bangkok. Results illustrated that transformational, transactional and laissez-faire leadership styles have positive impact on follower's job satisfaction. Besides, follower's job satisfaction has positive impact on job performance.

Motivation and job performance are one of the topics that lined with leadership styles. Chaudhry and Javed (2012) examined the impact of transactional and Laissez faire leadership style on motivation among Pakistani banking sector. The results indicated that transactional leadership has a significant strong positive relationship with motivation while Laissez faire has an significant positive relationship with motivation which mean that is not influence followers motivation. In addition, Wang et al. (2011) investigated correlation between transformational leadership and employee's performance in criterion levels. The results showed positive correlation between transformational leadership and follower's individual also team level performance. In addition, transformational leadership has influence more than transactional leadership in forecasting individual and team level performance. Also, Mester et al. (2003) tested the association between leadership styles and job satisfaction, commitment, organizational citizenship behavior and job involvement. The study assumed that transformational leadership has stronger impact

on the studied variables than transactional leadership style. They found that the major association was between transactional leadership and commitment. Besides, there's no significant correlation between transformational and transactional leadership with job satisfaction and job involvement.

Many reserchers linked gender and leadership styles in verias life sectors. M'mbaha (2012) investigated the females leadership role in sport, the result indicates that training and performing is critical for effective leadership, besides that females is embracing transformational leadership styles. On the other hand, Vinkenburg et al., (2011) conducted two studies to reveal whether the gender leadership styles studies can improve the females position in organizational leading roles. First study aimed to prove the gender leadership styles stereotypes, and second study aimed to examine the role of leadership style in the promotion the males and females in leadership role. The first study validate the gender leadership styles stereotypes which show that females are exhibited more transformational leadership and contingent reward actions, and less management-by-exception and laissez-faire actions than males. While the second study result are males is more interested in inspirational motivation than females which lead them to have promotion to Chief Executive Officer (CEO). In contrast, females are more interested in individualized consideration than males which lead them to promotion to senior management.

Besides, Iriqat (2017) studied impact of gender leadership styles on job performance in Palestinian public sector with the use of organizational citizenship behavior as a mediator. He found that female transformational leadership has significantly direct positive influence on workforce performance, and male transformational leadership style has significantly direct positive influence on

citizenship behavior in the Palestinian public sector. In addition, male transactional and Laissez-faire leadership styles have no influence on citizenship behavior in the organization while female transactional, transformational, and laissez-faire leadership styles have significantly direct positive influence on citizenship behavior in the organization in the Palestinian public sector. Moreover, Eagly et al., (2003) examined the impact of gender on leadership styles using transformational, transactional, and laissez-faire leadership styles. The results indicated that female leaders exhibit more transformational and contingent reward behavior than males. Besides, male leaders exhibit more management by exception and laissez-faire leadership.

2.3.2 Individual Creativity

Creativity is an important component of adding competitive advance to the work; therefore many researchers have an interest in study creativity. On the other hand, Zampetakis et al., (2010) tested the association between individual creativity and time management. The results indicated that individual creativity is positive associated with day to day planning, long planning, and insistence. And negative associated with inadequacy preference. Muñoz-Doyague and Nieto (2012) studied the relationship between employees and their superior, and with their team work on individual creativity . The results showed that the high quality interaction between employees and their superior, and group work have positively significant impact on their individual creativity.

Scholar tried to create creative model in different sectors as such, Gong et al. (2012) attempted to create individual creativity model by combining information exchange, psychosomatic safety, and proactively of individuals. Results showed that practical employees attempted to employ in more information exchange to build soled trustful relationship with other employees and their supervisors, this relationship

raises individual creativity. Also, trust is mediating information exchange and individual creativity. Also, Hirst et al., (2009) tested a cross level model of incorporating goal orientation theory, team learning and individual creativity. The results reveals a cross level connection between the three variables. Besides, there's a nonlinear connection between individual learning and team learning, and a positive correlation between creativity and learning orientation.

On the other hand, Yao et al. (2012) examined the impact of employee's culture values on individual creativity and innovation among Chinese employees. The results demonstrated that horizontal individual creativity and innovation had positive influence on implementing the ideas. Also, vertical individual creativity does not correlate to the both generating ideas and implementing the ideas. Kim et al. (2016) investigated the impact of employee's trait on creativity and they use group reflexivity and group affective climate as a moderator. The result revealed that effective group climate had significant positively direct impact on employee's creativity. Also, group reflexivity has significantly moderated correlation between creativity and employees traits. However, Unsworth et al. (2005) examined the job creative requirements to predict individual creativity in health care service. The results revealed that creative requirement is fully moderating leadership and job requirements, and partially mediating other factors such as time and empowerment.

Many scholar study the association of individual creativity and many variables such as, first: organizational climate. Özbağ (2014) examined the influence of organizational climate dimensions on employee's creativity and organizational innovation. Result revealed that climate of the organization is positive associated with employee's creativity and organizational innovation. Also, Çekmecelioğlu and Günsel (2013) tested the association between organizational creative climate, individual

creativity and innovation in Turkey. The results showed that organizational creative climate and individual creativity have positive influence on innovation, but the effect of creative climate is stronger than individual creativity.

Secondly, social identity. Hirst et al., (2009) is aimed to forecast creativity by using a social identity and self-efficacy. They found that there's indirect association between team recognition and employee's creative performance with creative effort as a moderator. Also, inspirational motivation of leaders improves the positive relationship between team recognition and creative efforts. Also, Richter et al., (2012) tested the correlation between individual creativity and the creative self-efficacy in common features such as: the knowledge of some skills and background diversity in a multinational company in USA, Canada, UK, and Sweden. The results indicated that the correlation between the variables was more positive with knowledge, and this correlation was effective in the team with higher functional background than lower.

Finally, empowerment. Özarallı (2015) examined the relationship between leader's empowerment and creativity with the use of followers feeling of empowerment as a moderator. He found that the follower's creativity is positively affected by leaders. In addition, Zhang and Bartol (2010) studied empowerment; also the follower's feeling of empowerment is moderating this relationship link leadership, empowerment, and creativity to create a model information technology company in China. The results indicated that leadership empowerment has a positive effect on psychological empowerment, thus, this link positively impact creative process engagement and intrinsic motivation and has appositive influence on creativity. Besides, there's a link between the engagement of creative process and psychological empowerment with the use of leader encouragement of creativity as a moderator.

2.3.3 Leadership Styles and Individual Creativity

Many studies investigated the relationship between leadership styles and followers creativity. Gumusluoglu and Ilsev (2009) discussed the effect of transformational leadership on individual creativity and organizational innovation among micro sized software companies in turkey. The results revealed that transformational leadership has a positive impact on individual creativity, and has positive link with innovation at organizational level. Moreover, Gong et al., (2009) studied the correlation between individual learning orientation, job performance, and transformational leadership and individual creativity through individuals and creative self-efficacy. The results showed that individual creativity has positive relationship with job performance with individual creative self-efficacy as a mediator.

However, Wipulanusat et al. (2017) studied the leadership style (transformational leadership and consideration leadership) that emphasize individual creativity and innovation among engineers in public sector in Australia. The study Results indicate that the role of the two leadership styles is consider significant predictor to the individual creativity and organizational innovations

2.4 Summary

This chapter starts with the explanation of introduction to leadership with its theoretical background providing the history of leadership theories and the changes occurred in them in different times. Further it continues with definition of leadership in various different ways. It explains about how the leaders make their followers achieve targets through others, dominating power of leadership and positive change towards the journey. Types of leadership behaviors were discussed the framework used by Bass.

CHAPTER THREE

METHODOLOGY

This chapter represents topics such as: thesis design, data collection, thesis instrument (questionnaire design, validity, and reliability of questionnaire), and conceptual model, a population of the thesis, a sample of thesis and method of data analysis.

3.1 Thesis Design

The Palestinian non-governmental organizations (NGOs) are the population of the study. The thesis uses descriptive and evaluative approach to conduct the results, two structured questionnaires were distributed to the managers and employees of the Palestinian NGOs. Secondary data were obtained from published and unpublished articles. This thesis aims to investigate the impact of gender leadership styles on individual's creativity in the Palestinian (NGOs).

3.2 Data Collection

Two separated structured questionnaires were distributed: (1) leaders' questionnaires which were distributed to the managers of the NGOs, and (2) employees questionnaires which were distributed to the NGOs employees. Since the participants were Palestinian, the questionnaires scales and items (Multifactor's Leadership Questionnaire (MLQ6x) and individual creativity dimensions' scales) were translated and audit to ensure conceptual correspondence (Brislin, 1986). Both questionnaires include the translated MLQ6x scale of transformational, transactional, and laissez-faire leadership styles which developed by Bass and Avolio (1997), but in the employees questionnaires the term were reformed to measure their leader's attitude toward them. Also, translated individual creativity dimensions' scales are

used by Çekmecelioğlu and Günsel (2013), Taggar (2002), Jyoti and Dev (2015), Naude (2006), and Kumar et al. (1997).

The variables are scaled by using a 5 Likert scale from 5= frequently, if not always to 1= not at all. These questionnaires used in print form and online questions were given to both managers and employees in Palestinian NGOs. The questionnaires were made to achieve the thesis objectives and answer the thesis questions.

3.3 Thesis Instruments

The questionnaires which used by scholar to collect data takes the following methods to be performed: questionnaires design, the validity of the questionnaires, and reliability of questionnaires, as discussed in this section:

3.3.1 Questionnaire Design

Managers and employees structured questionnaires were used in this thesis to collect data which share the same three parts:

First part: the demographic information about the respondents consists of six variables includes: gender, age, qualification, the number of years worked in the current institution, years of experience and type of business. Type of business was excluded from the analysis because each Palestinian NGOs institution works in more than one field.

Second part: encompasses leadership styles that have three subparts:

(1) transformational leadership styles which consist of four dimensions : idealized influence is structured into three items, inspirational motivation has three items, intellectual stimulation has three items, and individual consideration also has three items. (2) transactional leadership styles which consist of two dimensions: contingent

reward has three items in the manager's questionnaire and four items in employee's questionnaire, and management by exception has three items. Moreover, (3) laissez-faire leadership is structured into three items.

Third part: covers the individual creativity that has three subparts, (1) domain-relevant skills is structured into nineteen items in the manager's questionnaire and eighteen items in the employee's questionnaire, (2) creativity-relevant skills is structured into thirteen items in both questionnaires, and (3) intrinsic task motivation is structured into fourteen items in the manager's questionnaire and fifteen items in the employee's questionnaire. The total items in the three parts of the manager's questionnaire are seventy-three, and in the employee's questionnaire, it is seventy-four.

3.3.2 Validity of Questionnaire

The two questionnaires was developed, approved and edited to reach the final form which distributed to the target respondents. The questionnaires were sent to six evaluators and the supervisor to evaluate each dimension and its consistency in order to validate the consistency of all the paragraphs in the questions.

The first draft of the two questionnaires was structured into forty-seven items in the manager's questionnaire, twenty-one items for the leadership styles dimensions (transformational leadership styles, transactional leadership styles, and laissez-faire leadership), and individual creativity is forty-six items. On the other hand, employee's questionnaire consists of fifty-seven items, twenty-one items for leadership styles dimensions (transformational leadership styles, transactional leadership styles, and laissez-faire leadership), and individual creativity is forty-eight items. The demographic characteristics which were shared in both questionnaires consisted of six

parts (gender, age qualification, age, number of years worked in the same institution, years of experience and type of business). The final draft consisted of seventy-three items in the manager's and seventy-four in employee's questionnaire; the items structured per each dimension as shown in the table (1).

Table (1): Questionnaire Modification Process.

	Manager's		Employee's	
	First Modification (# if Items)	Final Modification (# if Items)	First Modification (# if Items)	Final Modification (# if Items)
Idealized influence	3	3	3	3
Inspirational motivation	3	3	3	3
Intellectual stimulation	3	3	3	3
Individual consideration	3	3	3	3
Transformational Leadership Styles	**12**	**12**	**12**	**12**
Contingent reward	3	3	3	4
Management by exception	3	3	3	3
Transactional Leadership Styles	**6**	**6**	**6**	**7**
Laissez-Faire Leadership	**3**	**3**	**3**	**3**
Domain- relevant skills	19	19	19	18
Creativity-relevant skills	**13**	**13**	**13**	**13**
Intrinsic task motivation	**15**	**14**	**16**	**15**
Individual Creativity	**46**	**46**	**48**	**46**
Total	**67**	**67**	**69**	**68**

Source: Researcher

The first variable used is leadership styles which were measured by the multifactor leadership questionnaire (MLQ6x) of Bass and Avolio (1992). MLQ6x consists of 21 items that measure the leadership styles used in this thesis. Whereas the second axes which are connected with individual creativity were measured by 46 items; the scholar collect them from many scholars such as Çekmecelioğlu and Günsel (2013), Taggar (2002), Jyoti and Dev (2015), Naude (2006), and Kumar et al. (1997).

3.3.3   Reliability Analysis:

Cronbach Alpha test was used to evaluate the reliability of questionnaires; the test was used to check the internal consistency of all the paragraphs of the questions. The scholar creates a pilot study by distributing the two questionnaires into 30 managers and employees who work in institutions that have similar characteristics as the population of the thesis. The test was conducted on each of the three leadership styles and their dimensions which were assessed by the questionnaires and scaled for individual creativity. The results show that the score of Alpha Coefficient is more than the minimum level of reliability which is 0.70 for all the items used by the questionnaires (Adams and Lawrence, 2014).

Table (2): Cronbach's alpha Coefficients

Dimension	Managers			Employees		
	No. of Items	Cronbach alpha	Result/ Pass	No. of Items	Cronbach alpha	Result/ Pass
Idealized influence	3	0.850	Yes	3	0.904	Yes
Inspirational motivation	3	0.871	Yes	3	0.869	Yes
Intellectual stimulation	3	0.807	Yes	3	0.856	Yes
Individual consideration	3	0.811	Yes	3	0.852	Yes
Transformational leadership style	**12**	**0.808**	**Yes**	**12**	**0.938**	**Yes**
Contingent reward	3	0.837	Yes	3	0.904	Yes
Management by exception	3	0.750	Yes	4	0.732	Yes
Transactional Leadership style	**6**	**0.869**	**Yes**	**7**	**0.879**	**Yes**
Laissez-faire leadership	**3**	**0.810**	**Yes**	**3**	**0.808**	**Yes**
Leadership styles	**21**	**0.838**	**Yes**	**22**	**0.945**	**Yes**
Domain- relevant skills	19	0.766	Yes	18	0.863	Yes
Creativity-relevant skills	13	0.880	Yes	13	0.711	Yes
Intrinsic Task Motivation	14	0.872	Yes	15	0.881	Yes
Individual creativity	**46**	**0.855**	**Yes**	**46**	**0.899**	**Yes**
Total	**67**	**0.825**	**Yes**	**68**	**0.939**	**Yes**

Source: Researcher

Table (2) illustrates that all the Cronbach Alpha scores are above 0.70 which mean that the study variables and the instrument were considered reliable. The results demonstrate that the results of Cronbach Alpha for the independent variables leadership styles (transformational, transactional, and laissez-faire leadership styles) and the dependent variables individual creativity were high.

3.4 Conceptual Model:

The conceptual model explains the impact of gender leadership styles on individual creativity in the Palestinian NGOs. Leadership styles and their dimensions which were used in this thesis (1) transformational leadership style (i.e. idealized influence, inspirational motivation, intellectual stimulation, and individual consideration), (2) transactional leadership styles (i.e. contingent reward and management by exception), and finally laissez-faire leadership, and the individual creativity dimensions (i.e. domain- relevant skills, creativity-relevant skills and intrinsic task motivation) see figure (3).

Figure (3): Conceptual Model

Leadership Styles

```
┌─────────────────────────────┐
│  Transformational           │
│  Leadership style           │
│  Idealized Influence        │
│  Inspirational Motivation   │──────┐
│  Intellectual Simulation    │       │
│  Individualized Consideration│       │
└─────────────────────────────┘       │
                                       │        ┌──────────────────────────┐
┌─────────────────────────────┐       │        │  Individual creativity   │
│  Transactional Leadership   │       ├───────▶│                          │
│  style                      │───────┤        │  Domain- relevant skills │
│  Contingent Reward          │       │        │  Creativity-relevant skills│
│  Management by Exception    │       │        │  Intrinsic Task Motivation│
└─────────────────────────────┘       │        └──────────────────────────┘
                                       │
┌─────────────────────────────┐       │
│  Laissez-faire Leadership   │───────┘
│                             │
└─────────────────────────────┘
```
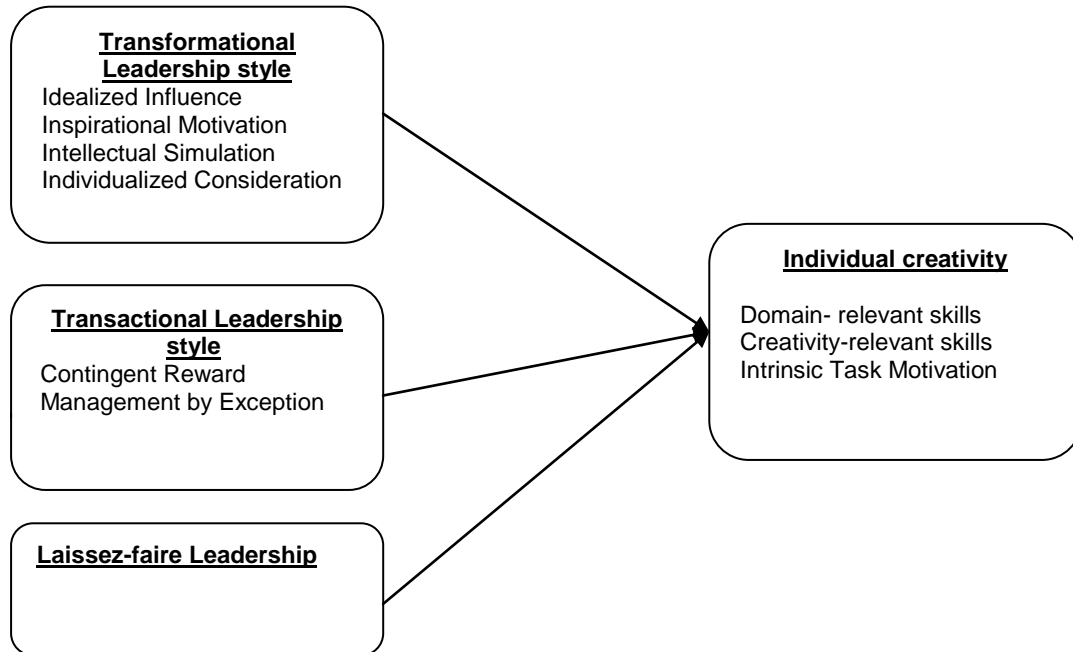
Independent Variable   Dependent Variable

Source: Researcher

Table (3) illustrates the thesis two types of variables which are: independent variables Leadership styles and their dimensions (1) transformational leadership style (i.e. idealized influence, inspirational motivation, intellectual stimulation, and individual consideration), (2) transactional leadership styles (i.e. contingent reward and management by exception), and finally laissez-faire leadership, and the individual creativity dimensions (i.e. domain- relevant skills, creativity-relevant skills and intrinsic task motivation) as the dependent variable.

3.5 Population of study

The population of the thesis are the managers and employees of Palestinian NGOs and Nonprofit organizations operated in all business fields in the West Bank, the NGOs institutions located in Gaza Strip is excluded due to political reasons, also, the international institutions and United Nations Relief and Works Agency for Palestine Refugees (UNRWA) were excluded. Palestinian NGOs business fields includes: agriculture, culture, democracy and human rights, education, health, research and environment, law, society and development, children, women, and youth.

According to the Palestinian Central Bureau of Statistics (PCBS.2017) the total number of the NGOs workers in 2017 were 3400, 2300 were female workers and 1100 male workers (the numbers includes managers and employees) (see Appandex 7).

3.6 Sample of study

The scholar applies a random sample, in order to ensure the equitable of the results for both managers and employees who work in the Palestinian NGOs. The sample size of this thesis is identified according to the following Daniel (1999) equation:

The sample size (n)

$$(n) = \frac{Z^2 \, P(1-P)}{d^2}$$

Where:

n : Sample size required,

z: Z statistic for a level of confidence required,

P : Expected prevalence or proportion (If the expected prevalence is 20%, then $P = 0.2$), and

d: Precision (If the precision is 5%, then $d = 0.05$).

The sample size $= \dfrac{0.95^2*0.5(1-0.5)}{0.05^2}$

$= 385$

Collected sample size = 396 observations

3.7 Statistics Approaches

The primary data were analyzed by using the Statistical Package for Social Sciences (SPSS).

Descriptive tests such as:

1. Frequency to describe the demographic variable,

2. Mean and standard deviation to answer the thesis questions,

3. One sample T-test, independent T-test, and one-way ANOVA, Pearson correlation test to examine the relationship between dependent and independent variables,

4. Multi-linear regression to test the significant impact of gender leadership styles of the manager's on the individual creativity of them and their employees.

CHAPTER FOUR

ANALYSIS OF DATA

The cross-sectional thesis was used, in order to achieve the main objective of the thesis. Two different surveys were distributed to the Non-Governmental Organizations (NGOs): The Managers questionnaire, and the Employees questionnaire. The sample size of the questionnaires was distributed to 396, which was divided into 94 managers and 302 employees. This chapter includes the findings of the current thesis, participant profile, thesis questions, testing normality, testing hypotheses, and additional test.

4.1 Participant Information

Table (3): listed the sample data related to age, qualification, number of years you worked in the institution, and years of experience.

Table (3): Demographic characteristics of respondents (N = 396).

Sample		Managers		Employees	
Gender		Male	Female	Male	Female
(N=396)		63	31	116	186
Age	25 Years and less	1	4	32	44
	26-35 Years	19	6	47	90
	36-45 Years	17	12	18	42
	46 Years and above	26	9	19	10
	Total	63	31	116	186
Qualification	Diploma and less	6	7	24	39
	Bachelor	26	11	73	125
	Master and above	31	13	19	21
	Total	63	31	116	185
Number of years you worked in the	3 years and	11	9	45	85
	4-6 years	11	9	25	45
	7-10 years	8	2	16	13

institution	**11 years and above**	32	11	30	43
	Total	**62**	**31**	**116**	**186**
Years of Experience	**3 years and less**	3	5	32	65
	4-6 years	8	5	26	46
	7-10 years	10	2	13	22
	11 years and above	42	19	44	52
	Total	**63**	**31**	**116**	**186**

Source: Researcher

The manager's sample consists of 33% females and 67% males, while the employee's sample consists of 62% females and 38% males. The scholar notices that the percentage of male managers is more than the one of female managers. In contrast, the percentage of female employees is more than the one of male employees in the NGOs. This indicates that the female employees are more than the males due to the ability to evolve and ambition of the Palestinian females. In contrast the male manager is more than the female's manager due to the social barrier and responsibilities that females face.
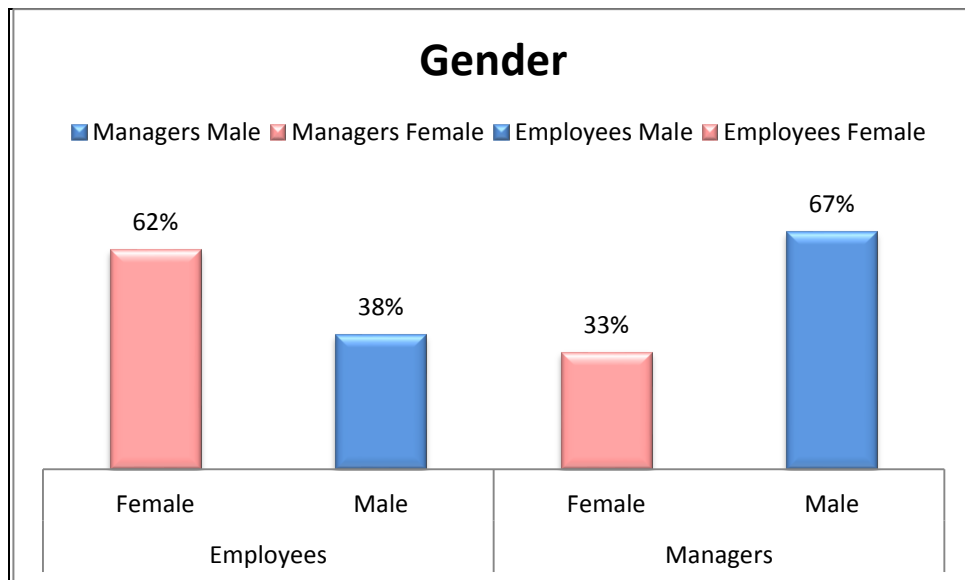
Source: Researcher
Figure (4): The distribution of the manager's and employees due to Gender.

Also, figure (5) shows the distribution of the managers and employees by age. In the manager's sample, the highest age group is the male managers (46 and above) with 41.3 %, then followed by the age groups (26-35); (36-45); (25 and less) with the percentages: 0.2%, 27%, and 1.6% respectively. Females managers, on the other hand, the age group of (36-45) is the highest percentage with 38.7%, followed by (36-45), (26-35), and (25 and less) with the percentages: 29%, 19.4%, and 12.9% respectively.

The researcher observes that most of the female managers are between the ages of (36-45); in contrast, most of the male managers are between the ages of (46 and above) which indicates that the most of the female managers start their management career at a younger age compared to male managers. Also, the percentage of female managers is higher than the male managers in the youngest age group (25 and less) with 12.9% for females and 1.6% for males, which reveals that there's a growth in the Palestinian community's orientation towards the competence of female managers. In contrast, the oldest age group (46 years and above) percentage for female manager with 9% is lowered than the percentage of (36-45 years) with 12%. Which indicates that the female's managers may face some obstacles from society or family to change or quit their positions due to the restriction of Palestinian culture.

In the employee's sample, the highest age group is the female employees (26-35) with 48.4 %, followed by the age groups (25 and less), (36-45), (46 and above) with the percentage of 23.7%, 22.6%, 5.4% respectively. Similarly, male employee's sample, the age group of (26-35) has the highest percentage of 40.5%, followed by age groups (25 and less), (46 and above), (36-45) with the percentages of 27.6%; 16.4%; 15.5% respectively.

This implies that most of the female and male employees' percentages are between the ages (26-35) and (25 and less), which indicates that the highest percentage of male and female employees are young, and the percentage is decreasing when they age due to the promotions or career changing. But, the male employee's percentage in the oldest age group (46 and above) is three times the female employee's percentage which can be explained by the females' obligations and restrictions in this age by society.
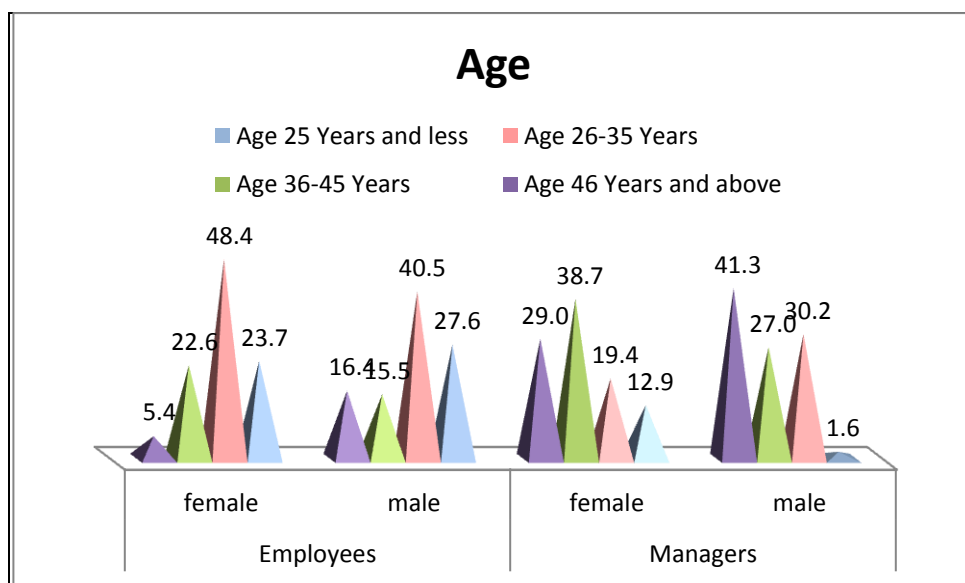
Source: Researcher
Figure (5): The distribution of the manager's and employees due to age

In addition, figure (6) shows the distribution of the managers and employees by qualifications. In the manager's sample, 49.2% of the male managers have a master's degree and above, 41.3% have a bachelor's degree, and 9.5% have a diploma or less. In the female manager's sample, 41.9% have a master's degree, 35.5% have a bachelor's degree, and 22.6% have a diploma or less. Thus, the female and male managers who have a master degree and above is the highest percentage, where the female and male managers who have a diploma or less is the lowest percentage,

despite that the females managers who have a diploma or less are more than the male managers.

The researchers notes that most of the male and female managers have a master's degree and above and they qualified for their jobs due to the desire of managers in postgraduate studies for personal development and the encouragement of postgraduate education in Palestinian society. In contrast, the percentage of female managers who have a diploma and less is higher than the one of male managers due to the lack of encouragement and support for females to pursue higher education and the differences of family obligations imposed by society compared to males.

As in the employee's sample, 67.2% of the female employees have a bachelor's degree, 21% have a diploma and less, and 11.3% have a master's degree and more. Similarly, in the male employees' sample, 62.9% have a bachelor's degree, 20.7% have a diploma and less, and 16.4% have a master's degree and more; it indicates that most of the male and female employees have a bachelor's degree and approximately high percentage of the male and female employees have a diploma and less.

The researcher discovers that Palestinian society encourages education for both males and females, but it adds more social obstacles for females, which reduces the proportion of females with postgraduate education compared to males. Also, the weak Palestinian economy contributes to the reduction of educational opportunities for females and increases them to males in some areas because of the prevailing culture of male subordination in work and family support.

Qualification

- Qualification Diploma and less
- Qualification Bachelor
- Qualification Master and above

	female	male	female	male
Diploma and less	11.3	16.4	41.9	49.2
Bachelor	67.2	62.9	35.5	41.3
Master and above	21.0	20.7	22.6	9.5
	Employees		Managers	

Source: Researcher

Figure (6): The distribution of the manager's and employees by qualifications.

Moreover, in the manager's sample, percentage of male managers who work for (11 years and more) in the same institution is the highest amongst the other categories, followed by (3 years and less); and (4-6) which have the same percentage of 17.5%, and (7-10) which is 12.7%. Similarly, in the female managers which are (11 years and more); (3 years and less); (4-6); and (7-10) with percentage of 35.5%; 29%; 29%; 6.5% respectively (see Figure (7)).

The percentage of male managers who are working for (11 years and more) is higher than the one of female managers. But, the percentage of the females' managers who are working in institutions for (3 years and less) and (4-6 years) is higher than the male managers'. The scholar assumes that institutions are hiring more females because the number of new female managers is more than males.

In contrast, in the employees' sample, female employees who work for (3 years and less) in the same institution is the highest among all with 45.7%, followed by (4-6 years); (11 years and more); (7-10 years) with percentages of 24.2%; 23.1%; 7% respectively. On the other hand, 38.8% of male employees are working in the same institution for (3 years and less), followed by the groups of (11 years and more); (4-6 years); (7-10 years) with the percentage of 25.9%; 21.6%; 13.8% respectively.

As a result, both the females and male's employee's percentage who work in the same institution for 3 years and less is higher than the older employees with a slight difference for females. Additionally, the male's employees who worked for the same institution for 11 years and more are more than the female's employees.

Provided that, the scholar indicates that the new female employees are more than male employees, while older male employees are slightly more than females due to the increase of the percentage of females' employees who quit her job over time than males' employees.
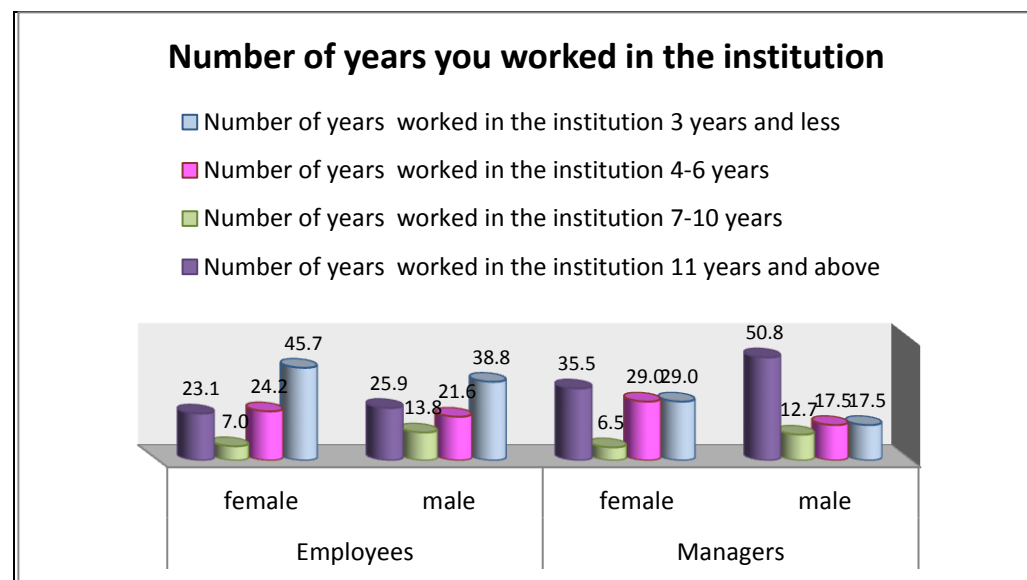
Source: Researcher
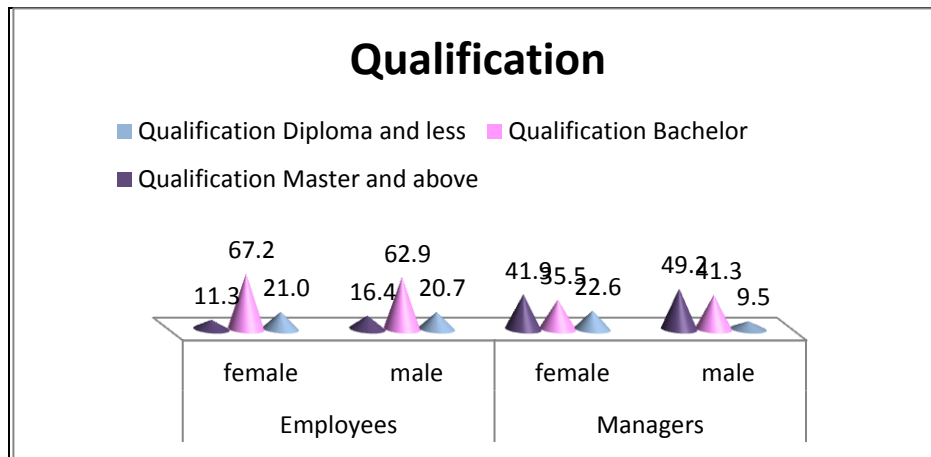**Figure (7): The distribution of the managers and employees by a number of years you worked in the institution.**

Also, figure (8) shows the distribution of the managers and employees by year of experience. In the manager's sample, 66.7% of the male managers have (11 and more) years of experience, followed by (7-10); (4-6); (3 years and less) with the percentage of 15.9%; 12.7%; 4.8% respectively. Similarly, 61.3% of the female managers have (11 and more) year of experience, followed by (3 years and less) and (4-6) with 16.1%, and the least percentage is (7-10) with 6.5% only.

Given that, researcher found that more than half of the female and male managers have (11 and above) years of experience. In contrast, female managers percentage is four times more than male managers in (3 years and less) years of experience with 16.1% for females and 4.8% for males, which reveals an increase in recognition of women's ability to demonstrate their managerial merit.

However, in the employee's sample, 37.9% of the male employees have (11 and more) year of experience, followed by (3 and less); (4-6); (7-10) with the percentage of 27.6%; 22.4%; 11.2% respectively. On the contrary, female employees, 34.9% have (3 and less) years of experience, followed by (11 and more); (4-6); (7-10) with the percentage of 28%; 24.7%; 11.8% respectively.

Thus, the scholar discovered that the percentages of female and male employees are close and distributed to most categories except (7-10 years) which is the least percentage in both samples with 11.8% for females and 11.2% for males. But the highest percentage of female employees is 34.9% belong to (3 and less) years of experience, contrary to the highest percentage of male employees which is 37.9% which belong to (11 and more) years of experience.

Source: Researcher
Figure (8): The distribution of the manager's and employees by years of experience.

4.2 Answers the Thesis Questions.

This part aims to answer thesis questions by using the mathematical mean and the standard deviation. In order to investigate the level of gender leadership styles and individual creativity from both managers and employees' point of view in the Palestinians NGOs.

The scholar determined the level of items based on the Likert scale by using the mathematical mean of the items. The level is low if the mathematical mean is

(1- 2.33), the level is moderate if the mathematical mean is (2.34-3.66), and the level is high if the mathematical mean is (3.67-5.00) (Iriqat, 2016).

Table (4): The guidelines for assessing the Likert scale data.

Degree	Range
High	5-3.67
Moderate	3.66-2.34
Low	2.33-1

Source: (Iriqat, 2016)

4.2.1 **To answer the thesis question: "What is the level of transformational leadership style in the Palestinian NGOs?"**

Table (5): Descriptive statistics of the transformational leadership style in the manager's sample.

Statements	Male			Female		
	M	S.D	Level	M	S.D	Level
I make others feel good to be around me.	4.24	.665	High	4.52	.570	High
Others have complete faith in me.	4.56	.642	High	4.77	.425	High
Others are proud to be associated with me.	4.33	.655	High	4.43	.742	High
Idealized influence	**4.3889**	**.49543**	High	**4.5952**	**.49155**	High
I express with a few simple words what we could and should do.	4.29	.682	High	4.52	.570	High
I provide appealing images about what we can do.	4.25	.647	High	4.48	.724	High
I help others find meaning in their work.	4.18	.713	High	4.23	.669	High
Inspirational motivation	**4.2366**	**.54116**	High	**4.4086**	**.50706**	High
I enable others to think about old problems in new ways.	3.75	.915	High	3.84	.898	High
I provide others with new ways of looking at puzzling things.	3.92	.753	High	3.97	.795	High
I get others to rethink ideas that they had never questioned before.	3.79	.864	High	4.03	.765	High
Intellectual stimulation	**3.8226**	**.72859**	High	**3.9889**	**.62810**	High
I help others develop themselves.	4.21	.699	High	4.35	.608	High
I let others know how I think they are doing.	3.78	.851	High	4.10	.860	High
I give personal attention to others who seem rejected.	3.86	.840	High	4.23	.990	High
Individual consideration	**3.9471**	**.60821**	High	**4.2299**	**.64305**	High
Transformational leadership style	**4.1307**	**.47427**	High	**4.2853**	**.48257**	High

Source: Researcher

Table (5) demonstrates that there's a high level of applied transformational leadership style for both male and female from the manager's point of view in the NGOs, where the mean and standard deviation values of male and female managers

(M=4.1307, S.D= .47427), (M= 4.2853, S.D=.48257) respectively. Whereas the mean

for all the items is between (3.75- 4.59).

The scholar concludes that the majority of the male and female managers who

worked in the Palestinian NGOs use transformational leadership styles along with

their followers. In addition, the mean value of females which reflects their perceptive

towards the appliance of transformational leadership is higher and the standard

deviation is lower than that of males, and that appears in the high mean and low

standard deviation of all of the transformational leadership dimensions : idealized

influence, inspirational motivation, individual consideration, and intellectual

stimulation which scored (M= 4.5952, S.D= .49155);(M= 4.4086, S.D= .50706);(M=

4.2299, S.D= .64305); and (M= 3.9889, S.D= .62810) respectively, in terms of

female perspective.

Male managers on the other hand, show lower mean and higher standard

deviation than female leaders in the transformational leadership dimensions, but it's

still considered a high level. And the means and standard deviations were (M=

4.3889, S.D= 0.49543); (M= 4.2366, S.D= 0.54116); (M= 3.9471, S.D= 0.60821);

(male M= 3.8226, S.D= 0.72859) respectively.

Table (6): Descriptive statistics of transformational leadership style in the employee's sample.

Statements	Male			Female		
	M	S.D	level	M	S.D	level
I feel good under the supervision of my current manager.	3.98	1.013	High	4.13	.909	High
I have complete faith in my manager.	3.97	1.075	High	4.06	.916	High
I am proud to associate work with the manager.	4.16	.833	High	4.13	.857	High
Idealized influence	**4.0377**	**.86829**	High	**4.1105**	**.80282**	High
My manager expresses with a few simple words what we could and should do.	3.86	1.075	High	4.01	.986	High

My manager provides appealing images about what we can do.	3.79	1.017	High	4.13	2.355	High
My manager helps others find meaning in their work.	3.80	1.045	High	4.01	.967	High
Inspirational motivation	**3.8187**	**.94504**	High	**4.0476**	**1.05940**	High
My manager enables me to think about old problems in new ways.	3.72	1.056	High	3.74	1.044	High
My manager provides me with new ways of looking at puzzling things.	3.69	1.138	High	3.76	1.027	High
My manager gets me to rethink ideas that I had never questioned before.	3.77	1.087	High	3.79	1.037	High
Intellectual stimulation	**3.7275**	**1.00251**	High	**3.7752**	**.93069**	High
My manager helps me develop myself.	3.63	1.172	Moderate	3.78	1.063	High
My manager lets us know how he/she think we are doing.	3.65	1.090	Moderate	3.80	1.090	High
My manager gives personal attention to others who seem rejected.	3.54	1.230	Moderate	3.55	1.221	Moderate
Individual consideration	**3.6170**	**1.02786**	Moderate	**3.7049**	**.95522**	High
Transformational leadership style	**3.8026**	**.89301**	High	**3.9177**	**.80696**	High

Source: Researcher

Table (6) shows that there is a high level of applied transformational leadership style from the employee's point of view in the Palestinian NGOs, where the mean and standard deviation values of male and female employees (M=3.8026, S.D= .89301), (M= 3.9177, S.D=.80696) respectively. It can be concluded that the mean value of females which reflects their perceptive towards the application of transformational leadership is higher and the standard deviations are lower than that of males.

Also, the elements of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration scored high means and low standard deviation of (M= 4.1105, S.D= 0.80282); (M= 4.0476, S.D= 1.05940); (M= 3.7752, S.D= 0.93069); and (M= 3.7049, S.D= 0.95522)

respectively, in terms of female perspective. Males on the other hand, the means were high-level mean and low standard deviation in idealized influence; inspirational motivation; and intellectual stimulation of (M= 4.0377, S.D= .86829); (M= 3.8187, S.D= .94504); and (M= 3.7275, S.D= 1.00251) respectively, but scored lower than females compared the same dimensions according to their employee's opinion. Male's individual consideration dimension achieved an average mean of (M= 3.6170, S.D= 1.02786).

The scholar concludes that idealized influence, inspirational motivation, and intellectual stimulation all scored high for gender transformation leaders but scored average in terms of individual consideration for males, indicating a moderate degree of employee interest by male managers. As for female's managers from the employee's point of view, the areas of individual consideration scored high except for the item "My manager gives personal attention to others who seem rejected" which scored average due to the lack of interest in employees who seem rejected by others.

To conduct a comparison between the individual consideration for male and female, the first item "My manager helps me develop myself" scored high for females and moderate for males, which indicates that the employees realized that females' managers are encouraging, more considerable, caring, and realizing the potentials of their followers than the male manager. Also, the second item: "My manager lets us know how he/she think we are doing" indicates that the female managers are sharing ideas, keep up the work with the followers, and involve their followers in the work.

4.2.2 To answer the question of the thesis: "What is the level of transactional leadership style in the Palestinians NGOs?"

Table (7): Descriptive statistics of transactional leadership style in the manager's sample.

Statements	Male			Female		
	M	S.D	Level	M	S.D	Level
I tell others what to do if they want to be rewarded for their work.	3.89	.986	High	4.16	.735	High
I provide recognition/rewards when others reach their goals.	4.16	.865	High	4.39	.803	High
I call attention to what others can get for what they accomplish.	3.84	.846	High	4.07	.940	High
Contingent reward	**3.9630**	**.73595**	**High**	**4.2262**	**.61566**	**High**
I am satisfied when others meet agreed-upon standards.	4.48	.644	High	4.32	.945	High
As long as things are working, I do not try to change anything.	3.17	1.212	moderate	2.97	1.538	moderate
I tell others the standards they have to know to carry out their work.	4.18	.820	High	4.45	.624	High
Management by exception	**3.9570**	**.58045**	**High**	**3.9140**	**.71475**	**High**
Transactional Leadership style	**3.9543**	**.55250**	**High**	**4.0893**	**.57464**	**High**

Source: Researcher

Table (7) demonstrates that there's a high level of applied gender transactional leadership style from the manager's point of view in the NGOs, where the mean value and standard deviation of male and female managers (M=3.9543, S.D= 0.55250),(M= 4.0893, S.D= 0.57464) respectively. Whereas the mean for all the items between (2.97- 4.48), which considered in between moderate to high level.

The scholar concludes that there's a high level of gender transactional leadership styles in the NGOs, but the scores of the levels are less than gender transformational leadership styles. In addition, the mean value of females which reflects their perceptive towards the appliance of transactional leadership is higher

than that of males, and that appears in the high mean and low standard deviation of all of the transactional leadership dimensions: contingent reward and management by exception of (M= 4.2262, S.D= 0.61566) ;(M= 3.6612, S.D= 0.71475) respectively, in terms of female perspective.

Male managers, on the other hand, showed a lower mean score and a higher standard deviation than female transactional leaders in the contingent reward dimension, but it's still considered a high level. And the means and standard deviation were (M= 3.9630, S.D= 0.73595) while management by exception dimension has a higher mean and lower standard deviation in the males transactional leaders than females which are (M= 3.9570, S.D= 0.58045). As for gender transactional leaders, the areas of management by exception scored high means and low standard deviation except for the item "As long as things are working, I do not try to change anything." which scored moderate due to the lack of interest in changing and updating the work process, procedures as long as the work is going as usual, which indicates lack of innovation and convoys the changing in the external business environment of the managers.

Table (8): Descriptive statistics of the transactional leadership style in the employee's sample.

Statements	Male			Female		
	M	**S.D**	**Level**	**M**	**S.D**	**Level**
My manager tells me what to do if I want to be rewarded for my work.	3.02	1.402	moderate	2.85	1.444	moderate
My manager provides recognition when I reach my goals.	2.97	1.370	moderate	2.86	1.351	moderate
My manager rewards me when I reach my goals.	3.42	1.231	moderate	3.49	1.233	moderate
My manager tells me what I can get for what I accomplish**.**	2.74	1.457	moderate	2.79	1.344	moderate
Contingent reward	**3.0500**	**1.15953**	**moderate**	**3.0193**	**1.15544**	**moderate**

I feel the satisfaction of the manager when the work is done according to agreed standards.	3.72	1.133	High	3.77	1.190	High
My manager does not try to change anything as long as the work continues.	3.60	1.142	moderate	3.45	1.172	moderate
My manager tells me what standards to follow to carry out my work.	3.79	1.154	High	3.77	1.107	High
Management by exception	**3.6964**	**.93273**	**High**	**3.6612**	**.92481**	**moderate**
Transactional Leadership style	**3.3125**	**.94849**	**moderate**	**3.3033**	**.93979**	**moderate**

Source: Researcher

Table (8) shows that there is a moderate level of applied gender transactional leadership style from the point of view of the employees in the Palestinian NGOs, where the mean value and standard deviation of male and females are (M=3.3125, S.D= 0.94849),(M= 3.3033, S.D= 0.93979) respectively. Given that, the mean value and standard deviation of gender managers from their employee's point of view are slightly the same.

Besides that, the dimensions of transactional leadership: contingent reward scored moderate means of (M= 3.0500, S.D= 1.15953) while management by exception scored high mean and low standard deviation of (M= 3.6964, S.D= 0.93273) in terms of male perspective. Females, on the other hand, the means were moderate level in contingent reward and management by the exception of (M= 3.0193, S.D= 1.15544); (M= 3.6612, S.D= 0.92481) respectively.

The scholar concludes that contingent reward scored moderate for gender transactional leaders but scored average in terms of management by exception for females on contrary of males that scored high mean and low standard deviation, indicating a moderate degree in transactional leadership in the employee's point of view. As gender transactional leaders, the areas of contingent reward scored moderately. And the areas of management by exception scored moderately for both female and males except for the item which scored high " I feel the satisfaction of the

manager when the work is done according to agreed standards. " which reveals that motivation of the employees. Also "My manager tells me what standards to follow to carry out my work." due to the determination of the work specific standard and process by the managers in the NGOs.

4.2.3 To answer the thesis question: "What is the level of laissez-faire leadership style in the Palestinian NGOs?"

Table (9): Descriptive Statistics of laissez-faire leadership style in the manager's sample.

Statements	Male			Female		
	M	S.D	Level	M	S.D	Level
I am content to let others continue working in the same ways always.	3.17	1.115	moderate	3.61	.989	moderate
Whatever others want to do is OK with me.	2.54	1.305	moderate	2.39	1.116	moderate
I ask no more of others than what is absolutely essential.	3.27	1.247	moderate	3.00	1.390	moderate
Laissez-faire leadership	2.9947	1.05153	moderate	3.0000	.98507	moderate

Source: Researcher

Table (9) illustrates that there's an average level of applied gender laissez-faire leadership style from the manager's point of view in the NGOs, where the mean value and standard deviation of males and females are (M= 2.9947, S.D= 1.05153), (M= 3.0000, S.D=.98507) respectively. Whereas the mean for all the items is between (2.39- 3.61), which considered moderate mean level.

The scholar concludes that moderate level of the gender laissez-faire leadership used by the managers who worked in the NGOs along with their followers scored the least compared to the gender transformational and transactional leadership styles. In addition, the mean value of females which reflects their perceptive towards the appliance of laissez-faire leadership is slightly higher than that of males.

Thus, all the areas of the gender laissez-faire leadership styles scored moderate mean , but the lowest score is for the item " Whatever others want to do is Ok with me" which scored for male and female as(M= 2.54, S.D=1.305), (M= 2.39, S.D=1.116) respectively, which reveals that employees should return to managers to make decisions and adhere to the agreed work standards.

Table (10): Descriptive Statistics of laissez-faire leadership style in the employee's sample.

Statements	Male			Female		
	M	S.D	Level	M	S.D	Level
My manager leaves me doing my job the same way always.	3.70	1.151	High	3.57	1.054	Moderate
My manager leaves me to accomplish the tasks I want.	3.67	1.212	High	3.73	1.049	High
My manager does not ask me for more than necessary work.	3.23	1.321	Moderate	3.29	1.174	Moderate
Laissez-faire leadership	**3.5246**	**1.04673**	**moderate**	**3.5337**	**.86581**	**moderate**

Source: Researcher

Table (10) show that there's an average level of applied gender laissez-faire leadership style from the employee's point of view in the NGOs, where the mean and standard deviation of male and female were (M= 3.5246, S.D= 1.04673), (M= 3.5337, S.D=.86581) respectively. Whereas the mean score for all the items is between (3.23-3.73), which considered in between moderate to high level.

The scholar assumes that moderate level of gender laissez-faire leadership is used among who worked in the NGOs from their employees' point of view. In addition, the mean value of females which reflects their perceptive towards the appliance of laissez-faire leadership is slightly higher and the standard deviation is slightly lower than that of males. As for females, the areas of laissez-faire leadership style scored high on the item "My manager leaves me to accomplish the tasks as I want" which reflects that female managers are not butting clear standards for work on their employee's point of view. On the other hand, the other areas of laissez-faire

leadership style scored average in the item " My manager leaves me doing my job the same way always." due to the lack of creativity in the laissez-faire leader in their employee's opinion, Also the item" My manager does not ask me for more than necessary work." due to the lack of commitment and innovation among the laissez-faire leader in their employee's opinion.

However, for males, the areas of laissez-faire leadership style scored high except for the item" My manager does not ask me for more than necessary work" due to the lack of commitment and innovation among laissez-faire leader in their employee's opinion.

4.2.4 To answer the thesis question: "What is the level of individual creativity in the Palestinian NGOs?"

Table (11): Descriptive Statistics of domain-relevant skills in the manager's sample

Statements	Male			Female		
	M	S.D	Level	M	S.D	Level
I suggest new and practical ideas to improve performance.	4.32	.714	High	4.42	.564	High
I search out new technologies to complete the work.	4.11	.863	High	4.10	.746	High
I suggest new ways of performing work tasks.	4.29	.851	High	4.29	.588	High
I am not afraid to take risks.	4.32	.696	High	4.23	.717	High
My previous experience makes me more creative in the workplace	4.44	.616	High	4.48	.724	High
My personal contacts enhance my performance in the workplace.	4.32	.800	High	4.48	.570	High
I don't find problems and issues distracting. It doesn't cause me to lose focus on my real work.	4.00	.861	High	3.65	.877	moderate
I see problems and complaints as opportunities rather than as issues.	3.68	.930	High	3.80	.610	High
I often use new techniques to come up with new ideas.	3.81	.859	High	4.03	.706	High
I often look for new ideas outside of my own field and try to apply them to my own.	3.98	.959	High	4.03	.706	High
I search out new ideas and apply it to my job.	4.05	.869	High	4.03	.752	High
I help others to improve new ideas.	4.13	.757	High	4.16	.779	High

I avoid my previous mistakes at my work.	4.40	.773	High	4.45	.568	High
I have a board of general knowledge.	3.97	.822	High	4.16	.523	High
I act quickly to solve work problems.	4.11	.925	High	4.14	.581	High
I enjoy competition.	3.95	1.069	High	3.74	1.154	High
I solve the problems that face me in the work.	4.26	.723	High	4.39	.495	High
I influence the progress of the work I am a part of.	4.17	.730	High	4.24	.636	High
I participate in complicated tasks.	4.38	.771	High	4.45	.624	High
Domain- relevant skills	4.1311	.50258	High	4.2287	.33219	High

Source: Researcher

Table (11) demonstrates that there is a high level of domain-relevant skills among the male and female manager's in the Palestinian NGOs, where the mean and standard deviation of male and female managers were (M=4.1311, S.D= .50258), (M= 4.2287, S.D=.33219) respectively. Whereas the mean for all the items is between (3.65- 4.48), which considered in between moderate to high level.

The scholar concludes that the high level of domain-relevant skills is in male and female managers who worked in the NGOs from their opinion. In addition, the mean value of females which reflects their perceptive towards the appliance of domain-relevant skills is slightly higher and the standard deviation is slightly lower than that of males. As for females, the areas of domain-relevant skills scored a high mean and a low standard deviation except for the item " I don't find problems and issues distracting. It doesn't cause me to lose focus on my real work." Which scored average, it means that there's a lack of problem-solving skills among female managers. Male managers, on the other hand, all the areas of domain-relevant skills scored a high mean and a low standard deviation.

Table (12): Descriptive Statistics of domain-relevant skills in the employee's sample.

Statements	Male			Female		
	M	S.D	Level	M	S.D	Level
I suggest new and practical ideas to improve performance.	4.02	.932	High	3.92	.850	High
I search out new technologies to complete the work.	4.02	.978	High	3.72	.884	High
I suggest new ways of performing work tasks.	4.10	.902	High	3.81	.861	High
I am not afraid to take risks.	4.10	1.029	High	3.84	1.027	High
My previous experience makes me more creative in the workplace	4.57	2.905	High	4.19	.921	High
My personal contacts enhance my performance in the workplace.	4.17	.847	High	4.16	.816	High
I don't find problems and issues distracting. It doesn't cause me to lose focus on my real work.	3.71	1.013	High	3.76	.850	High
I see problems and complaints as opportunities rather than as issues.	3.65	1.133	Moderate	3.52	1.002	Moderate
I often use new techniques to come up with new ideas.	3.86	.945	High	3.64	.838	Moderate
I often look for new ideas outside of my own field and try to apply them to my own.	3.90	.917	High	3.71	.962	High
I search out new ideas and apply it to my job.	3.97	.922	High	3.70	.899	High
I help others to improve new ideas.	4.03	.932	High	3.81	.918	High
I avoid my previous mistakes at my work.	4.37	.719	High	4.23	.717	High
I have a board general knowledge.	3.90	.898	High	3.84	.782	High
I act quickly to solve work problems.	3.88	.952	High	3.72	1.030	High
I enjoy competition.	4.16	.830	High	4.04	.794	High
I solve the problems that face me in the work.	4.14	.808	High	4.13	.769	High
I influence the progress of the work I am a part of.	4.15	.826	High	4.15	.831	High
I participate in complicated tasks.	4.09	.870	High	3.81	.840	High
Domain- relevant skills	**4.0462**	**.60577**	**High**	**3.8832**	**.53800**	**High**

Source: Researcher

Table (12) demonstrates that there is a high level of domain-relevant skills among male and female employee in the Palestinian NGOs, where the mean and standard deviation of males and females were (M= 4.0462, S.D= .60577), (M= 3.8832, S.D=.53800) respectively. In addition, the mean of males which reflects their perceptive towards the appliance of domain-relevant skills is higher and the standard deviation is lower than that of females. Whereas, the mean for all the items is between

(3.52- 4.57). As for male employees, the areas of domain-relevant skills scored high mean and low standard deviation except for the item " I see problems and complaints as opportunities rather than as issues." which scored moderately. The scholar assumes that there's a lack of flexibility, and problem-solving skills among male employees. Also, in the female employees, all the areas of domain-relevant skills scored high mean and low standard deviation except for two items. Firstly "I see problems and complaints as opportunities rather than as issues." -As in the male employees- female employees require more flexibility in dealing with problems and enhancing their problems solving skills. And secondly the item" I often use new techniques to come up with new ideas." that indicates a lack of innovation among female employees and following the procedures strictly by the rules.

Table (13): Descriptive Statistics of creativity-relevant skills in the manager sample.

Statements	Male			Female		
	M	S.D	Level	M	S.D	Level
I suggest new ways to achieve goals or objectives.	4.24	.734	High	4.26	.575	High
I prefer to approach problems in logical and rational manner.	4.16	.700	High	4.42	.620	High
I associate unusual concepts with each other.	4.00	.753	High	4.06	.892	High
I help others with their work when they are struggling.	4.42	.691	High	4.61	.495	High
I strive for self-improvement.	4.48	.692	High	4.55	.568	High
I tend to work on many ideas simultaneously.	3.98	.983	High	4.20	.551	High
I appreciate and accept different perspectives.	4.35	.726	High	4.16	.523	High
I have a lot of new ideas.	3.97	.803	High	4.26	.575	High
I suggest new ways to perform my work tasks.	4.00	.933	High	4.19	.654	High
Everyday routine doesn't impede on my new ideas.	3.47	1.082	Moderate	3.65	1.018	Moderate
I avoid following procedures strictly by the rules.	3.46	1.060	Moderate	3.48	1.061	Moderate
I try to find multiple solutions to the problems.	4.13	.635	High	4.06	.629	High
I notice things which others don't.	4.03	.761	High	4.03	.657	High
Creativity-relevant skills	4.0661	.48855	High	4.1359	.38365	High

Source: Researcher

Table (13) explains that there's a high level of creativity-relevant skills in the male and female manager's in Palestinian NGOs, where the mean and standard deviation of male and female managers were (M= 4.0661, S.D= .48855), (M= 4.1359, S.D=.38365) respectively. In addition, the mean of females which reflects their perceptive towards the appliance of creativity-relevant skills is slightly higher and the standard deviation is slightly lower than that of males. Whereas the mean for all the items is between (3.46- 4.55), which considered in between moderate to high level. As for gender managers, the areas of creativity-relevant skills scored high mean and low standard deviation except for the two items, firstly "Everyday routine does not impede on my new ideas." which scored moderately. The scholar supposed that the routine of the work restricts gender managers from generating creative ideas to enhance their work. Secondly the item "I avoid following procedures strictly by the rules." which scored average in gender managers which imply that the managers attempted to follow the strict rules of their work without any added creative ideas.

Table (14): Descriptive Statistics of creativity-relevant skills in the employee's sample

Statements	Male			Female		
	M	S.D	Level	M	S.D	Level
I suggest new ways to achieve goals or objectives.	4.28	.776	High	4.01	.815	High
I prefer to approach problems in logical and rational manner.	3.82	.974	High	3.71	.961	High
I associate unusual concepts with each other.	4.37	.765	High	4.30	.794	High
I help others with their work when they are struggling.	4.42	.737	High	4.42	.742	High
I strive for self improvement.	4.11	.852	High	3.93	.847	High
I tend to work on many ideas simultaneously.	4.15	.794	High	4.15	.825	High
I appreciate and accept different perspectives.	4.18	.798	High	3.86	.890	High
I have a lot of new ideas.	4.04	.859	High	3.77	.878	High
I suggest new ways to perform my work tasks.	3.83	.973	High	3.61	1.017	Moderate
Everyday routine doesn't impede on my new ideas.	3.80	1.113	High	3.61	1.065	Moderate
I avoid following procedures strictly by the rules.	4.11	.813	High	3.76	.858	High

I try to find multiple solutions to the problems.	3.97	.903	High	3.84	.898	High
I notice things which others don't.	3.89	.985	High	3.91	.946	High
Creativity-relevant skills	**4.0890**	**.55372**	**High**	**3.9032**	**.57964**	**High**

Source: Researcher

Table (14) exposes that there's a high level of creativity-relevant skills in both genders from the employee's point of view in the Palestinian NGOs, where the mean and the standard deviation of male and female were (M= 4.0890, S.D= .55372), (M= 3.9032, S.D=.57964) respectively. In addition, the mean value of male employees which reflects their perceptive towards the appliance of creativity-relevant skills is slightly higher and the standard deviation is slightly lower than that of females whereas the mean for all the items is between (3.61- 4.42), which considered in between moderate to high level. As for the females, the areas of creativity-relevant skills scored high except for the two items, firstly "I suggest new ways to perform my work tasks." and "Everyday routine does not impede on my new ideas." Which scored moderately due to lack of new creative ideas in the female employee's performance, besides that the routine of the work restricts them from generating new ideas. Male employees, on the other hand, all the areas of creativity-relevant skills scored high mean and low standard deviation.

Table (15): Descriptive Statistics of intrinsic task motivation in the manager's sample

Statements	Male			Female		
	M	**S.D**	**Level**	**M**	**S.D**	**Level**
I am interested in my work and I find it rewarding in terms of personal interest and goals.	4.25	.897	High	4.39	.667	High
I feel proud and committed to working with my organization.	1.94	1.199	Low	1.61	.955	Low
I am satisfied with my salary/ remuneration package at work	3.79	1.152	High	3.87	1.042	High
I participate in setting the goals and objectives of the organizations.	4.57	.734	High	4.73	.450	High
I'm confident that I can develop new ideas to solve problems, and I'm motivated to implement solutions.	4.47	.671	High	4.45	.624	High

I feel comfortable presenting my ideas to my team members.	4.52	.644	High	4.48	.677	High
I reward myself in some way after I have worked on a new idea(s).	3.40	1.158	Moderate	3.42	.923	Moderate
I enjoy trying to solve complex problems.	3.97	.983	High	4.19	.654	High
I feel new ideas are supported and encouraged in my organization.	3.90	.837	High	4.16	.735	High
I feel a sense of personal satisfaction when I do my job well.	4.57	.560	High	4.68	.541	High
I enjoy coming up with new ideas to improve work	4.44	.713	High	4.55	.675	High
I enjoy improving work and developing existing ideas.	4.41	.816	High	4.52	.626	High
In my organization, creative work receives appropriate recognition and praise.	3.95	1.023	High	4.10	.790	High
I have sufficient access to the necessary facilities and resources to do my job.	3.98	.942	High	4.03	.752	High
Intrinsic Task Motivation	**4.0129**	**.50802**	High	**4.1133**	**.38253**	High

Source: Researcher

Table (15) illustrates that there's a high level of intrinsic task motivation in both gender managers in the Palestinian NGOs, where the mean and standard deviation of male and female managers were (M= 4.0129, S.D= .50802),(M= 4.1133, S.D=.38253) respectively. Also, the mean value of females which reflects their perceptive towards the appliance of intrinsic task motivation is higher and the standard deviation is lower than that of males. Whereas the mean for all the items is between (1.61- 4.73), which considered in between low to high level.

As for male and female, the areas of intrinsic task motivation scored a high mean and low standard deviation except for the item " I feel proud and committed to working with my organization." which scored low mean and high standard deviation for both gender managers due to- as the scholar proposed- the lack of loyalty and commitment, and they may feel insecure toward their organizations. Also, the item " I reward myself in some way after I have worked on a new idea(s)." which scored moderately as a result of their feeling of self-assurance, sense of accomplishment, and the need to rewards.

Table (16): Descriptive Statistics of intrinsic task motivation in the employee's sample

Statements	Male			Female		
	M	S.D	Level	M	S.D	Level
I am interested in my work and I find it rewarding in terms of personal interest and goals.	3.90	1.050	High	3.95	1.031	High
I feel proud and committed to working with my organization.	4.27	.972	High	4.16	1.027	High
I am satisfied with my salary/ remuneration package at work	2.34	1.067	Moderate	2.14	1.023	low
I participate in setting the goals and objectives of the organizations.	3.50	1.123	Moderate	3.43	1.218	Moderate
I'm confident that I can develop new ideas to solve problems, and I'm motivated to implement solutions.	3.82	1.018	High	3.88	1.012	High
I feel comfortable presenting my ideas to my team members.	3.85	1.024	High	3.84	1.000	High
I reward myself in some way after I have worked on a new idea(s).	3.79	1.120	High	3.95	.943	High
I enjoy trying to solve complex problems.	3.79	1.034	High	3.37	1.205	Moderate
I feel new ideas are supported and encouraged in my organization.	4.07	.911	High	3.65	.937	Moderate
I feel a sense of personal satisfaction when I do my job well.	3.73	1.025	High	3.62	.977	Moderate
I enjoy coming up with new ideas to improve work	4.38	.798	High	4.26	.801	High
I enjoy improving work and developing existing ideas.	4.30	.836	High	4.03	.845	High
In my organization, creative work receives appropriate recognition and praise.	4.28	.854	High	4.10	.815	High
I have sufficient access to the necessary facilities and resources to do my job.	3.63	1.172	Moderate	3.59	1.083	Moderate
Intrinsic Task Motivation	**3.8533**	**.64527**	**High**	**3.7068**	**.65665**	**High**

Source: Researcher

Table (16) illustrates that there's a high level of intrinsic task motivation in both gender employees from their point of view, but the scores are lower than the managers in the NGOs. The mean and standard deviation of male and female employees were (M= 3.8533, S.D= .64527), (M= 3.7068, S.D=.65665) respectively. Besides, the mean value of males which reflects their perceptive towards the appliance of intrinsic task motivation is slightly higher and the standard deviation is

slightly lower than that of females whereas the mean for all the items is between (2.14- 4.38), which considered in between low to high level.

To conduct a comparison between the intrinsic task motivation for male and female employees, the item " I am satisfied with my salary/ remuneration package at work." scored low mean and high standard deviation for females and moderate for males, which indicates that female's wages/ salaries are lower than males in NGOs, and that women are paid less for the same work. But, the item" I participate in setting the goals and objectives of the organizations." scored moderately for both female and male employees due to the lack of employee's who participate in setting goals and objectives in the Palestinian NGOs.

Also, the item" I have sufficient access to the necessary facilities and resources to do my job." scored moderately for both female and male employees which reveals that the employees have limited access on the recourses of the organizations, and that may show the lack of delegations.

In contrast, the items "I enjoy trying to solve complex problems."; "I feel new ideas are supported and encouraged in my organization." and " I feel a sense of personal satisfaction when I do my job well." scored a high mean and a low standard deviation for male employees and the average for females. The scholar assumes that the female employees in the Palestinian NGOs have limited abilities in problem-solving, compared to males. In additions, the females feel less rewarded in their accomplishment, lack of engorgement, and not supported terms of generating new ideas compared with the male employees.

Table (17): Descriptive Statistics of leadership styles and individual creativity for the manager's sample

Statements	Male			Female		
	M	S.D	Level	M	S.D	Level
Idealized influence	4.3889	.49543	High	4.5952	.49155	High
Inspirational motivation	4.2366	.54116	High	4.4086	.50706	High
Intellectual stimulation	3.8226	.72859	High	3.9889	.62810	High
Individual consideration	3.9471	.60821	High	4.2299	.64305	High
Transformational leadership style	**4.1307**	**.47427**	**High**	**4.2853**	**.48257**	**High**
Contingent reward	3.9630	.73595	High	4.2262	.61566	High
Management by exception	3.9570	.58045	High	3.9140	.71475	High
Transactional Leadership style	**3.9543**	**.55250**	**High**	**4.0893**	**.57464**	**High**
Laissez-faire leadership	**2.9947**	**1.05153**	**Moderate**	**3.0000**	**.98507**	**Moderate**
Domain- relevant skills	4.1311	.50258	High	4.2287	.33219	High
Creativity-relevant skills	4.0661	.48855	High	4.1359	.38365	High
Intrinsic Task Motivation	4.0129	.50802	High	4.1133	.38253	High
Individual creativity	**4.0677**	**.45875**	High	**4.1878**	**.26184**	**High**

Source: Researcher

Table (17) illustrates a comparison between gender leadership styles and individual creativity in the Palestinian NGOs due to the manager's sample. The scholar considers that gender transformational leadership highly appears in the NGOs scored a high mean and low standard deviation, as well as the dimensions of the leadership styles. Moreover, the mean value of females which reflects their perceptive towards the appliance of transformational leadership is higher and the standard deviation is lower than that of males.

Also, in gender transactional leadership style, the mean scored high and standard deviation scored low in managers sample, but females managers scored higher mean and lower standard deviation in contingent reward dimension, and male manager scored slightly higher in management by exception dimension. However, gender laissez-faire leadership mean value scored moderately due to managers.

In the individual creativity, both females and males who work in the NGOs have individual creativity which scored high mean and low standard deviation as the dimensions of the individual creativity. Moreover, the mean value of females which reflects their perceptive towards the appliance of individual creativity is higher and the standard deviation is lower than that of males.

Table (18): Descriptive Statistics of leadership styles and individual creativity for the employees' sample

Statements	Male			Female		
	M	S.D	Level	M	S.D	Level
Idealized influence	4.0377	.86829	High	4.1105	.80282	High
Inspirational motivation	3.8187	.94504	High	4.0476	1.05940	High
Intellectual stimulation	3.7275	1.00251	High	3.7752	.93069	High
Individual consideration	3.6170	1.02786	Moderate	3.7049	.95522	High
Transformational leadership style	**3.8026**	**.89301**	**High**	**3.9177**	**.80696**	**High**
Contingent reward	3.0500	1.15953	Moderate	3.0193	1.15544	Moderate
Management by exception	3.6964	.93273	High	3.6612	.92481	Moderate
Transactional Leadership style	**3.3125**	**.94849**	**Moderate**	**3.3033**	**.93979**	**Moderate**
Laissez-faire leadership	**3.5246**	**1.04673**	**Moderate**	**3.5337**	**.86581**	**Moderate**
Domain- relevant skills	4.0462	.60577	High	3.8832	.53800	High
Creativity-relevant skills	4.0890	.55372	High	3.9032	.57964	High
Intrinsic Task Motivation	3.8533	.64527	High	3.7068	.65665	High
Individual creativity	**3.9791**	**.54854**	**High**	**3.8119**	**.52718**	**High**

Source: Researcher

Table (18) demonstrates a comparison between gender leadership styles and individual creativity in Palestinian NGOs due to employees sample.

The scholar considers that gender transformational leadership highly appears in the NGOs scored high mean and low standard deviation, as well as the dimensions of the leadership styles except for the individual consideration dimension for the male managers which scored moderately from their employee's point of view. Moreover, the mean value of females which reflects their perceptive towards the appliance of

transformational leadership is higher and the standard deviation is lower than that of males.

In contrast, the gender transactional leadership style mean scored average due to their employees' point of view. Also, the gender transactional leadership dimension scored moderately in contingent reward, and male manager scored high mean and low standard deviation in management by exception while female manager scored average from their employee's point of view. However, gender laissez-faire leadership means value scored moderately.

In the individual creativity, both males and females who work in the Palestinian NGOs have individual creativity which scored high mean and low standard deviation as the dimensions of the individual creativity. Furthermore, the mean value of males which reflects their perceptive towards the appliance of individual creativity is higher and the standard deviation is lower than that of females.

4.3 Testing hypotheses

4.3.1 $H_1.1$: The dimensions of gender leadership styles play a role in Palestinian NGOs.

Table (19): The results of one sample t-test for gender leadership styles for managers samples.

Gender	Male					Female				
Manager	M	S.D	T	Sig.	Result	M	S.D	T	Sig.	Result
Idealized influence	4.3889	.49543	11.240	.000	Accept H_1	4.5952	.49155	9.960	.000	Accept H_1
Inspirational motivation	4.2366	.54116	8.244	.000	Accept H_1	4.4086	.50706	8.110	.000	Accept H_1
Intellectual stimulation	3.8226	.72859	1.649	.104	**Reject H_1**	3.9889	.62810	.62810	.009	Accept H_1
Individual consideration	3.9471	.60821	3.616	.001	Accept H_1	4.2299	.64305	4.689	.000	Accept H_1
Transformational leadership style	**4.1307**	**.47427**	**7.399**	**.000**	**Accept H_1**	**4.2853**	**.48257**	**6.501**	**.000**	**Accept H_1**

Contingent reward	3.9630	.73595	3.160	.002	Accept H$_1$	4.2262	.61566	4.780	.000	Accept H$_1$
Management by exception	3.9570	.58045	3.893	.000	Accept H$_1$	3.9140	.71475	1.901	.067	**Reject H$_1$**
Transactional Leadership style	**3.9543**	**.55250**	**4.052**	**.000**	**Accept H$_1$**	**4.0893**	**.57464**	**3.861**	**.001**	**Accept H$_1$**
Laissez-faire leadership	**2.9947**	**1.05153**	**-5.097**	**.000**	**Accept H$_1$**	**3.0000**	**.98507**	**-3.787**	**.001**	**Accept H$_1$**

Source: Researcher

One sample t-test was used to test the first hypothesis (The dimensions of gender leadership styles play a role in Palestinian NGOs.) in the gender leadership styles due to manager sample, with a 95% level confidence.

Table (19) shows that in managers sample, the gender transformational leadership style are (mean= 4.1307, SD=.47427, t= 7.399, p= 0.000), (mean= 4.2853, SD=.48257, t= 6.501, p= 0.000) respectively. The results support the alternative hypothesis for gender transformational leadership style due to managers sample because the P-value of the test is less than 0.05, which means that gender transformational leadership style plays a role in Palestinian NGOs.

The dimensions of transformational leadership: idealized influence, inspirational motivation, and individual consideration of (M= 4.3889, S.D= .49543), t= 11.240, p= 0.000; (M= 4.2366, S.D= .54116), t= 8.244, p= 0.000; and (M= 3.9471, S.D= .60821), t= 3.616, p= .001 respectively, in terms of male perspective also support the alternative hypothesis, which means that idealized influence, inspirational motivation, and individual consideration play a role in Palestinian NGOs. However, the result of intellectual stimulation of (M= 3.8226, S.D= .72859), t= 1.649, p= .104 support the null hypothesis, which means that intellectual stimulation doesn't play a role due to male managers in Palestinian NGOs.

Females on the other hand, the dimensions of transformational leadership: idealized influence, inspirational motivation, inspirational motivation and individual consideration of (M= 4.5952, S.D= .49155), t= 9.960, p= 0.000; (M= 4.4086, S.D= .50706), t= 8.110, p= 0.000; (M= 3.9889, S.D= .62810), t= .62810, p= 0.009 and (M= 4.2299, S.D= .64305), t= 4.689, p= 0.000 respectively. The results support the alternative hypothesis, which means that idealized influence, inspirational motivation, inspirational motivation and individual consideration play a role due to female managers in Palestinian NGOs.

Furthermore, transactional leadership style for both male and female managers (mean= 3.9543, SD=.55250), t= 4.052, p= 0.000, (mean= 4.0893, SD=.57464), t= 3.861, p= 0.001 respectively. The results support the alternative hypothesis for both males and female managers, which means that the transactional leadership style plays a role in Palestinian NGOs.

The dimensions of transactional leadership: contingent reward, and management by exception of (M= 3.9630, S.D= .73595), t= 3.160, p= 0.002; (M= 3.9570, S.D= .58045), t= 3.893, p= 0.000 respectively, in terms of male perspective also support the alternative hypothesis, which means contingent reward, and management by exception play a role in Palestinian NGOs.

Females, on the other hand, the result of the contingent reward of (M= 4.2262, S.D= .61566), t= 4.780, p= 0.000 prove the alternative hypothesis, which means that contingent reward plays a role due to female managers in Palestinian NGOs. Though, the management by exception result of (M= 3.9140, S.D= .71475), t= 1.901, p= 0.067 support the null hypothesis, which means that management by exception doesn't play a role due to female managers in Palestinian NGOs.

Also, laissez-faire leadership for both male and female managers (mean= 2.9947, SD=1.05153), t= -5.097, p= 0.000, (mean= 3.0000, SD=.98507), t= -3.787, p= 0.001 respectively. The results support the alternative hypothesis for both males and female managers, which mean that laissez-faire leadership style, play a role in Palestinian NGOs.

Table (20): The results of one sample t-test for gender leadership styles for employees sample.

Gender	Male					Female				
Employees	**M**	**S.D**	**T**	**Sig.**	**Result**	**M**	**S.D**	**T**	**Sig.**	**Result**
Idealized influence	4.0377	.86829	4.541	.000	Accept H$_1$	4.1105	.80282	7.382	.000	Accept H$_1$
Inspirational motivation	3.8187	.94504	1.680	.096	**Reject H$_1$**	4.0476	1.05940	4.809	.000	Accept H$_1$
Intellectual stimulation	3.7275	1.00251	.615	.539	**Reject H$_1$**	3.7752	.93069	1.496	.137	**Reject H$_1$**
Individual consideration	3.6170	1.02786	-.551	.583	**Reject H$_1$**	3.7049	.95522	.495	.622	**Reject H$_1$**
Transformational leadership style	**3.8026**	**.89301**	**1.564**	**.121**	**Reject H$_1$**	**3.9177**	**.80696**	**3.966**	**.000**	**Accept H$_1$**
Contingent reward	3.0500	1.15953	-5.734	.000	Accept H$_1$	3.0193	1.15544	-7.576	.000	Accept H$_1$
Management by exception	3.6964	.93273	.300	.765	**Reject H$_1$**	3.6612	.92481	-.129	.898	**Reject H$_1$**
Transactional Leadership style	**3.3125**	**.94849**	**-3.989**	**.000**	**Accept H$_1$**	**3.3033**	**.93979**	**-5.221**	**.000**	**Accept H$_1$**
Laissez-faire leadership	**3.5246**	**1.04673**	**-1.489**	**.139**	**Reject H$_1$**	**3.5337**	**.86581**	**-2.130**	**.035**	**Accept H$_1$**

Source: Researcher

One sample t-test was used to thesis the first hypothesis (The dimensions of gender leadership styles play a role in Palestinian NGOs.) in both male and female managers in their employees' point of view, with a 95% level confidence.

According to the employees opinion, Table (20) shows that the transformational leadership style for both male and female managers (mean= 3.8026, SD=.89301), t= 1.564, p= .121, (mean= 3.9177, SD=..80696), t= 3.966, p= 0.000

respectively. The results support the null hypothesis for males' managers, which mean that the transformational leadership style doesn't play a role due to in Palestinian NGOs. Comparable with female managers in their employees' point of view, the results support the alternative hypothesis for female managers, which mean that transformational leadership style plays a role due to female managers in Palestinian NGOs.

According to the employees opinion, the dimensions of transformational leadership: idealized influence of (M= 4.0377, S.D= .86829), t= 4.541, p= 0.000 in terms of male employees perspective support the alternative hypothesis, which means that idealized influence play a role in Palestinian NGOs. But the other transformational dimensions of inspirational motivation, intellectual stimulation and individual consideration of (M= 3.8187, S.D= .94504), t= 1.680, p= 0.096; and (M= 3.7275, S.D= 1.00251), t= .615, p= .539 ; (M= 3.6170, S.D= 1.02786), t= -.551, p= 0.583 respectively, the results support the null hypothesis , which means that inspirational motivation, Intellectual stimulation and individual consideration doesn't play a role due to male employees in Palestinian NGOs.

Females employees on the other hand, the dimensions of transformational leadership are: idealized influence and inspirational motivation of (M= 4.1105, S.D= .80282), t= 7.382, p= 0.000; (M= 4.0476, S.D= 1.05940), t= 4.809, p= 0.000 results supports the alternative hypothesis, which means that idealized influence, inspirational motivation play a role due to their employees point of view in Palestinian NGOs. Conversely, the intellectual stimulation and individual consideration of (M= 3.7752, S.D= .93069), t= 1.496, p= 0.137and (M= 3.7049, S.D= .95522), t= .495, p= 0.622 respectively. The results support the null hypothesis, which

means that intellectual stimulation and individual consideration doesn't play a role in Palestinian NGOs.

Furthermore, transactional leadership style for both male and female managers on their employees point of view (mean= 3.3125, SD=.94849), t= -3.989, p= 0.000, (mean= 3.3033, SD=.93979), t= -5.221, p= 0.000 respectively. The results support the alternative hypothesis for both males and female managers, which means that the transactional leadership style plays a role in Palestinian NGOs.

The dimensions of transactional leadership contingent reward for both male and female managers on their employees point of view (M= 3.0500, S.D= 1.15953), t= -5.734, p= 0.000, and (M= 3.0193, S.D= 1.15544), t= -7.576, p= 0.000 respectively, the results support the alternative hypothesis, which means contingent reward play a role in Palestinian NGOs.

Management by exception result of both male and female managers on their employees point of view show (M= 3.6964, S.D= .93273), t= .300, p=0.765; and (M= 3.6612, S.D= .92481), t= -.129, p= 0.898 respectively, the results support the null hypothesis, which means that management by exception doesn't play a role in Palestinian NGOs.

However, laissez-faire leadership for male managers from their employees' point of view (mean= 3.5246, SD=1.04673), t= -1.489, p= 0.139. The results support the null hypothesis for males' managers from their employees' point of view, which means that a laissez-faire leadership style doesn't play a role in Palestinian NGOs. Females on the other hand, laissez-faire leadership for female managers from their employees' point of view (mean= 3.5337, SD=.86581), t= -2.130, p= 0.035. The results support the alternative hypothesis for females' managers from their

employees' point of view, which means that laissez-faire leadership style plays a role in Palestinian NGOs.

4.3.2 H$_1$.2: The individual creativity plays a role in Palestinian NGOs.

Table (21): The results of one sample t-test for individual creativity for managers samples.

Gender	Male					Female				
Manager	M	S.D	T	Sig.	Results	M	S.D	T	Sig.	Results
Domain- relevant skills	4.1311	.50258	7.048	.000	Accept H$_1$	4.2287	.33219	8.577	.000	Accept H$_1$
Creativity-relevant skills	4.0661	.48855	6.122	.000	Accept H$_1$	4.1359	.38365	6.651	.000	Accept H$_1$
Intrinsic Task Motivation	4.0129	.50802	5.271	.000	Accept H$_1$	4.1133	.38253	6.241	.000	Accept H$_1$
Individual creativity	**4.0677**	**.45875**	**6.252**	**.000**	**Accept H$_1$**	**4.1878**	**.26184**	**9.888**	**.000**	**Accept H$_1$**

Source: Researcher

One sample t-test was used to examine the second hypothesis (The individual creativity plays a role in Palestinian NGOs.) in both male and female managers, with a 95% level confidence.

Table (21) shows that individual creativity for both male and female managers (mean= 4.0677, SD=.45875), t= 6.252, p= 0.000, (mean= 4.1878, SD=.26184), t= 9.888, p= 0.000 respectively. The results support the alternative hypothesis for both male and female managers, which mean that individual creativity plays a role due to in Palestinian NGOs.

According to the male managers, the dimensions of individual creativity: domain- relevant skills, creativity-relevant skills, and intrinsic task motivation of (M= 4.1311, S.D= .50258), t= 7.048, p= 0.000; (M= 4.0661, S.D= .48855), t= 6.122, p= 0.000; and (M= 4.0129, S.D= .50802), t= 5.271, p= 0.000 respectively. The results support the alternative hypothesis, which means that domain- relevant skills,

creativity-relevant skills, and intrinsic task motivation play a role in Palestinian NGOs.

Similarly, the dimensions of individual creativity due to females managers: domain- relevant skills, creativity-relevant skills, and intrinsic task motivation of (M= 4.2287, S.D= .33219), t= 8.577, p= 0.000; (M= 4.1359, S.D= .38365), t= 6.651, p= 0.000; and (M= 4.1133, S.D= .38253), t= 6.241, p= 0.000 respectively. The results support the alternative hypothesis, which means that domain- relevant skills, creativity-relevant skills, and intrinsic task motivation play a role in Palestinian NGOs.

Table (22): The results of one sample t-test for individual creativity for employees samples.

Gender	Male					Female				
Employees	M	S.D	T	Sig.	Result	M	S.D	T	Sig.	Result
Domain- relevant skills	4.0462	.60577	6.424	.000	Accept H$_1$	3.8832	.53800	5.122	.000	Accept H$_1$
Creativity-relevant skills	4.0890	.55372	7.864	.000	Accept H$_1$	3.9032	.57964	5.368	.000	Accept H$_1$
Intrinsic Task Motivation	3.8533	.64527	2.980	.004	Accept H$_1$	3.7068	.65665	.733	.464	**Reject H$_1$**
Individual creativity	**3.9791**	**.54854**	**5.579**	**.000**	**Accept H$_1$**	**3.8119**	**.52718**	**3.296**	**.001**	**Accept H$_1$**

Source: Researcher

One sample t-test was used to test the second hypothesis (The individual creativity plays a role in NGOs.) for both male and female employees, with a 95% level confidence.

Table (22) shows that individual creativity for both male and female employees (mean= 3.9791, SD=.54854), t= 5.579, p= 0.000, (mean= 3.8119, SD=.52718), t= 3.296, p= 0.001 respectively. The results support the alternative hypothesis for both male and female employees, which mean that individual creativity plays a role due to in Palestinian NGOs.

According to the male employees, the dimensions of individual creativity: domain- relevant skills, creativity-relevant skills, and intrinsic task motivation of (M=

4.0462, S.D= .60577), t= 6.424, p= 0.000; (M= 4.0890, S.D= .55372), t= 7.864, p= 0.000; and (M= 3.8533, S.D= .64527), t= 2.980, p= 0.004 respectively. The results support the alternative hypothesis, which means that domain- relevant skills, creativity-relevant skills, and intrinsic task motivation play a role in Palestinian NGOs.

Females employees on the other hand, the dimensions of individual creativity: domain- relevant skills, and creativity-relevant skills of (M= 3.8832, S.D= .53800), t= 5.122, p= 0.000; and (M= 3.9032, S.D= .57964), t= 5.368, p= 0.000 respectively. The results support the alternative hypothesis, which means that domain- relevant skills and creativity-relevant skills play a role in Palestinian NGOs.

However, intrinsic task motivation dimension of the female employees (M= 3.7068, S.D= .65665), t= .733, p= 0.464. The results support the null hypothesis, which means that intrinsic task motivation doesn't play a role due to female employees in Palestinian NGOs.

4.3.3.1 H$_{1.}$3.1: There is a significant difference in understanding gender leadership styles and individual creativity due to age in the Palestinian NGOs.

Table (23): The results of the ANOVA test for gender Leadership styles used for managers and employees samples due to age.

Sample	Managers				Employees			
Gender	Male		Female		Male		Female	
	F	Sig.	F	Sig.	F	Sig.	F	Sig.
Idealized influence	1.446	0.239	5.185	.007	2.754	.046	1.788	.151
Inspirational motivation	1.289	1.289	2.031	.133	2.205	.092	1.633	.183
Intellectual stimulation	0.283	0.838	1.417	.260	2.415	.070	2.346	.075
Individual consideration	1.156	0.334	.536	.662	3.233	.025	2.483	.062
Transformational leadership style	**1.624**	**0.195**	**1.752**	**.186**	**2.828**	**.042**	**1.597**	**.192**
Contingent reward	0.059	0.981	.560	.647	4.605	.004	6.307	.000
Management by exception	0.226	0.878	1.136	.352	2.254	.086	2.374	.072
Transactional Leadership style	**0.107**	**0.955**	**.819**	**.819**	**4.537**	**.005**	**4.448**	**.005**

Laissez-faire leadership	**0.617**	**0.607**	**2.646**	**.069**	**1.305**	**.276**	**2.484**	**.062**
Domain- relevant skills	1.214	0.313	.102	.958	1.258	.293	.510	.676
Creativity-relevant skills	1.019	0.392	2.287	.102	.533	.533	1.281	.282
Intrinsic Task Motivation	1.344	0.269	.691	.566	1.682	.175	2.574	.056
Individual creativity	**1.421**	**0.248**	**.095**	**.962**	**.970**	**.410**	**1.264**	**.289**

Source: Researcher

Table (23) presents that One-way ANOVA test was conducted on the third alternative hypothesis to explore the significant difference at 95% level confidence in gender leadership styles and individual creativity due to age in the Palestinian NGOs.

In the male managers sample, the significant F values for transformational leadership style, idealized influence, inspirational motivation, intellectual stimulation, individual consideration , transactional Leadership style, contingent reward, management by exception, laissez-faire leadership, individual creativity, domain-relevant skills, creativity-relevant skills, and intrinsic task motivation were (F=1.624, sig.= 0.195), (F=1.446, sig.= 0.239), (F=1.289, sig.= 1.289), (F=0.283, sig.= 0.838),(F=1.156, sig.= 0.334), (F=0.107, sig.= 0.955), (F=0.059, sig.= 0.981) ,(F=0.226, sig.= 0.878) , (F=0.617, sig.= 0.607), (F=1.421, sig.= 0.248), (F=1.214, sig.= 0.313), (F=1.019, sig.= 0.392), and (F=1.344, sig.= 0.269) respectively. Since the p-value of the experimental F statistic is more than 0.05, it indicates that the results support the null hypothesis of all the variables included above due to age which mean that there is no significant difference in understanding gender leadership styles and individual creativity from the male manager's perspective due to age in the Palestinian NGOs.

Due to the female managers, the significant F values for idealized influence were (F=5.185, sig.= 0.007) since the p-value of the experimental F statistic is less than 0.05, this indicates that the results support the alternative hypothesis above for

idealized influence dimensions. On the other side, the alternative hypothesis was rejected for transformational leadership style , inspirational motivation, intellectual stimulation, individual consideration,   transactional Leadership style, contingent reward, management by exception , laissez-faire leadership, individual creativity, domain-relevant skills, creativity-relevant skills, and intrinsic task motivation that F values for mention dimensions were (F=1.752, sig.= 0.186), (F=2.031, sig.= 0.133), (F=1.417, sig.= 0.260),(F=.536, sig.= .662), (F=0.819, sig.= 0.819), (F=0.560, sig.= 0.647) ,(F=1.136, sig.= 0.352) , (F=2.646, sig.= 0.069), (F=0.095, sig.=0.962), (F=0.691, sig.= 0.566), (F=2.287, sig.= 0.102), and   (F=0.102, sig.= 0.958) respectively, since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to age. Thus, there is no significant difference in understanding gender leadership styles and individual creativity from the female manager's perspective due to age in the Palestinian NGOs.

According to male employees point of view, the significant F values for idealized influence, individual consideration, transformational leadership style, contingent reward, transactional Leadership style were   (F=2.754, sig.= 0.046), (F=3.233, sig.= 0.025), (F=2.828, sig.=0 .042), (F=4.605, sig.=0.004), (F=4.537, sig.=0.005), since the p-value of the experimental F statistic is less than 0.05,this indicates that the results support the alternative hypothesis above for idealized influence, individual consideration, transformational leadership style, contingent reward, transactional Leadership style. In addition, the alternative hypothesis was rejected for inspirational motivation, intellectual stimulation, management by exception, laissez-faire leadership, domain-relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity that F values for mention

dimensions were (F=2.205, sig.= 0.092), (F=2.415, sig.= 0.070), (F=2.254, sig.= 0.086),(F=1.305, sig.= 0.276), (F=1.258, sig.= 0.293), (F=0.533, sig.= 0.533) ,(F=1.682, sig.= 0.175) , and (F=0.970, sig.= 0.410) respectively, since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to age.

Thus, there is no significant difference in understanding the inspirational motivation, intellectual stimulation, management by exception, laissez-faire leadership, domain-relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity from the male employee's perspective due to age in the Palestinian NGOs.

In relation to female employee's opinion, the significant F values for contingent reward and transactional leadership style were (F=6.307, sig. = 0.000), and (F=4.448, sig. =0.005) since the p-value of the experimental F statistic is less than 0.05, this indicates that the results support the alternative hypothesis above contingent reward and transactional leadership style. On the contrary, the alternative hypothesis was rejected for idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, management by exception, laissez-faire leadership, domain-relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity that F values for mention dimensions were (F=1.788, sig.=0.151), (F=1.633, sig.= 0.183), (F=2.346, sig.= 0.075),(F=2.483, sig.= 0.062), (F=1.597, sig.= 0.192), (F=2.374, sig.= 0.072) ,(F=2.484, sig.= 0.062) , (F=0.510, sig.= 0.676), (F=1.281, sig.= 0.282), (F=2.574, sig.= 0.056) , and (F=1.264, sig.= 0.289) respectively. Since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to age. Thus, there is no significant difference in understanding

idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and transformational leadership style, management by exception, laissez-faire leadership, domain-relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity from the male employee's perspective due to age in the Palestinian NGOs.

4.3.3.2 H₁ 3.2: There is a significant difference in understanding gender leadership styles and individual creativity due to qualification in the Palestinian NGOs.

Table (24): The results of the ANOVA test for gender Leadership styles and individual creativity used for managers and employees samples due to qualifications.

Sample	Managers				Employees			
Gender	Male		Female		Male		Female	
	F	Sig.	F	Sig.	F	Sig.	F	Sig.
Idealized influence	.075	.928	.748	.484	7.020	.001	.023	.978
Inspirational motivation	.316	.730	1.346	.276	6.209	.003	.413	.662
Intellectual stimulation	.196	.823	1.192	.319	8.856	.000	.572	.565
Individual consideration	2.305	.108	4.275	.025	12.228	.000	.720	.488
Transformational leadership style	**.021**	**.979**	**1.536**	**.237**	**9.993**	**.000**	**.259**	**.772**
Contingent reward	.356	.702	.524	.598	4.331	.015	1.335	.266
Management by exception	.148	.863	.002	.998	3.307	.040	1.897	.153
Transactional Leadership style	**.058**	**.943**	**.136**	**.873**	**4.635**	**.012**	**1.737**	**.179**
Laissez-faire leadership	**2.983**	**.058**	**.629**	**.541**	**.883**	**.416**	**.239**	**.788**
Domain- relevant skills	2.479	.093	4.280	.026	5.590	.005	.559	.573
Creativity-relevant skills	.183	.833	1.172	.325	1.058	.351	.699	.498
Intrinsic Task Motivation	.082	.921	2.121	.140	.479	.621	1.642	.197
Individual creativity	**2.124**	**.130**	**3.454**	**.050**	**1.764**	**.177**	**1.108**	**.333**

Source: Researcher

Table (24) displays that One-way ANOVA test was conducted on the third alternative hypothesis to explore the significant difference at 95% level confidence between gender leadership styles and individual creativity due to qualification in the Palestinian NGOs.

In the male managers sample, the significant F values for transformational leadership style, idealized influence, inspirational motivation, intellectual stimulation, individual consideration , transactional leadership style, contingent reward, management by exception, laissez-faire leadership, individual creativity, domain-relevant skills, creativity-relevant skills, and intrinsic task motivation were (F=0.021, sig.= 0.979), (F=0.075, sig.= 0.928), (F=0.316, sig.= 0.730), (F=0.196, sig.=0.823),(F=2.305, sig.= 0.108), (F= 0.058, sig.= 0.943), (F=0.356, sig.= 0.702) ,(F= 0.148, sig.= 0.863) , (F=2.983, sig.= 0.058), (F=2.479, sig.= 0.093), (F= 0.183, sig.= 0.833), (F=0.082, sig.=0.921), and (F=2.124, sig.= 0.130) respectively, since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to qualification. Which mean that there is no significant difference in understanding gender leadership styles and individual creativity from the male manager's perspective due to qualification in the Palestinian NGOs.

Due to the female managers, the significant F values for individual consideration, domain-relevant skills, and individual creativity were (F=4.275, sig.= 0.025), (F=4.280, sig.= 0.026) , and (F=3.454, sig.= 0.050) since the p-value of the experimental F statistic is less or equal than 0.05,this indicates that the results support the alternative hypothesis above for individual consideration, domain-relevant skills, and individual creativity.

Also, the alternative hypothesis was rejected for idealized influence, inspirational motivation, intellectual stimulation, transformational leadership style, contingent reward, management by exception , transactional leadership style, laissez-faire leadership, creativity-relevant skills, and intrinsic task motivation that F values for mention dimensions were (F= 0.748, sig.= 0.484), (F=1.346, sig.= 0.276),

(F=1.192, sig.= 0.319),(F=1.536, sig.= 0.237), (F=0.524, sig.= 0.598), (F=0.002, sig.= 0.998) ,(F=0.136, sig.= 0.873) , (F=0.629, sig.= 0.541), (F=1.172, sig.= 0.325), (F=2.121, sig.= 0.140) respectively, since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to qualification. Thus, there is no significant difference in understanding gender leadership styles and individual creativity from the female manager's perspective due to qualification in the Palestinian NGOs.

According to male employees point of view, the significant F values for idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, contingent reward, management by exception transactional leadership style, domain-relevant skills were (F=7.020, sig.= 0.001), (F=6.209, sig.= 0.003), (F=8.856, sig.= 0.000), (F=12.228, sig.= 0.000), (F=9.993, sig.= 0.000), (F=4.331, sig.= 0.015), (F=3.307, sig.= 0.040), (F=4.635, sig.= 0.012), (F=5.590, sig.= 0.005), since the p-value of the experimental F statistic is less than 0.05,this indicates that the results support the alternative hypothesis above for idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, contingent reward, management by exception transactional leadership style, domain-relevant skills.

Conversely, the alternative hypothesis was rejected for, laissez-faire leadership, creativity-relevant skills, intrinsic task motivation, and individual creativity that F values for mention dimensions were (F=0.883, sig.= 0.416), (F=1.058, sig.= 0.351), (F=.479, sig.= 0.621),(F=1.764, sig.= 0.177) respectively. Since the P-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to qualification. Thus, there is no significant difference in understanding laissez-faire

leadership, creativity-relevant skills, intrinsic task motivation, and individual creativity from the male employee's perspective due to qualifications in the Palestinian NGOs.

According to female employees' opinion, the alternative hypothesis was rejected for idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, contingent reward , management by exception, transactional leadership style, laissez-faire leadership, domain-relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity that F values for mention dimensions were (F=0.023, sig.= 0.978), (F=0.413, sig.= 0.662), (F=0.572, sig.= 0.565),(F=0.720, sig.= 0.488), (F=0.259, sig.= 0.772), (F=1.335, sig.= 0.266) ,(F=1.897, sig.= 0.153) , (F=1.737, sig.= 0.179), (F=0.239, sig.= 0.788), (F=0.559, sig.= 0.573) , (F=0.699, sig.= 0.498), (F=1.642, sig.= 0.197), and (F=1.108, sig.= 0.333) respectively. Since the P-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to qualification. Thus, there is no significant difference in understanding idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, contingent reward, management by exception, transactional leadership style, laissez-faire leadership, domain-relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity from the female employee's perspective due to qualification in the Palestinian NGOs.

4.3.3.3 H$_1$. 3.3: There is a significant difference in understanding gender leadership styles and individual creativity due to the number of years worked in the current institution in the Palestinian NGOs.

Table (25): The results of the ANOVA test for gender Leadership styles and individual creativity used for managers and employees samples due to number of year worked in the current institution.

Sample	Managers				Employees			
Gender	Male		Female		Male		Female	
	F	Sig.	F	Sig.	F	Sig.	F	Sig.
Idealized influence	.390	.761	5.288	.006	.705	.551	1.382	.250
Inspirational motivation	1.581	.204	1.646	.202	1.038	.379	1.146	.332
Intellectual stimulation	.657	.582	1.052	.386	2.050	.111	2.350	.074
Individual consideration	.143	.934	.126	.944	1.270	.288	1.297	.277
Transformational leadership style	**.776**	**.513**	**.950**	**.434**	**1.455**	**.231**	**1.624**	**.186**
Contingent reward	.601	.617	.575	.637	2.194	.093	3.616	.014
Management by exception	.837	.479	.471	.705	1.389	.250	1.460	.227
Transactional Leadership style	**.388**	**.762**	**.246**	**.863**	**2.084**	**.107**	**2.417**	**.068**
Laissez-faire leadership	**1.473**	**.231**	**.891**	**.458**	**2.591**	**.056**	**.394**	**.758**
Domain- relevant skills	1.586	.203	.407	.749	.749	.525	1.450	.230
Creativity-relevant skills	1.782	.162	1.472	.245	2.636	.054	.564	.639
Intrinsic Task Motivation	.294	.830	1.213	.325	.318	.812	1.974	.120
Individual creativity	**1.025**	**.390**	**.105**	**.956**	**.951**	**.420**	**1.350**	**.261**

Source: Researcher

Table (25) displays that One-way ANOVA test was conducted on the third alternative hypothesis to explore the significant difference at 95% level confidence in gender leadership styles and individual creativity due to the number of years worked in the current institution in the Palestinian NGOs.

In the male managers sample, the significant F values for idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, contingent reward, management by exception, transactional leadership style, laissez-faire leadership, domain- relevant skills, creativity-relevant skills, intrinsic task motivation and individual creativity were (F=0.390, sig.= 0.761), (F=1.581, sig.= 0.204), (F=0.657, sig.= 0.582), (F=0.143, sig.=0.934),(F=0.776, sig.= 0.513), (F= 0.601, sig.= 0.617), (F=0.837, sig.= 0.479)

,(F= 0.388, sig.= 0.762) , (F=1.473, sig.= 0.231), (F=1.586, sig.= 0.203), (F= 1.782, sig.= 0.162), (F=0.294, sig.=0.830), and (F=1.025, sig.= 0.390) respectively. Since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to the number of years worked in the current institution. This means that there is no significant difference in understanding gender leadership styles and individual creativity from the male manager's perspective due to the number of years worked in the current institution in the Palestinian NGOs.

Due to the female managers, the significant F values for idealized influence was (F=5.288, sig.= 0.006) since the p-value of the experimental F statistic is less than 0.05, this indicates that the results support the alternative hypothesis above for idealized influence. On the contrary, the alternative hypothesis was rejected for inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style,   contingent reward, management by exception, transactional leadership style, laissez-faire leadership, domain-relevant skills, creativity-relevant skills, and intrinsic task motivation and individual creativity that F values for mention dimensions were (F= 1.646, sig.= 0.202),(F=1.052, sig.= 0.386), (F=.126, sig.= 0.944),(F=.950, sig.= 0.434),(F=0.575, sig.= 0.637), (F=0.471, sig.= 0.705) ,(F=0.246, sig.= 0.863),(F=0.891, sig.= 0.458),(F=.407, sig.= 0.749), (F=1.472, sig.= 0.245), (F=1.213, sig.= 0.325), and (F=.105, sig.= 0.956) respectively. Since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to the number of years worked in the current institution. Thus, there is no significant difference in understanding gender leadership styles and individual creativity from the female

manager's perspective due to the number of years worked in the current institution in the Palestinian NGOs.

According to male employees' point of view, the alternative hypothesis was rejected for idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, contingent reward, management by exception, transactional leadership style, laissez-faire leadership, domain- relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity that F values for mention dimensions were (F=0.705, sig.= 0.551), (F=1.038, sig.= 0.093), (F=2.050,sig.= 0.111),(F=1.270,sig.=0.288), (F=1.455, sig.=0.231),(F=2.194,sig.=0.351),(F=1.389,sig.=0.250),(F=2.084,sig.=0.107),(F=2.59 1, sig.=0.056), (F=0.749, sig.=0.525), (F=2.636, sig.= 0.054),(F=0.318, sig.= 0.812), (F=0.951, sig.= 0.420) respectively.

Since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to the number of years worked in the current institution. Thus, there is no significant difference in understanding gender leadership styles and individual creativity from the male employee's perspective due to the number of years worked in the current institution in the Palestinian NGOs.

According to female employees opinion, the significant F values for contingent reward was (F=3.616, sig. = 0.014) since the p-value of the experimental F statistic is less than 0.05, this indicates that the results support the alternative hypothesis above for contingent reward. On the other hand, the alternative hypothesis was rejected for idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, management by exception,

transactional leadership style, laissez-faire leadership, domain-relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity that F values for mention dimensions were (F=1.382, sig.= .250), (F=1.146, sig.= 0.332), (F=2.350, sig.= 0.074),(F=1.297, sig.= 0.277), (F=1.624, sig.= 0.186), (F=1.460, sig.= 0.227) ,(F=2.417, sig.= 0.068) , (F=.394, sig.= 0.758), (F=1.450, sig.= 0.230), (F=0.564, sig.= 0.639) , (F=1.974, sig.= 0.120), and (F=1.350, sig.= 0.261) respectively. Since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to the number of years worked in the current institution. Thus, there is no significant difference in understanding female leadership styles and individual creativity from the female employee's perspective due to the number of years worked in the current institution in the Palestinian NGOs.

4.3.3.4 H$_{1.}$3.4: There is a significant difference in understanding gender leadership styles and individual creativity due to years of experience in the Palestinian NGOs.

Table (26): The results of the ANOVA test for gender leadership styles and individual creativity used for managers and employees samples due to years of experience.

Sample	Managers				Employees			
Gender	Male		Female		Male		Female	
	F	Sig.	F	Sig.	F	Sig.	F	Sig.
Idealized influence	1.524	.218	2.482	.085	1.855	.141	.580	.629
Inspirational motivation	1.749	.167	.896	.456	1.025	.384	1.133	.337
Intellectual stimulation	.105	.957	.169	.916	2.823	.042	1.350	.260
Individual consideration	.187	.905	1.482	.244	2.535	.061	.761	.518
Transformational leadership style	**.619**	**.606**	**.675**	**.576**	**2.236**	**.088**	**.949**	**.418**
Contingent reward	.217	.884	.388	.763	4.702	.004	5.057	.002
Management by exception	.074	.974	1.596	.213	1.534	.210	.203	.894
Transactional Leadership style	**.161**	**.922**	**.832**	**.490**	**3.546**	**.017**	**2.930**	**.035**
Laissez-faire leadership	**2.080**	**.113**	**1.934**	**.148**	**3.384**	**.021**	**1.724**	**.164**

Domain- relevant skills	2.417	.076	.046	.986	1.410	.244	.458	.712
Creativity-relevant skills	1.297	.285	2.051	.131	2.058	.110	.726	.538
Intrinsic Task Motivation	.102	.959	.834	.488	.217	.885	5.142	.002
Individual creativity	**1.436**	**.244**	**.589**	**.629**	**1.168**	**.326**	**1.931**	**.127**

Source: Researcher

Table (26) displays that One-way ANOVA test was conducted on the third alternative hypothesis to explore the significant difference at 95% level confidence in gender leadership styles and individual creativity due to years of experience in the Palestinian NGOs.

In the male managers sample, the significant F values for idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style , contingent reward, management by exception, transactional leadership style, laissez-faire leadership, domain- relevant skills, creativity-relevant skills, intrinsic task motivation and individual creativity were (F=1.524, sig.= 0.218), (F=1.749, sig.= 0.167), (F=0.105, sig.= 0.957), (F=0.187, sig.= 0.905), (F=0.619, sig.=0.606),(F=0.217, sig.= 0.884), (F= 0.074, sig.= 0.974), (F=0.161, sig.= 0.922) ,(F= 2.080, sig.= 0.113) , (F=2.417, sig.= 0.076), (F=1.297, sig.= 0.285), (F= 0.102, sig.= 0.959), and (F=1.436, sig.= 0.244) respectively. Since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to years of experience which means that there is no significant difference in understanding male leadership styles and individual creativity from the male managers perspective due to years of experience in the Palestinian NGOs.

Due to the female managers, the alternative hypothesis was rejected for idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, contingent reward, management by

exception , transactional leadership style, laissez-faire leadership, domain-relevant skills, creativity-relevant skills, and intrinsic task motivation and individual creativity that F values for mention dimensions were (F= 2.482, sig.= 0.085), (F=0.896, sig.= 0.456), (F=0.169, sig.= 0.916), (F= 1.482, sig.= 0.244), (F=0.675, sig.= 0.576), (F=0.388, sig.= 0.763), (F=1.596, sig.= 0.213) ,(F=0.832, sig.= 0.490) , (F=1.934, sig.= 0.148), (F=0.046, sig.= 0.986), (F=2.051, sig.= 0.131), (F=0.834, sig.= 0.488), and (F=0.589, sig.= 0.629) respectively. Since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to years of experience. Thus, there is no significant difference in understanding female leadership styles and individual creativity from the female manager's perspective due to years of experience in the Palestinian NGOs.

According to male employees point of view, the significant F values for intellectual stimulation, contingent reward, transactional leadership style, and laissez-faire leadership were (F=2.823, sig.= 0.042), (F=4.702, sig.= 0.004) , (F=3.546, sig.= 0.017) , and (F=3.384, sig.= 0.021) since the p-value of the experimental F statistic is less than 0.05, this indicates that the results support the alternative hypothesis above for intellectual stimulation, contingent reward, transactional leadership style, and laissez-faire leadership .

On the other hand, the alternative hypothesis was rejected for idealized influence, inspirational motivation, individual consideration, transformational leadership style, management by exception, domain-relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity that F values for mention dimensions were (F=1.855, sig.= .141), (F=1.025, sig.= .384), (F=2.535, sig.= 0.061),(F=2.236, sig.= 0.088), (F=1.534, sig.= 0.210), (F=1.410, sig.= 0.244),

(F=2.058, sig.= 0.110),(F=.217, sig.= 0.885), and (F=1.168, sig.= 0.326) respectively, since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to the years of experience. Therefore, there is no significant difference in understanding gender leadership styles and individual creativity from the male employee's perspective due to years of experience in the Palestinian NGOs.

According to female employees opinion, the significant F values for contingent reward, transactional leadership style, and intrinsic task motivation was (F=5.057, sig. = 0.002), (F=2.930, sig. = 0.035), and (F=5.142, sig. = 0.002) respectively, since the p-value of the experimental F statistic is less than 0.05, this indicates that the results support the alternative hypothesis above for contingent reward, transactional leadership style, and intrinsic task motivation. On the other hand, the alternative hypothesis was rejected for idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, management by exception, laissez-faire leadership, domain-relevant skills, creativity-relevant skills and individual creativity that F values for mention dimensions were (F=.580, sig.= .629), (F=1.133, sig.= 0.337), (F=1.350, sig.= 0.260),(F=.761, sig.= 0.518), (F=.949, sig.= 0.418), (F=.203, sig.= 0.894) ,(F=1.724, sig.= 0.164) , (F=.458, sig.= 0.712), (F=.726, sig.= 0.538), (F=1.931, sig.= 0.127) respectively, since the p-value of the experimental F statistic is more than 0.05, this indicates that the results support the null hypothesis of all the variables included above due to years of experience. Thus, there is no significant difference in understanding female leadership styles and individual creativity from the female employee's perspective due to years of experience in the Palestinian NGOs.

4.4 Correlation matrix

4.4.1 H$_1$ .4: Gender Leadership styles are related to each other in the Palestinian NGOs.

4.4.2 H$_1$. 5: Gender leadership styles are related to individual creativity in the Palestinian NGOs.

Table (27): correlation coefficients among gender leadership styles and individual creativity variables due to managers sample

		idealized influence	inspirational motivation	Intellectual Simulation	Individualized consideration	Transformational Leadership	Contingent Rewards	Management by exception	Transactional Leadership	Laissez-faire leadership	Domain-relevant skills	Creativity-relevant skills	Intrinsic Task Motivation	Individual creativity
Male	idealized influence	1	.639**	.517**	.383**	.796**	.537**	.362**	.547**	.187	.532**	.601**	.424**	.557**
Female		1	.659**	.448*	.488*	.776**	.324	.006	.168	-.306	.241	.586**	.125	.363
Male	inspirational motivation		1	.632**	.560**	.867**	.519**	.580**	.645**	.173	.540**	.498**	.298*	.469**
Female			1	.608**	.648**	.866**	.349	.182	.255	-.133	.389*	.356	.328	.444*
Male	Intellectual Simulation			1	.513**	.858**	.499**	.436**	.572**	.325**	.398**	.427**	.405**	.403**
Female				1	.682**	.852**	.321	.176	.266	-.317	.152	.290	.316	.345
Male	Individualized consideration				1	.756**	.592**	.401**	.599**	.227	.392**	.335*	.353**	.418**
Female					1	.860**	.356	.223	.257	-.150	.476*	.400*	.329	.521*
Male	Transformational Leadership					1	.657**	.567**	.742**	.337**	.575**	.603**	.436**	.569**
Female						1	.371	.144	.236	-.198	.286	.417*	.355	.440*
Male	Contingent Rewards						1	.400**	.876**	.106	.462**	.527**	.454**	.482**
Female							1	.536**	.860**	-.177	.352	.277	.176	.330
Male	Management by exception							1	.792**	.319*	.393**	.424**	.281*	.370**
Female								1	.892**	.284	.071	.124	.112	.040

Male	Transactional Leadership								1	.262*	.515**	.572**	.459**	.521**
Female									1	.043	.200	.179	.069	.150
Male	Laissez-faire leadership									1	.122	.164	.143	.161
Female										1	-.069	-.209	-.007	-.047
Male	Domain-relevant skills										1	.799**	.685**	.936**
Female											1	.524**	.242	.849**
Male	Creativity-relevant skills											1	.694**	.907**
Female												1	.144	.726**
Male	Intrinsic Task Motivation												1	.867**
Female													1	.625**
Male	Individual creativity													1
Female														1

*: confidence level at 0.05, **: confidence level at 0.01.   **Source: Researcher**

Pearson correlation matrix among idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership, contingent rewards, management by exception, transactional leadership, laissez-faire leadership, domain-relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity among male and female managers sample.

Table (27) illustrates number of results due to male managers sample which are: first, there is a strong significant positive relationship between the male transformational leadership and each of idealized influence, inspirational motivation, intellectual stimulation, individual consideration in the manager's sample where (r =0.796, p < 0.01), (r =0.867, p < 0.01), (r =0.858 p < 0.01), and (r =0.756 p < 0.01) respectively. Second, there is a strong significant positive relationship between the male transactional leadership and contingent rewards, management by the exception in the manager's sample where (r =0.876, p < 0.01), and (r =0.792 p < 0.01) respectively. Third, there is a significant positive relationship between male transformational, transactional and laissez-faire leadership styles where (r =0.337, p < 0.01), and (r =0.262, p < 0.05) respectively. Hence, we accept the alternative hypothesis that gender leadership styles are related to each other due to male managers in the Palestinian NGOs.

Forth, there is a strong significant positive relationship between the male individual creativity and each of domain-relevant skills, creativity-relevant skills, intrinsic task motivation in the manager's sample where (r =0.936, p < 0.01), (r =0.907, p < 0.01), and (r =0.867 p < 0.01) respectively. And finally, individual creativity have a significant positive relationship with male transformational, and transactional leadership styles where (r =0.569, p < 0.01), and (r =0.521, p < 0.01) respectively, besides there is no correlation between individual creativity and male

laissez-faire leadership due to male managers in the Palestinian NGOs. Moreover, all male leadership style dimensions are empirically correlated with each other. Thus, we accepted the alternative hypothesis for male transformational and transactional leadership styles and reject it in the term of male laissez-faire leadership the Palestinian NGOs.

Due to female managers sample, the results indicates that there is a strong significant positive relationship between the female transformational leadership and each of idealized influence, inspirational motivation, intellectual stimulation, individual consideration in the manager's sample where (r =0.776, p < 0.01), (r =0.866, p < 0.01), (r =0.852 p < 0.01), and (r =0.860 p < 0.01) respectively. Also, there is no significant relationship between female transactional leadership and it dimensions; also there is no correlation between transformational, transactional and laissez-faire leadership styles. Moreover, not all female leadership style dimensions are empirically correlated to each other, so null hypothesis were accepted that gender leadership styles are not related to each other due to female managers in the Palestinian NGOs.

In addition, there's significant positive relationship between individual creativity and female transformational leadership styles where (r =0.440, p < 0.05), besides there is no correlation between individual creativity and female transactional and laissez-faire leadership style due to female managers in the Palestinian NGOs. Thus, the alternative hypothesis was accepted for the transformational leadership and the alternative hypothesis were rejected for female transactional and laissez-faire leadership style in the Palestinian NGOs. The results of the correlation coefficients proved that there is the existence of the correlation between dependent individual creativity, independent gender leadership styles.

Table (28): Correlation coefficients among gender leadership styles and individual creativity variables due to employees sample.

		Transformational Leadership	idealized influence	inspirational motivation	Intellectual Simulation	Individualized consideration	Transactional Leadership	Contingent Rewards	Management by exception	Laissez-faire leadership	Individual creativity	Domain-relevant skills	Creativity-relevant skills	Intrinsic Task Motivation
Male	Transformational Leadership	1	.879**	.932**	.945**	.920**	.719**	.568**	.742**	.433**	.526**	.306**	.481**	.597**
Female		1	.830**	.776**	.916**	.885**	.678**	.603**	.613**	.365**	.483**	.380**	.318**	.517**
Male	idealized influence		1	.793**	.738**	.712**	.583**	.430*	.669**	.404**	.478**	.285**	.420**	.522**
Female			1	.491**	.727**	.667**	.619**	.528**	.606**	.414**	.465**	.317**	.316**	.539**
Male	inspirational motivation			1	.848**	.788**	.650**	.504**	.686**	.361**	.505**	.275**	.479**	.559**
Female				1	.572**	.520**	.432**	.379**	.400**	.237**	.395**	.317**	.288**	.393**
Male	Intellectual Simulation				1	.858**	.679**	.545**	.686**	.437**	.493**	.282**	.468**	.535**
Female					1	.828**	.630**	.572**	.547**	.309**	.397**	.328**	.243**	.442**
Male	Individualized consideration					1	.687**	.567**	.661**	.374**	.453**	.264**	.371**	.542**
Female						1	.664**	.616**	.526**	.295**	.374**	.298**	.227**	.396**
Male	Transactional Leadership						1	.937**	.815**	.479**	.368**	.142	.294**	.488**
Female							1	.944**	.824**	.374**	.520**	.425**	.325**	.576**
Male	Contingent Rewards							1	.562**	.340**	.214*	.021	.129	.333**
Female								1	.590**	.307**	.436**	.352**	.262**	.522**
Male	Management by exception								1	.561**	.490**	.278**	.460**	.555**
Female									1	.404**	.545**	.430**	.385**	.547**
Male	Laissez-faire leadership									1	.568**	.446**	.477**	.546**
Female										1	.417**	.342**	.317**	.441**

Gender	Variable													
Male	Individual creativity										1	.923**	.917**	.876**
Female											1	.910**	.892**	.871**
Male	Domain-relevant skills											1	.812**	.664**
Female												1	.781**	.644**
Male	Creativity-relevant skills												1	.714**
Female													1	.662**
Male	Intrinsic Task Motivation													1
Female														1

*: confidence level at 0.05, **: confidence level at 0.01.   Source: Researcher

Pearson correlation matrix among idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership, contingent rewards, management by exception, transactional leadership, laissez-faire leadership, domain-relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity among male and female employees sample.

Table (28) illustrates number of results due to male managers from their employees point of view which are: first, there is a strong significant positive relationship between the male transformational leadership and each of idealized influence, inspirational motivation, intellectual stimulation, individual consideration in the employees sample where (r =0.879, p < 0.01), (r =0.932, p < 0.01), (r =0.945 p < 0.01), and (r =0.920 p < 0.01) respectively. Second, there is a strong significant positive relationship between the male transactional leadership and contingent rewards, management by the exception in the manager's sample where (r =0.937, p < 0.01), and (r =0.815 p < 0.01) respectively. Third, there is a significant positive relationship between male transformational, transactional and laissez-faire leadership styles where (r =0.479, p < 0.01), and (r =0.433, p < 0.01) respectively. Hence, we accept the alternative hypothesis that male leadership styles are related to each other due to male managers from their employee's perspective in the Palestinian NGOs.

Forth, there is a strong significant positive relationship between the male employees individual creativity and each of domain-relevant skills, creativity-relevant skills, intrinsic task motivation in the employees sample where (r =0.923, p < 0.01), (r =0.917, p < 0.01), and (r =0.876 p < 0.01) respectively. And finally, individual creativity have a significant positive relationship with male transformational, transactional leadership, and laissez-faire styles where (r =0.526, p < 0.01), (r =0.368, p < 0.01), and (r =0.545, p < 0.01) respectively. Moreover, all male leadership style

dimensions are empirically correlated with each other. Thus, the alternative hypothesis were accepted, that the there is a significant relationship between male leadership styles and individual creativity in the Palestinian NGOs due to employees sample.

Due to female managers sample, there are number of results from their employees point of view which are: first, there is a strong significant positive relationship between the female transformational leadership and each of idealized influence, inspirational motivation, intellectual stimulation, individual consideration in the employees sample where (r =0.830, p < 0.01), (r =0.776, p < 0.01), (r =0.916 p < 0.01), and (r =0.885 p < 0.01) respectively. Second, there is a strong significant positive relationship between the female transactional leadership and contingent rewards, management by the exception in the manager's sample where (r =0.944, p < 0.01), and (r =0.824 p < 0.01) respectively. Third, there is a significant positive relationship between female transformational, transactional and laissez-faire leadership styles where (r =0.365, p < 0.01), and (r =0.374, p < 0.01) respectively. Hence, the alternative hypothesis was accepted that female leadership styles are related to each other due to female managers from their employee's perspective in the Palestinian NGOs.

Forth, there is a strong significant positive relationship between the female employees individual creativity and each of domain-relevant skills, creativity-relevant skills, intrinsic task motivation in the employees sample where (r =0.910, p < 0.01), (r =0.892, p < 0.01), and (r =0.871 p < 0.01) respectively. And finally, individual creativity have a significant positive relationship with female transformational, transactional leadership, and laissez-faire styles where (r =0.517, p < 0.01), (r =0.576, p < 0.01), and (r =0.441, p < 0.01) respectively. Moreover, all female leadership style

dimensions are empirically correlated with each other. Thus, the alternative hypothesis were accepted, that the there is a significant relationship between female leadership styles and individual creativity in the Palestinian NGOs due to employees sample.

The results of the correlation coefficients proved that there is the existence of the correlation between dependent individual creativity, independent gender leadership styles.

4.4.3 H_1. 6: There is a significant impact of gender leadership styles on individual creativity in the Palestinian NGOs.

Table (29): R-square and ANOVA for econometrics model for male managers

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
Regression	3.347	3	1.116					
Residual	5.731	43	.133	8.371	.000[b]	.607[a]	.369	.325
Total	9.078	46						

a. Dependent Variable: individual creativity. **Source: Researcher**
b. Predictors: (Constant), transformational, transactional, and Laissez-faire leadership styles.

The scholar results from the table (29), using One Way ANOVA, it shows a significant value of 8.371 for the F distribution with degrees of freedom (3, 43). The F-test can be taken as a measure of the overall significance of the estimated regression, indicates that the p-value is less than 0.05, which implies that a significant effect exists between the selected variables in this model. In other words, it indicates that the combination of these variables significantly predicts the dependent variable in male managers sample, also as $R^2 = 0.369$ which means the independent's variables can explain 36.9% from the variation independent variable "gender leadership styles".

Table (30): The OLS summary statistics of the null hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.655	.490		3.374	.002
Transformational Leadership style	.321	.167	.347	1.920	.062
Transactional leadership style	.273	.159	.303	1.718	.093
Laissez-faire leadership style	.004	.055	.009	.069	.945

Source: Researcher

Multiple regression analysis was used to test if gender leadership styles significantly predicted individual creativity. As shown in the above table, the results of the regression indicated that leadership styles can't predict the individual creativity since the p-value is more than 0.05 among male managers worked in Palestinian NGOs. This means that male leadership styles have no effect on individual creativity.

Table (31): R-square and ANOVA for econometrics model for female managers

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
Regression	.303	3	.101					
Residual	.760	16	.047	2.129	.137[b]	.534[a]	.285	.151
Total	1.063	19						

a. Dependent Variable: individual creativity.   **Source: Researcher**
b. Predictors: (Constant), transformational, transactional, and Laissez-faire leadership styles.

The scholar results from the table (31), using One Way ANOVA, it also shows a significant value of 2.129 for the F distribution with degrees of freedom (3, 16). The F-test can be taken as a measure of the overall significance of the estimated regression, indicates that the p-value is more than 0.05, which implies that no significant effects exist between the selected variables in this model. In other words

"Indicates that the combination of these variables can't significantly predict the dependent variable in female manager's sample".

Table (32): The OLS summary statistics of the null hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	3.107	.576		5.396	.000
Transformational Leadership	.286	.118	.561	2.418	.028
Transactional leadership	-.109	.114	-.233	-.948	.357
Laissez-faire leadership	.096	.064	.367	1.500	.153

Source: Researcher

Multiple regression analysis was used to test if leadership styles significantly predicted individual creativity. As shown in above table, the results of the regression indicated one predictor (Transformational Leadership) explained 28.5% of the variance (R^2= 0.285, F (2.129) = 0.101, P< 0.05). It was found that transformational leadership significantly predicted individual creativity (ß= 0.286=, p=0.028).

The econometric model equation:

Individual creativity = 0.286 Transformational Leadership

The interpretations of the significant independent variables:

1) There is a direct impact on Transformational Leadership and individual creativity, and an increasing transformational leadership by 10 units may increase the individual creativity by 2.86 units.

2) But there is no impact that means no impact on these predictor variables (transactional leadership, Laissez-faire leadership) on the individual creativity.

Table (33): R-square and ANOVA for econometrics model for gender managers

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
Regression	3.345	3	1.115					
Residual	6.960	63	.110	10.093	.000[b]	.570[a]	.325	.292
Total	10.306	66						

a. Dependent Variable: individual creativity.   **Source: Researcher**

b. Predictors: (Constant), transformational, transactional, and Laissez-faire leadership styles.

The results from the table (33), using One Way ANOVA, it shows a significant value of 10.093 for the F distribution with degrees of freedom (3, 63). The F-test can be taken as a measure of the overall significance of the estimated regression, indicates that the p-value is less than 0.05, which implies that a significant effect exists between the selected variables in this model. In other words "Indicates that the combination of these variables significantly predicts the dependent variable in gender managers sample", also as $R^2= 0.325$ which means the independent's variables can explain 32.5% from the variation independent variable "gender leadership styles".

Table (34): The OLS summary statistics of the null hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	2.008	.390		5.153	.000
Transformational Leadership	.344	.104	.420	3.297	.002
Transactional leadership	.147	.105	.185	1.399	.167
Laissez-faire leadership	.025	.043	.065	.585	.561

Source: Researcher

Multiple regression analysis was used to test if leadership styles significantly predicted individual creativity. As shown in above table, the results of the regression indicated one predictor (Transformational Leadership) explained 32.5% of the

variance (R²= 0.325, F (10.093) = 1.115, P< 0.05). It was found that transformational leadership significantly predicted individual creativity (ß= 0.344, p=0.002).

The econometric model equation:

  Individual creativity = 0.344 Transformational Leadership

The interpretations of the significant independent variables:

1) There is a direct impact on transformational leadership and individual creativity, and an increasing transformational leadership by 10 units may increase the individual creativity by 3.44 units.

2) But there is no impact that means no impact on these predictor variables (transactional leadership, Laissez-faire leadership) on the individual creativity.

Table (35): R-square and ANOVA for econometrics model for male employees

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
Regression	11.848	3	3.949					
Residual	16.249	89	.183	21.632	.000[b]	.649[a]	.422	.402
Total	28.098	92						

a. Dependent Variable: individual creativity.　　**Source: Researcher**
b. Predictors: (Constant), transformational, transactional, and Laissez-faire leadership styles.

    The results from the table (35), using One Way ANOVA, it shows a significant value of 21.632 for the F distribution with degrees of freedom (3, 89). The F-test can be taken as a measure of the overall significance of the estimated regression, indicates that the p-value is less than 0.05, which implies that a significant effect exists between the selected variables in this model. In other words "Indicates that the combination of these variables significantly predicts the dependent variable in male employees sample", also as R²= 0.422 which means the independent's variables can explain 42.2% from the variation independent variable "gender leadership styles".

Table (36): The OLS summary statistics of the null hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.536	.199		12.725	.000
Transformational Leadership	.244	.072	.408	3.365	.001
Transactional leadership	-.077	.071	-.132	-1.091	.278
Laissez-faire leadership	.224	.048	.445	4.710	.000

Source: Researcher

Multiple regression analysis was used to test if leadership styles significantly predicted individual creativity. As shown in above table, the results of the regression indicated the two predictors (Transformational leadership and Laissez-faire leadership) explained 42.2% of the variance (R^2= 0.422, F (21.632) = 11.848, P< 0.05). It was found that transformational leadership significantly predicted individual creativity (ß= 0.244, p=0.001), as did laissez-faire leadership (ß= 0.224, p=0.000).

The econometric model equation:

Individual creativity = 0.244 transformational leadership + 0.224 laissez-faire leadership

The interpretations of the significant independent variables:

1) There is a direct impact on transformational leadership and individual creativity, and an increasing transformational leadership by 10 units may increase the individual creativity by 2.44 units.

2) There is a direct impact on laissez-faire leadership and individual creativity, and an increasing laissez-faire leadership by 10 units may increase the individual creativity by 2.24 units.

3) But there is no impact that means no impact on this predictor variable (transactional leadership) on the individual creativity.

Table (37): R-square and ANOVA for econometrics model for female employees

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
Regression	13.069	3	4.356					
Residual	23.665	131	.181	24.116	.000[b]	.596[a]	.356	.341
Total	36.735	134						

a. Dependent Variable: individual creativity.   **Source: Researcher**
b. Predictors: (Constant), transformational, transactional, and Laissez-faire leadership styles.

The scholar results from the table (37), using One Way ANOVA, it also shows a significant value of 24.116 for the F distribution with degrees of freedom (3, 131). The F-test can be taken as a measure of the overall significance of the estimated regression, indicates that the p-value is less than 0.05, which implies that a significant effect exists between the selected variables in this model. In other words "Indicates that the combination of these variables significantly predicts the dependent variable in female employees sample", also as R^2= 0.356 which means the independent's variables can explain 35.6% from the variation independent variable "gender leadership styles"

Table (38): The OLS summary statistics of the null hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.323	.202		11.486	.000
Transformational Leadership	.109	.062	.174	1.749	.083
Transactional leadership	.176	.054	.323	3.261	.001
Laissez-faire leadership	.150	.050	.231	2.980	.003

Source: Researcher

Multiple regression analysis was used to test if leadership styles significantly predicted individual creativity. As shown in above table, the results of the regression indicated the two predictors (Transactional leadership and Laissez-faire leadership)

explained 35.6% of the variance (R^2= 0.356, F (24.116) = 13.069, P< 0.05). It was found that transactional leadership significantly predicted individual creativity (ß= 0.176, p=0.001), as did laissez-faire leadership (ß= 0.150, p=0.003).

The econometric model equation:

Individual creativity = 0.176 transactional leadership + 0.150 laissez-faire leadership

The interpretations of the significant independent variables:

1) There is a direct impact on transactional leadership and individual creativity, and an increasing transactional leadership by 10 units may increase the individual creativity by 1.76 units.

2) There is a direct impact on laissez-faire leadership and individual creativity, and an increasing laissez-faire leadership by 10 units may increase the individual creativity by 1.50 units.

3) But there is no impact that means no impact on these predictor variables (transformational leadership) on the individual creativity.

Table (39): R-square and ANOVA for econometrics model for gender employees

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
Regression	23.290	3	7.763					
Residual	42.604	224	.190	40.818	.000[b]	.595[a]	.353	.345
Total	65.893	227						

a. Dependent Variable: individual creativity.　　**Source: Researcher**
b. Predictors: (Constant), transformational, transactional, and Laissez-faire leadership styles.

The scholar results from the table (39), using One Way ANOVA, it also shows a significant value of 40.818 for the F distribution with degrees of freedom (3, 224). The F-test can be taken as a measure of the overall significance of the estimated regression, indicates that the p-value is less than 0.05, which implies that a significant

effect exists between the selected variables in this model. In other words "Indicates that the combination of these variables significantly predicts the dependent variable in gender managers sample", also as R²= 0.353 which means the independent's variables can explain 35.3% from the variation independent variable "gender leadership styles".

Table (40): The OLS summary statistics of the null hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.385	.144		16.593	.000
Transformational Leadership	.140	.048	.228	2.950	.004
Transactional leadership	.101	.043	.179	2.338	.020
Laissez-faire leadership	.183	.035	.316	5.199	.000

Source: Researcher

Multiple regression analysis was used to test if leadership styles significantly predicted individual creativity. As shown in above table, the results of the regression indicated the three predictors (transformational Leadership, transactional leadership, and laissez-faire leadership) explained 35.3% of the variance (R²= 0.353, F (40.818) = 7.763, P< 0.05). It was found that transformational leadership significantly predicted individual creativity (ß= 0.140, p=0.004), as did transactional leadership (ß= 0.101, p=0.020) and laissez-faire leadership (ß= 0.183, p=0.000).

The econometric model equation:

Individual creativity = 0.140 Transformational leadership + 0.176 Transactional leadership + 0.150 Laissez-faire leadership

The interpretations of the significant independent variables:

1) There is a direct impact on transformational leadership and individual creativity, and an increasing transformational leadership by 10 units may increase the individual creativity by 1.40 units.

2) There is a direct impact on transactional leadership and individual creativity, and an increasing transactional leadership by 10 units may increase the individual creativity by 1.76 units.

3) There is a direct impact on laissez-faire leadership and individual creativity, and an increasing laissez-faire leadership by 10 units may increase the individual creativity by 1.50 units.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

This thesis is aimed to investigate the impact of gender leadership styles on the individual's creativity in Palestinian NGOs. This chapter discusses the results and findings of the thesis to answer the questions previously asked and validate the hypothesis. Also, the chapter compares the results with other researcher's findings to have common conclusion and understand the needs of leadership styles in the Palestinians NGOs. With the addition of some recommendations to help the NGOs' leaders and employees to enhance their creativity.

5.1 Results of Thesis Questions:

Question (1): What is the level of transformational leadership style in the Palestinians' NGOs?

The first question measures the level of transformational leadership style in the Palestinians' NGOs in managers and employees' samples. Using mathematical mean and standard deviation, the results of managers and employees sample demonstrates that there's a high level of applied transformational leadership style for both male and female from the manager's and employee's point of view in the NGOs. In addition, the mean value of females which reflects their attitude towards the application of transformational leadership is slightly higher than that of males in both point of views. Eagly et al.,(2003);Vinkenburg et al.(2011); M'mbaha (2012) founds that females are incorporating transformational leadership styles more than males.

According to the manager's opinion, the mean of transformational leadership styles dimensions for female managers which includes: idealized influence,

inspirational motivation, individual consideration, and intellectual stimulation is higher than male managers.

As in the employee sample which demonstrate that the mean of idealized influence, inspirational motivation, intellectual stimulation, and individual consideration scored high mean in terms of female perspective. Males on the other hand, the means were high-level mean in idealized influence; inspirational motivation; and intellectual stimulation, but the individual consideration achieved an average mean.

According to Vinkenburg et al.,(2011) female managers are more interested in applying individualized consideration than males which is consistent with this thesis's results. In contrast with the other results, male managers are more interested in inspirational motivation than females, which contradict with this thesis results.

Question (2): What is the level of transactional leadership style in the Palestinians NGOs?

The second question measures the level of gender transactional leadership style in the Palestinians' NGOs due to managers and employees' samples. Using mathematical mean and standard deviation, the results of manager's sample reveals that there's a high level of applied gender transactional leadership style from the manager's point of view, while there's a moderate level of applied gender transactional leadership style from the employee's point of view in the Palestinian NGOs. Despite that the mean score of transactional is lower than that of transformational leadership styles, female leaders also scored higher than male leaders.

In terms of transactional leadership dimensions, contingent reward for female managers scored slightly a higher mean than male managers (as in Piccolo, 2004;

Vinkenburg et al.,2011; Eagly et al.,2003 results), in contrast of the employees point of view where the contingent reward of the dimensions of transactional leadership scored moderate mean level for both males and females.

While management by exception scored a high mean from male and female manager's point of view, it has a higher mean in the male's transactional leaders than females (as in Vinkenburg et al., 2011; Eagly et al., 2003 results). From the employee's point of view, management by exception scored a high mean in male managers, and a moderate mean level in the females'.

Question (3): What is the level of laissez-faire leadership style in the Palestinian NGOs?

The third question measures the level of gender laissez-faire leadership style in the Palestinians' NGOs due to managers and employees' samples. Using mathematical mean and standard deviation, the results indicate that there's an average level of applied male and female laissez-faire leadership style from the manager's and employees point of view in the Palestinian NGOs. In addition, the mean value of females which reflects their perceptive towards the application of laissez-faire leadership is slightly higher than that of males.

Question (4): What is the level of individual creativity in the Palestinian NGOs?

The forth question measures the level of individual's creativity in the Palestinians' NGOs through the study of individual's creativity dimensions due to both managers and employees' samples. Using mathematical mean and standard deviation, the results reveals that there's a high mean level of individual creativity among male and female managers and employees who work in the Palestinian NGOs. Moreover, the mean value of females which reflects their perceptive towards the

application of individual creativity is higher than that of males due to manager's samples comparable with the employee's samples which reveals that the mean value of males is higher than that of females.

Due to individual creativity dimensions, the results indicate that there's a high mean level of domain-relevant skills, creativity-relevant skills, and intrinsic task motivation among males and females in both samples. In addition, the mean value of females which reflects their perceptive towards the application of individual creativity dimensions is higher than that of males due to manager's samples comparable with the employee's samples which reveals that the mean value of males is higher than that of females. The scholar suggests that the results show higher skills, more creativity, and self-confidence in the female's managers comparable with female employee.

5.2 The Results of Thesis Hypothesis:

In this part, the scholar will discuss the thesis's hypotheses with the previous studies showed in the literature review.

H$_1$.1: The dimensions of gender leadership styles play a role in Palestinian Non-Governmental Organizations.

Using One sample t-test, the results indicate that gender transformational leaders plays a role in Palestinian NGOs due to the manager's sample. On the contrary, the employees' point of view suggests that male transformational leaders doesn't play a role in Palestinian NGOs, comparable with females transformational leaders which plays a role in Palestinian NGOs.

According to manager's sample, the dimensions of female transformational leaders: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration play a role in Palestinian NGOs. However, the dimensions of

male transformational leaders: idealized influence, inspirational motivation, and individual consideration play a role in Palestinian NGOs. But the intellectual stimulation doesn't play a role in Palestinian NGOs.

Additionally, in the employee's opinion, the dimensions of transformational leadership idealized influence play a role due to males in Palestinian NGOs. But the other transformational dimensions of inspirational motivation, intellectual stimulation, and individual consideration don't play a role due to male employees in Palestinian NGOs.

Females on the other hand, the dimensions of transformational leadership idealized influence and inspirational motivation play a role due to their employees' point of view in Palestinian NGOs. Conversely, the intellectual stimulation and individual consideration don't play a role in Palestinian NGOs.

Furthermore, gender transactional leaders for both managers and employees' samples play a role in Palestinian NGOs. Also, the dimensions of male transactional leaders: Contingent reward and management by exception play a role in Palestinian NGOs due to manager's sample. As with employees' sample, the contingent reward plays a role in Palestinian NGOs, while management by exception doesn't.

Females, on the other hand, the result of the contingent reward play a role due in Palestinian NGOs in both samples. Though, the management by exception doesn't play a role due to both samples.

Also, gender laissez-faire leaders play a role in Palestinian NGOs due to manager's sample. Comparable with employees' sample which indicates that male laissez-faire leaders don't play a role in Palestinian NGOs, while female laissez-faire leaders do.

H$_1$.2: The individual creativity plays a role in Palestinian NGOs.

Using one sample t-test, the results indicate that both male and female individual's creativity plays a role in Palestinian NGOs due to the managers and employees' samples.

According to males, the dimensions of individual creativity: domain- relevant skills, creativity-relevant skills, and intrinsic task motivation play a role in Palestinian NGOs in both samples.

Similarly, the dimensions of females' managers' individual creativity: domain-relevant skills, creativity-relevant skills, and intrinsic task motivation play a role in Palestinian NGOs. The females' employees' domain- relevant skills and creativity-relevant skills play a role in Palestinian NGOs, but the intrinsic task motivation doesn't.

H$_1$. 3: There is significant difference in understanding gender leadership styles and individual creativity due to demographic characteristics (Age, Qualification, The number of years worked in the current institution, and Years of experience) in the Palestinian NGOs.

According to males, there is no significant difference in understanding leadership styles, dimensions, and individual creativity from the male managers perspective due to age in the Palestinian NGOs. Male employees on the other hand, the results show that there's significant difference in understanding idealized influence, individual consideration, transformational leadership style, contingent reward, transactional leadership style due to age in the Palestinian NGOs, while there is no significant difference in understanding the inspirational motivation, intellectual stimulation, management by exception, laissez-faire leadership, domain-relevant

skills, creativity-relevant skills, intrinsic task motivation, and individual creativity due to age in the Palestinian NGOs.

In relation to females, the results indicate that there's a significant difference in understanding idealized influence from female manager's perspective due to age in the Palestinian NGOs, and there is no significant difference in understanding the other leadership styles and dimensions, as well as individual creativity from female manager's perspective due to age in the Palestinian NGOs. Otherwise , there's a significant difference in understanding contingent reward and transactional leadership style from female employees perspective due to age in the Palestinian NGOs, while there is no significant difference in understanding idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, management by exception, laissez-faire leadership, domain-relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity from female employees perspective due to age in the Palestinian NGOs.

Due to qualifications, there is no significant difference in understanding leadership styles, dimensions and individual creativity from the male managers perspective in the Palestinian NGOs. Conversely, the employees sample, there is a significant difference in understanding idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, contingent reward, management by exception transactional leadership style, and domain-relevant skills in the Palestinian NGOs. Also, there is no significant difference in understanding laissez-faire leadership, creativity-relevant skills, intrinsic task motivation, and individual creativity from the male employee's perspective due to qualifications in the Palestinian NGOs.

In the female's manager's sample, the results reveal that there's a significant difference in understanding individual consideration, domain-relevant skills, and individual creativity due to qualifications in the Palestinian NGOs. Also, there is no significant difference in understanding idealized influence, inspirational motivation, intellectual stimulation, transformational leadership style, contingent reward, management by exception, transactional leadership style, laissez-faire leadership, creativity-relevant skills, and intrinsic task motivation due to qualifications in the Palestinian NGOs. Female employees on the other hand, the results show that there's no significant difference in understanding leadership's styles and dimensions and individual creativity due to qualification in the Palestinian NGOs.

Due to the number of years worked in the current institution, in the male managers and employees samples the results indicate that there is no significant difference in understanding leadership's styles and dimensions and individual creativity in the Palestinian NGOs.

According to females, the results of female managers shows that there is a significant difference in understanding idealized influence in the Palestinian NGOs, and that there is no significant difference in understanding inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, contingent reward, management by exception, transactional leadership style, laissez-faire leadership, domain- relevant skills, creativity-relevant skills, and intrinsic task motivation and individual creativity due to the number of years worked in the current institution in the Palestinian NGOs. Though, in the female employees' sample the results shows that there is significant difference in understanding contingent reward in the Palestinian NGOs, and that there is no significant difference in understanding idealized influence, inspirational motivation, intellectual stimulation, individual

consideration, transformational leadership style, management by exception, transactional leadership style, laissez-faire leadership, domain- relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity due to the number of years worked in the current institution in the Palestinian NGOs.

Due to the years of experience, the results of the male managers sample indicate that there is no significant difference in understanding male leadership styles and individual creativity from the in the Palestinian NGOs. Male employees result on the other hands, shows that there is a significant difference in understanding intellectual stimulation, contingent reward, transactional leadership style, and laissez-faire leadership in the Palestinian NGOs. And there is no significant difference in understanding idealized influence, inspirational motivation, individual consideration, transformational leadership style, management by exception, domain-relevant skills, creativity-relevant skills, intrinsic task motivation, and individual creativity in the Palestinian NGOs.

According to females' sample, there is there is no significant difference in understanding female leadership styles and individual creativity in manager sample due to years of experience in the Palestinian NGOs. In contrast, the female employees' sample results indicate that there is a significant difference in understanding contingent reward, transactional leadership style, and intrinsic task motivation in the Palestinian NGOs. Also, there is no significant difference in understanding idealized influence, inspirational motivation, intellectual stimulation, individual consideration, transformational leadership style, management by exception, laissez-faire leadership, domain-relevant skills, creativity-relevant skills and individual creativity from the female employee's perspective due to years of experience in the Palestinian NGOs.

H$_1$ .4: Gender Leadership styles are related to each other in the Palestinian NGOs.

According to males, there is a strong significant positive correlation between the male's transformational leadership and each of the idealized influence, inspirational motivation, intellectual simulation, individual consideration in the both managers and employees' samples. Also, there is a strong significant positive relationship between the male's transactional leadership and contingent rewards, management by exception in the both managers and employees' samples. Moreover, there is a significant positive correlation between male transformational, transactional and laissez-faire leadership styles in the Palestinian NGOs. Hence, we accept the alternative hypothesis that gender leadership styles are related to each other due to male managers and employees' perspectives in the Palestinian NGOs.

Due to females, the results indicate that there is a strong significant positive relationship between the female transformational leadership and each of idealized influence, inspirational motivation, intellectual simulation, individual consideration in the both managers and employees' samples. In addition, there is a strong significant positive relationship between the female transactional leadership and contingent rewards, management by exception in the female managers from their employees' point of view. But, in the female's managers sample there is no significant relationship between female transactional leadership and its dimensions.

Moreover, there is a significant positive correlation between female transformational, transactional and laissez-faire leadership styles due to the female employees' sample, but there is no correlation between transformational, transactional and laissez-faire leadership styles due to females' managers' sample in the Palestinian NGOs. Thus, we accept the null hypothesis that gender leadership styles are not

related to each other due to female manager's sample, comparable with female managers in the employee's perspectives in which the alternative hypothesis will be accepted that female leadership styles are related to each other in the Palestinian NGOs.

H$_1$. 5: There is a significant relationship between gender leadership styles and individual creativity in the Palestinian NGOs.

Due to males managers, individual creativity have a significant positive correlation with male transformational, and transactional leadership styles, otherwise, there is no correlation between individual creativity and male laissez-faire leadership due to male managers in the Palestinian NGOs. Thus, we accepted the alternative hypothesis for male transformational and transactional leadership styles and rejected it in ~~the~~ terms of male laissez-faire leadership the Palestinian NGOs. In contrast, there is a significant positive correlation between male transformational, transactional leadership, and laissez-faire styles and individual creativity due to male employees' sample. Thus, we accepted the alternative hypothesis, that there is a significant relationship between male leadership styles and individual creativity in the Palestinian NGOs due to employees' sample.

According to female managers' sample, there's a significant positive relationship between female transformational leadership styles and individual creativity, besides there is no correlation between individual creativity and female transactional and laissez-faire leadership style due to female managers in the Palestinian NGOs. Thus, we accepted the alternative hypothesis for the transformational leadership and we rejected the alternative hypothesis for female transactional and laissez-faire leadership style in the Palestinian NGOs.

Alternatively, individual creativity has a significant positive correlation with female transformational, transactional leadership, and laissez-faire styles due to female's employees' sample. Thus, we accepted the alternative hypothesis, that the there is a significant relationship between female leadership styles and individual creativity in the Palestinian NGOs due to employees' sample.

H$_1$. 6: There is a significant impact of gender leadership styles on individual creativity in the Palestinian NGOs.

There is no significant impact of male leadership styles on individual creativity due to male managers worked in Palestinian NGOs. In contrast, there is a significant impact of female transformational leadership styles on individual creativity due to female managers who worked in Palestinian NGOs. Thus, there is a significant impact of gender transformational leadership styles on individual creativity in Palestinian NGOs.

Due to employees' sample, there is a significant impact of male transformational leadership and laissez-faire leadership styles on individual creativity due to male employees' perspectives in Palestinian NGOs. In contrast, there is a significant impact of female transactional and laissez-faire leadership styles on individual creativity due to female employees' perspectives in Palestinian NGOs. Thus, there is a significant impact of gender transformational, transactional leadership and laissez-faire leadership styles on individual creativity in Palestinian NGOs.

Table (41): The Results of the Thesis Questions

NO.	The Thesis Questions	The Results	
		Manager	Employees
1	What is the level of transformational leadership style in the Palestinian NGOs?	There is a high level of transformational leadership styles among male and female in the Palestinian NGOs.	There is a high level of transformational leadership styles among male and female in the Palestinian NGOs.
2	What is the level of transactional leadership style in the Palestinian NGOs?	There is a high level of male/ female transactional leadership styles in the Palestinian NGOs.	There is an average level of male/ female transactional leadership styles in the Palestinian NGOs.
3	What is the level of laissez-faire leadership style in the Palestinian NGOs?	There is an average level of laiseez-faire leadership styles among male and female in the Palestinian NGOs.	There is an average level of laiseez-faire leadership styles among male and female in the Palestinian NGOs.
4	What is the level of individual creativity in the Palestinian NGOs?	There is a high level of individual creativity among male and female in the Palestinian NGOs.	There is a high level of individual creativity among male and female in the Palestinian NGOs.

Source: Researcher

Table (42): The Results of the Thesis Hypothesis

NO.	The Thesis Questions	The Results	
		Manager	Employees
$H_1.1$	The dimensions of gender leadership styles play a role in the Palestinian NGOs.	Gender leadership styles and Individual creativity play a role in the Palestinian NGOs.	-Male transformational and laissez-faire doesn't play a role in the Palestinian NGOs , but male transactional and individual creativity play a role in the Palestinian NGOs.
$H_1.2$	The individual's creativity plays a role in the Palestinian NGOs.		-Female leadership styles and Individual creativity play a role in the Palestinian NGOs.

H₁.3.1	There is a significant difference in understanding gender leadership styles and individual creativity due to demographic characteristics <u>Age</u> in the Palestinian NGOs.	There is no significant difference in understanding gender leadership styles and individual creativity among males and females due to age.	There is a significant difference in understanding male transactional, male transformational leadership styles and female transactional leadership style due to age. No significant difference in the other variables.
H₁.3.2	There is a significant difference in understanding gender leadership styles and individual creativity due to demographic characteristics <u>Qualification</u> in the Palestinian NGOs.	There is a significant difference in understanding individual creativity among female leaders due to qualifications. No significant difference in the other variables.	There is a significant difference in understanding male transactional and transformational leadership styles due to qualifications. No significant difference in the other variables.
H₁.3.3	There is a significant difference in understanding gender leadership styles and individual creativity due to demographic characteristics <u>the number of years worked in the current institution</u> in the Palestinian NGOs.	There is no significant difference in understanding gender leadership styles and individual creativity among males and females in the Palestinian NGOs.	There is no significant difference in understanding gender leadership styles and individual creativity among males and females in the Palestinian NGOs.
H₁.3.4	There is a significant difference in understanding gender leadership styles and individual creativity due to demographic characteristics <u>Years of experience</u> in the Palestinian NGOs.	There is no significant difference in understanding gender leadership styles and individual creativity among males and females due to years of experience in the Palestinian NGOs.	There is a significant difference in understanding male/ female transactional and male laissez-faire leadership styles due to years of experience in the Palestinian NGOs. No significant difference in the other variables.
H₁.4	Gender Leadership styles are related to each other in the Palestinian NGOs.	Male leadership styles are related to each other. On the other hands, female leadership styles are not related to each other in the Palestinian NGOs.	Male/Female leadership styles are related to each other in the Palestinian NGOs.
H₁.5	Gender leadership styles are related to individual creativity in the Palestinian NGOs.	Female transactional and male /female laissez-faire are not related to individual creativity .On the other hands, male/female transformational and male transactional leadership	Male/ Female leadership styles are related to individual creativity in the Palestinian NGOs

		styles are related to individual creativity in the Palestinian NGOs.	
H$_1$.6	There is a significant impact of gender leadership styles on individual's creativity in the Palestinian NGOs.	-There is no significant impact of male leadership style on individual creativity in the Palestinian NGOs. -There is no significant impact of female transactional and laissez-faire leadership style on individual creativity in the Palestinian NGOs. -There is a significant impact of female transformational leadership style on individual creativity in the Palestinian NGOs.	-There is no significant impact of male transactional leadership style on individual creativity in the Palestinian NGOs. -There is a significant impact of male transformational and laissez-faire leadership style on individual creativity in the Palestinian NGOs. -There is no significant impact of female transformational leadership style on individual creativity in the Palestinian NGOs. -There is a significant impact of female transactional and laissez-faire leadership style on individual creativity in the Palestinian NGOs.

Source: Researcher

5.3 Discussion

Due to the application of leadership styles among the manager's in the Palestinian NGOs institutions, the results reveal that there is an agreeable high level of applied gender transformational leadership styles, and a high level of applied gender transactional from manager's point of view while average level in their employees point of view.

The nature of the work in the Palestinian NGOs which has a small organizational hierarchy, few employees with huge responsibilities and tasks, depend on the outside fund, and work on project system needs a participatory work approach between the managers and their employees in order to fulfill all the tasks and achieve the goals as in transformational and transactional leadership styles Revise this whole

sentence. It is way too long and confusing. According to the employee's opinion, applied gender transactional leadership has an average level due to the lack of implementing the incentives and rewards system in the Palestinian NGOs for lack of current resources and funding.

Also, there's an average level of applied gender laissez-faire leadership style in the Palestinian NGOs which depends on the organizational hierarchy. Some organizations in the sample may have small project with many employees or small organizations with limited projects.

Moreover, there is a high level of managers and employee's individual creativity among males and females in Palestinian NGOs. The increase in the number of Palestinian graduates and the lack of employment opportunities in the Palestinian market increased the work requirements and competition for jobs. Thus, The Palestinians NGOs entails high work requirements and creativity in their employees to fulfill all intensity of the work activities. In addition, the changing nature of work in the Palestinian NGOs which depends on the donor's projects and funding requirements, needs creative employees.

Although, the current claim is that females have advanced leadership skills than male (Sharpe and Gopinathan, 2000; Eagly et al., 2003), in Palestine as worldwide they held less managerial positions compared to males. Even though the empirical differences between gender are slightly small (De La Rey, 2005), most researchers agreed with the results that females attempted to be transformational leaders more than males (as Eagly et al., 2003;Vinkenburg et al., 2011; M'mbaha ,2012), and focuses more on influencing their follower's and building a relationship that is based on mutual trust and respect with them (Geyery and Steyrer,1998; Bass et

al. 2003), challening their followers, improving their skills by training ,encouragement, delegation and support ((Koech and Namusonge, 2012; Girma, 2016), encouraging the creative behavior of their followers, challenging them to deal and exceed problems (Bass et al.2003; Koech and Namusonge ,2012; Yazdanifard 2013), and respecting the individual's personality and need of each followers and support them (Moriano et al.,2014; Ismail, et al., 2011). The reason may be due to firstly the nature of the female, and the nature of the NGOs work which has few employees with a huge responsibilities and task.

Although, the manager's results indicated that females are more capable to embrace the four transformational leadership styles, the employees opinion indicate that males are not capable of individual consideration compared to females (as Vinkenburg et al.,2011). Females are more considerable and compassionate in nature than males.

The female transactional leadership is rewarding and encouraging their followers better than males (as in Piccolo2004; Vinkenburg et al., 2011; Eagly et al., 2003 results). Females are more capable of contingent rewarding because they participate with their employees, which make the employees feel more motivated and rewarded. In contrast, males tend to correct their followers mistakes and penalize them when they do not meet work standards (Eagly et al., 2003; Judge and Piccolo, 2004), because males in the Palestinian society tend to care more about completing the tasks than strengthening employees.

In addition, laissez-faire leadership is not popular in the Palestinian NGOs institution, but the results show that females gravitate more towards nonleading their followers which may be due to society and work pressure and the individuality of

personal traits in this group, or the lack of projects and tasks with number of employees that exceeds the job responsibilities in the organizations.

Females are more able to inhabit creative activities, the results show that in the Palestinian NGOs, female managers are more creative than males in managerial role, because of the social and work pressure on the females. Females have a lot of responsibilities in their lives, tend to have more multitasking skills, have fewer opportunities than males so they need to continuously develop and challenge their capabilities to compete with males in managerial roles. On the other hand, male employees' creativity is more effective than females' employees. The reasons may be due to the lack of motivation for females' employees because of the social bias against them and the low salaries compared to males.

In the Palestinian NGOs institutions, there's conflict between managers and employees' opinions. The managers reveals that males and females use all transformational leadership dimensions toward their employees, despite that males do not intellectually stimulate their followers because they tend to concentrate on completing the tasks.

However, according to employees' opinion, females are transformational leaders who idealized influence and inspirationally motivate their followers as a result of the relationship that female managers built with their employees, tried to influence them, knew their needs and wants and motivated them. On the other hand, the employees feel that females' managers don't intellectually stimulate, and individually considers them. This maybe because the nature of the NGOs work which put the employees in a lot of pressure and responsibilities, making it difficult to consider the individuality of the employees, and the project system where the employee work

through the project life time making it more difficult to develop a relationship among the managers and employees.

However, the employees see that males' leaders are idealized influencing them, but they are doesn't intellectually stimulate, inspirationally motivate, and individually considerate them. As in the female managers, the nature of the Palestinian NGOs and the lack of recourses decrease the manager's ability to motivate and consider their employees individual needs.

Transactional leadership for both male and females plays a role in the Palestinian NGOs institutions due to managers and employees. But the aspects of transactional leadership have a conflict between managers and employees' opinions, male managers claim that their contingent rewarding and management by exception their employees, and their employees claim that male managers are contingent rewarding them but doesn't apply management by exception. The male manager's in NGOs organizations don't have the time to correct the actions of their employees, the intensive work and few staff make all the manager and employees concentrate on to completing the tasks on time (as a machines) without any kind of motivation. Females managers and employees agreed that females managers are contingent rewarding their employees and do not employ management by exception behavior (as Eagly et al., 2003) with the same reasons as males.

Moreover, managers indicate that male and female manager's exhibit laissez-faire leadership, but their employees claim that females are laissez- faire leaders but males are not. That may be found in the small NGOs institutions that implement small projects with few responsibilities.

The effective use of leadership styles led to encourage creative work among the employees. Managers and employees who work in the Palestinian NGOs

institutions exhibit creative aspects in their work performance, where the results show that   male and female managers   and male employees display practical skills, experience, knowledge, special ability (Amabile, 1988; Woodman et al.,1993; Rice,2006), individual traits and work styles (Amabile, 1996; Reiter-Palmon and Illies,2004), enthusiastic, naturally enjoyed and motivated, satisfied, and interested to take challenges internally not by external conditions (Amabile, 1996; Rice, 2006; Shalley et al.,2004)in their work performance. The high requirement, intensive tasks of the NGOs job requires highly qualified and creative managers and employees. The NGOs work requires multi-skills employees because they may have to fulfill different positions in the same project. Female employees, on the other hand, as in the results ~~does~~ do not have intrinsic work motivation toward their jobs. That could be for many reasons: (1) the bad economic situations of the Palestinian families which forces the female to work leading to intensive job and family responsibilities, (2) lack of job motivation, (3) the gender pay gap, positions and incentives against females, (4) the lack and difficulty of development opportunities due to females, and (5) society's pressure. All these reasons decreased the intrinsic task motivations in female's employees

The study aims to find the correlation between gender leadership styles and individual's creativity. The manager's results indicated that male transformational, male transactional and female transformational leaders have a significant positive correlation with the individual's creativity. Thus, applying transformational and transactional leadership styles has a good impact on developing the individual's creativity among the employees who work in the Palestinian NGOs. In contrast, male laissez-faire leadership, female transactional and female laissez-faire leadership style have no correlation with the individual's creativity.

According to the employees, the results reveal that there is a significant positive relationship between gender transformational, gender transactional leadership, and gender laissez-faire leadership styles and individual creativity. Therefore, in the employees' opinion, whatever leadership styles the manager uses, it develops the individual's creativity among the employees.

Which gender leadership styles have an impact on the employees' individual creativity? The study results answers this question which reveals that there is no significant impact of male (transformational, transactional, and laissez-faire) leadership styles on individual creativity due to managers who worked in Palestinian NGOs. In contrast, there is a significant impact of female transformational leadership styles on individual creativity due to managers who worked in Palestinian NGOs. Thus, the results may indicate that male manager's lack of knowledge and attention to the importance of developing and enhancing their employee's individual creativity in the Palestinian NGOs. While females transformational leaders have an impact on investing in their creative employees to make the social impact and compete with other Palestinian NGOs institutions.

In contrast, the employee's results show that there is a significant impact of male transformational leadership, male laissez-faire, female transactional, and female laissez-faire leadership styles on individual creativity in Palestinian NGOs. Thus, the results may indicate that the male's transformational leadership and female's transactional leaders can impact their employees to be more creative. Also, the results of male's laissez-faire and female's laissez-faire show a lack of employees knowledge on leadership styles, or the employees are intrinsically motivated and have high creative job capabilities without the need of the leader's influence.

5.4 Recommendations:

Based on the results of this study, the researcher recommend the following recommendations to emphasize the female's leadership role , and leadership styles in Palestinian NGOs also to motivate individual creativity.

→ The researcher recommends to educate NGOs managers and employees about different leadership styles, in order to recognize which leadership style each manager perform, and their important impact on the sustainability of the Palestinian NGOs .

→ The researcher recommends educating NGOs manager's about the importance of individual's creativity in achieving the organizational goals.

→ The researcher recommends NGOs manager's to motivate creative employees, encourage them and develop their capabilities and skills by conduct trainings.

→ The researcher recommends NGOs manager's to use mixed leadership styles (transformational and transactional) among their employees to consider their individual differences in goals and intrinsic motivation.

→ The researcher recommends making a capacity building program to the NGOs employees equally in needed topics to strengthen the employee's capabilities and achieve the organizational strategic goals.

→ The researcher recommends to strengthening the female's role in leadership.

According to the study results, females are higher in transformational leadership than males, so I recommend:

→ To promote and support females to be in leading role in NGOs, encourage them to develop their capabilities and create creative ideas.

→ To strengthening decentralization in the Palestinian NGOs and authorize the employees within the limits of their work.

→ The researcher recommend the Palestinian NGOs managers to pursue the work and needs of their staff, to develop their abilities in accordance with the work requirements, and to involve the employees in the organizational strategic planning process to know more about existing projects and try to find effective solutions to the community problems.

→ The researcher recommends applying fair incentives' system in the Palestinian NGOs to stimulate employees and create work loyalty, which is reflected on the performance of work.

→ The researcher recommends reducing the staff turnover in the Palestinian NGOs which reduces the employee's sense of risk and makes them more productive and creative.

→ The researcher recommend identifying a system of creativity in the Palestinian NGOs (a group of people who can discuss the different and unique ideas and study the ability to implementations, the aspect of develop it, it is appropriate to the society and organizational goals or not.)

→ The researcher recommends defining the importance of individual creativity in the development of the organizational work, the development of employees, and attracting new projects and donors.

→ The researcher recommends strengthening the female's roles and work conditions, and implements fair promotions and incentives.

5.5 Limitation of the study: Gaza strip were excluded from the sample due to the unique Palestinian political situations.

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Appendix (2)

THE EVALUATORS

Table of Evaluator

Number	Name	Academic Rank	Specialization	Affiliation
1	Dr. Shahir Obaid	Associate Professor	Accounting	Al-Quds Open University
2	Dr. Attieh Musleh	Associate Professor	Business Administration	Al-Quds Open University
3	Dr. Hisham Jaber	Associate Professor	Finance and Accounting	An-Najah National University
4	Dr. Imad Wild-Ali	Assistant Professor	Management Information System	Arab American University
5	Dr. Ahmad Hirzallah	Assistant Professor	Business Administration	Al-Quds University
6	Dr. Salwa Al-Barghuti	Assistant Professor	Business Administration	Al-Quds University

Appendix (3)

Manager's Questionnaire.

Arab American University- Jenin

College of Graduate Studies

Strategic Planning and Fundraising

Dear Managers,

This study aims to identify " **The impacts of gender leadership styles on the individual creativity in the Palestinian non-governmental organizations.**" in order to complete the requirements for obtaining a master's degree in strategic planning and fundraising at Arab American University- Jenin. The data extracted from the survey will be used for scientific research purposes only.

Thank you for your cooperation

Researcher: Marah Abuzaid

Section 1: General information: Please kindly put the reference (X) in front of the appropriate choice.

P1	**Gender**: ☐ Male ☐ Female
P2	**Age:** ☐ 25 Years and less ☐ 26-35 Years ☐ 36-45 Years ☐ 46 Years and above
P3	**Qualification**: ☐ Diploma and less ☐ Bachelor ☐ Master and above
P4	**Number of years you worked in the institution:** ☐ 3 years and less ☐ 4-6 years ☐ 7-10 years ☐ 11 years and above
P5	**Years of Experience** : ☐ 3 years and less ☐ 4-6 years ☐ 7-10 years ☐ 11 years and above

P6	Type of business:
	☐ Agriculture ☐ Culture ☐ Democracy and human rights
	☐ Education ☐ Health ☐Research and environment
	☐ Law ☐ Society and development ☐ Children
	☐ Women ☐ Youth ☐ Microcredit
	☐ Other, specify.................

Section 2: Leadership styles: Please kindly put the reference (X) in front of the appropriate choice.

No.	Items	Frequently, if not always	Fairly often	Sometimes	Once in a while	Not at all
Transformational leadership style						
S2.1	I make others feel good to be around me.					
S2.2	Others have complete faith in me.					
S2.3	Others are proud to be associated with me.					
S2.4	I express with a few simple words what we could and should do.					
S2.5	I provide appealing images about what we can do.					
S2.6	I help others find meaning in their work.					
S2.7	I enable others to think about old problems in new ways.					
S2.8	I provide others with new ways of looking at puzzling things.					
S2.9	I get others to rethink ideas that never had questioned before.					
S2.10	I help others develop themselves.					
S2.11	I let others know how I think they are doing,					
S2.12	I give personal attention to others who seem rejected.					
Transactional Leadership style						
S2.13	I tell others what to do if they want to be rewarded for their work.					
S2.14	I provide recognition/rewards when others reach their goals.					
S2.15	I call attention to what others can get for what they accomplish.					
S2.16	I am satisfied when others meet agreed-upon standards.					

S2.17	As long as things are working, I do not try to change anything.					
S2.18	I tell others the standards they have to know to carry out their work.					
Laissez-faire leadership						
S2.19	I am content to let others continue working in the same ways always.					
S2.20	Whatever others want to do is OK with me.					
S2.21	I ask no more of others than what is absolutely essential.					

Section 3: Individual Creativity: Please kindly put the reference (X) in front of the appropriate choice.

No.	Items	Frequently, if not always	Fairly often	Sometimes	Once in a while	Not at all
Domain- relevant skills						
S3.1	I suggests new and practical ideas to improve performance.					
S3.2	I search out new technologies to complete the work.					
S3.3	I suggest new ways of performing work tasks.					
S3.4	I am not afraid to take risks.					
S3.5	My previous experience makes me more creative in the workplace					
S3.6	My personal contacts enhance my performance in the workplace.					
S3.7	I don't find problems and issues distracting.They don't cause me to lose focus on my real work.					
S3.8	I see problems and complaints as opportunities rather than as issues.					
S3.9	I often use new techniques to come up with new ideas.					
S3.10	I often look for new ideas outside of my own field, any try to apply them to my own.					
S3.11	I search out new ideas and apply it to my job.					
S3.12	I help others to improve new ideas.					
S3.13	I avoid my previous mistakes at my work.					
S3.14	I have a board general knowledge.					
S3.15	I act quickly to solve work problems.					
S3.16	I enjoy competition.					

S3.17	I solve the problems that face me in the work.					
S3.18	I influence the progress of the work I am a part of.					
S3.19	I participate in complicated tasks.					
Creativity-relevant skills						
S3.20	I suggests new ways to achieve goals or objectives.					
S3.21	I prefer to approach problems in logical and rational manner.					
S3.22	I associate unusual concepts with each other.					
S3.23	I help others with their work when they are struggling.					
S3.24	I strive for self improvement.					
S3.25	I tend to work on many ideas simultaneously.					
S3.26	I appreciate and accept different perspectives.					
S3.27	I have a lot of new ideas.					
S3.28	I suggest new ways to perform my work tasks.					
S3.29	Everyday routine doesn't impedes on my new ideas.					
S3.30	I avoid following procedures strictly by the rules.					
S3.31	I try to find multiple solutions to the problems.					
S3.32	I notice things which others don't.					
Intrinsic Task Motivation						
S3.33	I am interested in my work and I find it rewarding in terms of personal interest and goals.					
S3.34	I feel proud and committed in working with my organization.					
S3.35	I am satisfied with my salary/ remuneration package at work					
S3.36	I participate in setting the goals and objectives of the organizations.					
S3.37	I'm confident that I can develop new ideas to solve problems, and I'm motivated to implement solutions.					
S3.38	I feel comfortable presenting my ideas to my team members.					
S3.39	I reward myself in some way after I					

	have worked on new idea(s).					
S3.40	I enjoy trying to solve complex problems.					
S3.41	I feel new ideas is supported and encouraged in my organization.					
S3.42	I feel a sense of personal satisfaction when I do my job well.					
S3.43	I enjoy coming up with new ideas to improve work					
S3.44	I enjoy improving work and developing existing ideas.					
S3.45	In my organization, creative work receives appropriate recognition and praise.					
S3.46	I have sufficient access to the necessary facilities and resources to do my job.					

Appendix (4)

Employee's Questionnaires

Arab American University- Jenin

College of Graduate Studies

Strategic Planning and Fundraising

Dear employees,

This study aims to identify " **The impacts of gender leadership styles on the individual creativity in the Palestinian non-governmental organizations."** in order to complete the requirements for obtaining a master's degree in strategic planning and fundraising at Arab American University- Jenin. The data extracted from the survey will be used for scientific research purposes only.

Thank you for your cooperation

Researcher: Marah Abuzaid

Section 1: demographic information: Please kindly put the reference (X) in front of the appropriate choice.

P1	**Gender**: ☐ Male ☐ Female
P2	**Age:** ☐ 25 Years and less ☐ 26-35 Years ☐ 36-45 Years ☐ 46 Years and above
P3	**Qualification**: ☐ Diploma and less ☐ Bachelor ☐ Master and above
P4	**Number of years you worked in the institution:** ☐ 3 years and less ☐ 4-6 years ☐ 7-10 years ☐ 11 years and above
P5	**Years of Experience** : ☐ 3 years and less ☐ 4-6 years ☐ 7-10 years ☐ 11 years and above

P6	Type of business:

Type of business:

☐ Agriculture ☐ Culture ☐ Democracy and human rights

☐ Education ☐ Health ☐Research and environment

☐ Law ☐ Society and development ☐ Children

☐ Women ☐ Youth ☐ Microcredit ☐ Other, specify..

Section 2: Leadership styles: Please kindly put the reference (X) in front of the appropriate choice.

No.	Items	Frequently, if not always	Fairly often	Sometimes	Once in a while	Not at all
	Transformational leadership style					
S2.1	I feel good under the supervision of my current manager.					
S2.2	I have complete faith in my manager.					
S2.3	I am proud to associate work with the manager.					
S2.4	My manager expresses with a few simple words what we could and should do.					
S2.5	My manager provides appealing images about what we can do.					
S2.6	My manager helps others find meaning in their work.					
S2.7	My manager enables me to think about old problems in new ways.					
S2.8	My manager provides me with new ways of looking at puzzling things.					
S2.9	My manager gets me to rethink ideas that I had never questioned before.					
S2.10	My manager helps me develop myself.					
S2.11	My manager lets us know how he/she think we are doing.					
S2.12	My manager gives personal attention to others who seem rejected.					
	Transactional Leadership style					
S2.13	My manager tells me what to do					

	if I want to be rewarded for my work.					
S2.14	My manager provides recognition when I reach my goals.					
S2.15	My manager rewards me when I reach my goals.					
S2.16	My manager tells me what I can get for what I accomplish.					
S2.17	I feel the satisfaction of the manager when the work is done according to agreed standards.					
S2.18	My manager does not try to change anything as long as the work continues.					
S2.19	My manager tells me what standards to follow to carry out my work.					
Laissez-faire leadership						
S2.20	My manager leaves me doing my job the same way always.					
S2.21	My manager leaves me to accomplish the tasks as I want.					
S2.22	My manager does not ask me for more than necessary work.					

Section 3: Individual Creativity: Please kindly put the reference (X) in front of the appropriate choice.

No.	Items	Frequently, if not always	Fairly often	Sometimes	Once in a while	Not at all
Domain- relevant skills						
S3.1	I suggests new and practical ideas to improve performance.					
S3.2	I search out new technologies to complete the work.					
S3.3	I suggest new ways of performing work tasks.					
S3.4	I am not afraid to take risks.					
S3.5	My previous experience makes me more creative in the workplace					
S3.6	My personal contacts enhance my performance in the workplace.					
S3.7	I don't find problems and issues distracting./They don't cause me to lose focus on my real work.					
S3.8	I see problems and complaints as opportunities rather than as issues.					

S3.9	I often use new techniques to come up with new ideas.					
S3.10	I often look for new ideas outside of my own field, any try to apply them to my own.					
S3.11	I search out new ideas and apply it to my job.					
S3.12	I help others to improve new ideas.					
S3.13	I avoid my previous mistakes at my work.					
S3.14	I have a board general knowledge.					
S3.15	I act quickly to solve work problems.					
S3.16	I enjoy competition.					
S3.17	I solve the problems that face me in the work.					
S3.18	I influence the progress of the work I am a part of.					
S3.19	I participate in complicated tasks.					
Creativity-relevant skills						
S3.20	I suggests new ways to achieve goals or objectives.					
S3.21	I prefer to approach problems in logical and rational manner.					
S3.22	I associate unusual concepts with each other.					
S3.23	I help others with their work when they are struggling.					
S3.24	I strive for self improvement.					
S3.25	I tend to work on many ideas simultaneously.					
S3.26	I appreciate and accept different perspectives.					
S3.27	I have a lot of new ideas.					
S3.28	I suggest new ways to perform my work tasks.					
S3.29	Everyday routine doesn't impedes on my new ideas.					
S3.30	I avoid following procedures strictly by the rules.					
S3.31	I try to find multiple solutions to the problems.					
S3.32	I notice things which others don't.					
Intrinsic Task Motivation						
S3.33	I am interested in my work and I					

	find it rewarding in terms of personal interest and goals.					
S3.34	I feel proud and committed in working with my organization.					
S3.35	I am satisfied with my salary/ remuneration package at work					
S3.36	I participate in setting the goals and objectives of the organizations.					
S3.37	I'm confident that I can develop new ideas to solve problems, and I'm motivated to implement solutions.					
S3.38	I feel comfortable presenting my ideas to my team members.					
S3.39	I reward myself in some way after I have worked on new idea(s).					
S3.40	I enjoy trying to solve complex problems.					
S3.41	I feel new ideas is supported and encouraged in my organization.					
S3.42	I feel a sense of personal satisfaction when I do my job well.					
S3.43	I enjoy coming up with new ideas to improve work					
S3.44	I enjoy improving work and developing existing ideas.					
S3.45	In my organization, creative work receives appropriate recognition and praise.					
S3.46	I have sufficient access to the necessary facilities and resources to do my job.					

Appendix (5)

A. Manager's Questionnaire

الجامعة العربية الأمريكية– جنين

كلية الدراسات العليا

تخطيط استراتيجي وتجنيد أموال

حضرة المدير/ المديرة

تحية طيبة ،،،

تهدف هذه الدراسة إلى التعرف على مدى تأثير الأنماط القيادية للنوع الاجتماعي في الإبداع الفردي للعاملين في المؤسسات غير الربحية في الضفة الغربية. وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجنيد الأموال، في كلية الدراسات العليا ، الجامعة العربية الأمريكية– جنين، راجياً من حضرتكم التكرم بالإجابة على فقرات الاستمارة بكل صدق و موضوعية. علماً بأن البيانات و المعلومات المستخلصة من استمارة الدراسة سوف تستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم

الباحثة : مرح أبو زيد

القسم الأول: معلومات عامة: الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب.

الجنس : ☐ ذكر ☐ أنثى	P1
الفئة العمرية : ☐ 25 سنة فأقل ☐ (26- 35 سنة) ☐ (36- 45 سنة) ☐ 46 سنة فأكثر	P2
المؤهل العلمي : ☐ دبلوم فأدنى ☐ بكالوريوس ☐ ماجستير فأكثر	P3
عدد سنوات العمل في المؤسسة : ☐ 3 سنوات فأقل ☐ 4- 6 سنوات ☐ 7-10 سنوات ☐ 11 سنة فأكثر	P4
سنوات الخبرة : ☐ 3 سنوات فأقل ☐4-6 سنوات ☐ 7-10 سنوات ☐ 11 سنة فأكثر	P5

		نوع عمل المؤسسة :		
P6	☐ الزراعي ☐ الثقافة ☐ الديمقراطية وحقوق الإنسان

P6	نوع عمل المؤسسة :
	☐ الزراعي ☐ الثقافة ☐ الديمقراطية وحقوق الإنسان
	☐ التعليم ☐ الصحة ☐ القانون
	☐ البحوث والبيئة ☐ المجتمع والتنمية ☐ الأطفال
	☐ المرأة ☐ الشباب ☐ الإقراض الصغيرة ☐ أخرى ، حدد ....

القسم الثاني : أنماط القيادة Leadership Styles: الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب.

إطلاقا	مره كل فتره	بعض الأحيان	في كثير من الأحيان	بشكل متكرر ، إن لم يكن دائما	العبارة	الرقم
				أسلوب القيادة التحويلية Transformational leadership style		
					أجعل الآخرين يشعرون بشعور جيد لكوني معهم.	S2.1
					أعمل على جعل الآخرين يثقون بي.	S2.2
					يشعر الآخرون بالفخر لمشاركتي العمل.	S2.3
					أستخدم كلمات بسيطة لبيان ما يجب فعله أو ما بإمكاننا أن نقوم به.	S2.4
					أجعل الآخرين يحبون عملهم.	S2.5
					أساعد الآخرين في العثور على معنى لعملهم.	S2.6
					أستطيع أن أجعل الآخرين يفكرون بمشاكل قديمة بطرق جديدة.	S2.7
					أقدم للآخرين طرق جديدة في النظر إلى الأشياء المحيرة.	S2.8
					اجعل الآخرين يعيدون التفكير بالأفكار التي لم يسأل عنها احد من قبل .	S2.9
					أساعد الآخرين على تطوير أنفسهم.	S2.10
					أجعل الآخرين يعرفون كيف أعتقد أنهم يعملون.	S2.11
					أعطى الاهتمام الشخصي للذين يلاقون الرفض من الموظفين الآخرين.	S2.12
					Transactional Leadership style	
					اخبر الآخرين بما عليهم القيام به إن أرادوا أن يكافئوا على عملهم .	S2.13
					أقدر وأكافئ الآخرين عندما يحققون الأهداف.	S2.14
					ألفت انتباه الآخرين إلى ما سيكافئون به لقاء انجاز أعمالهم .	S2.15
					أشعر بالرضا عندما يجتمع الآخرون حول المعايير المتفق عليها في العمل.	S2.16
					لا أحاول تغير أي شيء طالما العمل مستمر.	S2.17
					أخبر الآخرين بالمعايير التي عليهم معرفتها للقيام بأعمالهم.	S2.18
					Laissez-faire leadership اللاقيادة	

| | | | | بشكل متكرر ، إن لم يكن دائما | لدي قناعه بترك الآخرين لمواصلة عملهم كما يريدون. | S2.19 |

(Table rows S2.19–S2.21, columns are blank)

					لدي قناعه بترك الآخرين لمواصلة عملهم كما يريدون.	S2.19
					أيا كان الآخرين يريدون القيام به فهو مناسب لي.	S2.20
					لا أطلب من الآخرين أكثر مما هو ضروري جدا.	S2.21

القسم الثالث : الإبداع الفردي Individual Creativity: الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب.

إطلاقا	مره كل فتره	بعض الأحيان	في كثير من الأحيان	بشكل متكرر ، إن لم يكن دائما	العبارة	الرقم
					المهارات ذات الصلة بقطاع العمل Domain- relevant skills	
					أخرج بأفكار جديدة لتحسين الأداء.	S3.1
					ابحث عن تكنولوجيا جديدة لانجاز العمل.	S3.2
					اقترح طرق جديدة لتحسين العمل.	S3.3
					أواجه المخاطر بكل جرأة .	S3.4
					خبراتي السابقة تجعلني قادر أكثر على إتقان عملي.	S3.5
					علاقاتي المتعددة في محيط العمل تجعلني أقوم بعملي بأحسن وجه.	S3.6
					لا افقد تركيزي على عملي عندما تواجهني المشاكل.	S3.7
					أرى المشاكل والشكاوي كفرص جديدة .	S3.8
					غالبا ما أستخدم تقنيات جديدة من أجل التوصل إلى أفكار جديدة.	S3.9
					غالبا ما ابحث عن أفكار جديدة خارج مجال عملي وأحاول تطبيقها على عملي.	S3.10
					اطلع دائما على أفكار جديدة وأطبقها في وظيفتي.	S3.11
					أساعد الآخرين على تطوير أفكار جديدة.	S3.12
					استفيد من أخطائي السابقة لتفاديها في العمل.	S3.13
					لدي معرفة عامة واسعة.	S3.14
					أتصرف بسرعة لحل المشاكل التي تواجهني.	S3.15
					استمتع بجو المنافسة	S3.16
					احل المشاكل التي تواجهني بالعمل	S3.17
					أؤثر على انجاز العمل بشكل جيد.	S3.18
					أشارك في أداء المهام الصعبة .	S3.19
					مهارات الإبداع ذات الصلة Creativity-relevant skills	
					اقترح طرقا جديدة لتحقيق الغايات والأهداف.	S3.20

						أفضل رؤية المشاكل بصورة واقعية أكثر.	S3.21
						أربط مفاهيم غير عادية مع بعضها البعض.	S3.22
						أساعد زملائي في أداء أعمالهم عندما يحتاجون للمساعدة.	S3.23
						أنا أسعى لتحسين الذات.	S3.24
						أنا أميل إلى العمل على العديد من الأفكار في وقت واحد.	S3.25
						أنا أقدر واقبل وجهات نظر مختلفة.	S3.26
						لدي الكثير من الأفكار الجديدة.	S3.27
						اقترح طرق جديدة لأداء مهامي.	S3.28
						العمل الروتيني لا يعيقني في إيجاد أفكار جديدة.	S3.29
						أتجنب العمل بالقوانين الصارمة.	S3.30
						أحاول إيجاد أكثر من حل للمشاكل التي تواجه العمل.	S3.31
						ألاحظ الأشياء التي لا يلاحظها الآخرون.	S3.32
					دافع المهام الجوهرية Intrinsic Task Motivation		
						أحب عملي واجده كاف لسد احتياجاتي وأهدافي.	S3.33
						اشعر بالفخر والولاء للعمل في مؤسستي.	S3.34
						اشعر بالرضي عن راتبي في العمل.	S3.35
						أشارك في وضع أهداف وغايات المؤسسة.	S3.36
						لدى الحرية في التعبير عن الأفكار الجديدة مع أمكانيه دراستها وتطبيقها .	S3.37
						اشعر بالراحة والثقة لعرض أفكاري الجديدة في مؤسستي	S3.38
						أكافئ نفسي إن عملت على الأفكار الإبداعية لفترة معينة من الزمن.	S3.39
						أنا أستمتع بمحاولة حل المشاكل المعقدة.	S3.40
						أشعر أن الأفكار الجديدة مدعومة في مؤسستي.	S3.41
						أشعر بالرضا الشخصي عندما أؤدي وظيفتي بشكل جيد.	S3.42
						أنا أستمتع بالخروج بأفكار جديدة لتحسين العمل.	S3.43
						أنا أستمتع بتحسين العمل وتطوير الأفكار القائمة.	S3.44
						في مؤسستنا، يتلقى العمل الإبداعي الاعتراف المناسب والثناء.	S3.45
						لدي إمكانية كافية للوصول إلى الموارد اللازمة للقيام بوظيفتي.	S3.46

Appendix (6)

B. Employee's Questionnaire

الجامعة العربية الأمريكية– جنين

كلية الدراسات العليا

تخطيط استراتيجي وتجنيد أموال

أخي الموظف/ أختي الموظفة

تحية طيبة ،،،

تهدف هذه الدراسة إلى التعرف على مدى تأثير الأنماط القيادية للنوع الاجتماعي في الإبداع الفردي للعاملين في المؤسسات غير الربحية في الضفة الغربية. وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجنيد الأموال، في كلية الدراسات العليا ، الجامعة العربية الأمريكية– جنين، راجياً من حضرتكم التكرم بالإجابة على فقرات الاستمارة بكل صدق و موضوعية. علماً بأن البيانات و المعلومات المستخلصة من استمارة الدراسة سوف تستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم

الباحثة : مرح أبو زيد

القسم الأول: معلومات عامة: الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب.

الجنس : ☐ ذكر ☐ أنثى	P1
الفئة العمرية : ☐ 25 سنة فأقل ☐ (25- 35 سنة) ☐ (36- 45 سنة) ☐ 46 سنة فأكثر	P2
المؤهل العلمي : ☐ دبلوم فأدنى ☐ بكالوريوس ☐ ماجستير فأكثر	P3
عدد سنوات العمل في المؤسسة : ☐ 3 سنوات فأقل ☐3-6 سنوات ☐ 7-10 سنوات ☐ 11 سنة فأكثر	P4
سنوات الخبرة : ☐ 3 سنوات فأقل ☐3-6 سنوات ☐ 7-10 سنوات ☐ 11 سنة فأكثر	P5

P6	نوع عمل المؤسسة :		
	☐ الزراعي	☐ الثقافة	☐ الديمقراطية وحقوق الإنسان
	☐ التعليم	☐ الصحة	☐ القانون
	☐ البحوث والبيئة	☐ المجتمع والتنمية	☐ الأطفال
	☐ المرأة	☐ الشباب	☐ الإقراض الصغيرة ☐ أخرى، حدد ....

القسم الثاني : أنماط القيادة Leadership Styles: الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب.

إطلاقا	مره كل فتره	بعض الأحيان	في كثير من الأحيان	بشكل متكرر ، إن لم يكن دائما	العبارة	الرقم
					أسلوب القيادة التحويلية Transformational leadership style	
					أشعر بالارتياح في عملي مع مديري الحالي.	S2.1
					أثق بمديري بشكل كبير.	S2.2
					أشعر بالفخر لمشاركتي للمدير العمل بانجاز المهام.	S2.3
					يشرح مديري المهام المراد انجازها بكلمات بسيطة .	S2.4
					يوفر مديري صورة جذابة عن ما يمكننا القيام به.	S2.5
					يهتم مديري في شرح أهمية العمل الذي أقوم به .	S2.6
					يساعدني مديري في إيجاد حلول مبتكرة لمشاكل قديمة .	S2.7
					يساعدني مديري في إيجاد طرق جديدة لتقييم المشاكل الصعبة.	S2.8
					يشجعني مديري على إنتاج أفكار جديدة .	S2.9
					يساعدني المدير على تطوير نفسي	S2.10
					يخبرني المدير بمعرفته بطرق عملي.	S2.11
					يهتم المدير بشكل شخصي بالموظفين الذين يلاقون رفض من زملائهم.	S2.12
					Transactional Leadership style	
					يخبرني مديري بما علي فعله لأحصل على مكافأة.	S2.13
					يكافئني مديري عند تحقيق الأهداف.	S2.14
					يقدرني مديري عند تحقيق الأهداف.	S2.15
					يعلمني المدير مسبقاً بمكافآت عند انجازنا المهام.	S2.16
					أشعر برضى المدير عندما أنجز الإعمال وفق المعايير المتفق عليها.	S2.17
					لا يحاول المدير تغيير شيء طالما العمل مستمر.	S2.18
					يخبرني المدير بالمعايير التي علينا إتباعها للقيام بالأعمال .	S2.19

				اللاقيادة Laissez-faire leadership	
				يتركني المدير أؤدي عملي بنفس الطريقة دائماً.	S2.20
				يتركني مديري أقوم بانجاز المهام كما أريد .	S2.21
				لا يطلب منا المدير أكثر من الأعمال الضرورية.	S2.22

القسم الثالث : الإبداع الفردي Individual Creativity: الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب.

إطلاقا	مره كل فتره	بعض الأحيان	في كثير من الأحيان	بشكل متكرر ، إن لم يكن دائما	العبارة	الرقم
				المهارات ذات الصلة بقطاع العمل Domain- relevant skills		
					أخرج بأفكار جديدة لتحسين الأداء.	S3.1
					ابحث عن تكنولوجيا جديدة لانجاز العمل.	S3.2
					اقترح طرق جديدة لتحسين العمل.	S3.3
					أنا لست خائف من مواجهة المخاطر	S3.4
					خبراتي السابقة تجعلني قادر على إتقان عملي.	S3.5
					علاقاتي المتعددة في محيط العمل تجعلني أقوم بعملي بأحسن وجه.	S3.6
					لا افقد تركيزي على عملي عندما تواجهني المشاكل.	S3.7
					أرى المشاكل والشكاوي كفرص جديدة .	S3.8
					أنا غالبا ما أستخدم تقنيات جديدة من أجل التوصل إلى أفكار جديدة.	S3.9
					أنا غالبا ما ابحث عن أفكار جديدة خارج مجال عملي وأحاول تطبيقها على عملي.	S3.10
					أنا دائما على اطلاع على أفكار جديدة وأطبقها في وظيفتي.	S3.11
					أساعد الآخرين على تطوير أفكار جديدة.	S3.12
					استفيد من أخطائي السابقة لتفاديها في العمل.	S3.13
					لدي معرفة عامة واسعة.	S3.14
					استمتع بجو المنافسة.	S3.15
					احل المشاكل التي تواجهني بالعمل.	S3.16
					أؤثر على انجاز العمل بشكل جيد.	S3.17
					أشارك في أداء المهام الصعبة .	S3.18
					مهارات الإبداع ذات الصلة Creativity-relevant skills		
					اقترح طرقا جديدة لتحقيق الغايات والأهداف.	S3.19
					أفضل رؤية المشاكل بصورة واقعية أكثر.	S3.20
					أربط مفاهيم غير عادية مع بعضها البعض.	S3.21

					أساعد زملائي في أداء أعمالهم عندما يحتاجون للمساعدة.	S3.22
					أنا أسعى لتحسين الذات.	S3.23
					أنا أميل إلى العمل على العديد من الأفكار في وقت واحد.	S3.24
					أنا أقدر واقبل وجهات نظر مختلفة.	S3.25
					لدي الكثير من الأفكار الجديدة.	S3.26
					اقترح طرق جديدة لأداء مهامي.	S3.27
					العمل الروتيني لا يعيقني في إيجاد أفكار جديدة.	S3.28
					أستطيع العمل في ظل القوانين الصارمة.	S3.29
					أحاول إيجاد أكثر من حل للمشاكل التي تواجه العمل.	S3.30
					ألاحظ الأشياء التي لا يلاحظها الآخرون.	S3.31
Intrinsic Task Motivation دافع المهام الجوهرية						
					أحب عملي واجده كاف لسد احتياجاتي وأهدافي.	S3.32
					اشعر بالفخر والولاء للعمل في مؤسستي.	S3.33
					اشعر بالرضي عن راتبي في العمل.	S3.34
					أشارك في وضع أهداف وغايات المؤسسة.	S3.35
					لدى الحرية في التعبير عن الأفكار الجديدة مع أمكانيه دراستها وتطبيقها .	S3.36
					اشعر بالراحة والثقة لعرض أفكاري الجديدة في مؤسستي.	S3.37
					يُشعر رئيسي في العمل أنني خلاق في وظيفتي.	S3.38
					أكافئ نفسي إن عملت على الأفكار الإبداعية لفترة معينة من الزمن.	S3.39
					أنا أستمتع بمحاولة حل المشاكل المعقدة.	S3.40
					أشعر أن الأفكار الجديدة مدعومة في مؤسستي.	S3.41
					أشعر بالرضا الشخصي عندما أؤدي وظيفتي بشكل جيد.	S3.42
					أنا أستمتع بالخروج بأفكار جديدة لتحسين العمل.	S3.43
					أنا أستمتع بتحسين العمل وتطوير الأفكار القائمة.	S3.44
					في مؤسستنا، يتلقى العمل الإبداعي الاعتراف المناسب والثناء.	S3.45
					لدي إمكانية كافية للوصول إلى المرافق والموارد اللازمة للقيام بوظيفتي.	S3.46

Appendix (7)

State of Palestine		دولة فلسطين
Palestinian Central Bureau of Statistics		الجهاز المركزي للاحصاء الفلسطيني
Dissemination & Documentation Dept.		دائرة النشر والتوثيق
Users Services Division		قسم خدمات الجمهور

عدد العاملين من الضفة الغربية حسب قطاع العمل والجنس، **2017**

	الجنس		قطاع العمل
المجموع	إناث	ذكور	
98,900	30,100	68,800	قطاع حكومي وطني
1,600	700	900	قطاع حكومي اجنبي
9,600	800	8,800	سلطة محلية
600	300	300	مؤسسة دولية
3,700	1,500	2,200	وكالة الغوث
3,400	2,300	1,100	مؤسسة لا تهدف للربح
357,900	43,800	314,100	قطاع خاص
234,400	32,200	202,200	مشروع او منزل خاص
710,100	111,700	598,400	المجموع

المصدر: **الجهاز المركزي للاحصاء الفلسطيني، 2018.** قاعدة بيانات القوى العاملة 2017 رام الله– فلسطين.

الملخص:

أثر الانماط القيادية للنوع الاجتماعي على الإبداع الفردي في المنظمات الفلسطينية غير الحكومية.

الباحثة:

مرح خليل عوض أبوزيد

المشرف:

د. رائد عريقات

تهدفت هذه الرسالة إلى دراسة تأثير أنماط القيادة بين الجنسين على الإبداع الفردي في المؤسسات الغير الحكومية الفلسطينية في الضفة الغربية، وقد استخدم الباحث المنهج الوصفي والتقويمي للإجابة على أسئلة الدراسة واختبار فرضية الدراسة. على الرغم من اعتماد المؤسسات الغير حكومية في فلسطين على التمويل الخارجي الغير ثابت والمنوط بشروط معينة تتبع جهة التمويل، ازدادت أعداد المؤسسات في الضفة الغربية وازدادت متطلبات العمل صعوبة بازدياد المنافسة على اقتناص الفرص والمشاريع، لذلك يحتاج قادة المؤسسات الغير حكومية إلى الاستثمار في إبداع الموظفين لإقناع المانحين الخارجيين وتحقيق أثر اجتماعي واقتصادي في فلسطين.

تم جمع البيانات الأولية باستخدام استبانتين منفصلتين: (1) استبانة القادة التي تم توزيعها على مديري المؤسسات الغير حكومية في الضفة الغربية . (2) استبانة الموظفين وقد تم توزيعها على موظفي المؤسسات الغير حكومية. يتضمن كلا الاستبانتين مقياس (MLQ6x) لقياس أساليب القيادة وأبعادها وقد تم ترجمتها للغة العربية لتناسب البيئة الفلسطينية، وقد شملت على المتغيرات التالية : (1) أسلوب القيادة التحويلية (أي التأثير المثالي ، الدافع الملهم ، التحفيز الفكري ، النظر الفردي) . (2) أساليب القيادة المعاملات (أي الوحدة مكافأة وإدارة من قبل الاستثناء) ، وأخيراً اللاقيادة. بالإضافة إلى المتغيرات المتعلقة بأبعاد الإبداع الفردي (أي المهارات ذات الصلة بالمجال ، والمهارات ذات الصلة بالإبداع والدافع الجوهري للمهمة).

تم تطوير الإستبانتين واعتمادهما وتحريرهما للوصول إلى النموذج النهائي الذي تم توزيعه على العينة المستهدفة. يتكون مجتمع الدراسة من مدراء وموظفي المؤسسات الغير

حكومية الفلسطينية التي تعمل في جميع مجالات الأعمال في فلسطين. تم جمع عينة عشوائية من 396 مديرًا وموظفًا ، حيث كان عدد المدراء (94) وكان عدد الموظفون (302).

وتوضح النتائج أن أسلوب القيادة التحويلية للذكور والإناث تربطها علاقة إيجابية كبيرة مع الإبداع الفردي للموظفين، وعلى النقيض من ذلك لا يمتلك أسلوبي اللاقيادة وقيادة المعاملات للمدراء الإناث أي علاقة مع الإبداع الفردي. بالإضافة لذلك إن أسلوب القيادة التحويلية للإناث له تأثير على إبداع الموظفين الفلسطينيين ولذلك وجب على المدراء الاستثمار في الموظفين المبدعين لإحداث التأثير المجتمعي المرغوب والقدرة على التنافس مع المؤسسات الغير الحكومية الفلسطينية الأخرى. في المقابل لا يوجد تأثير كبير لأساليب القيادة (التحويلية ، والمعاملات ، واللاقيادة) للمدراء الذكور على الإبداع الفردي للمدراء العاملين في المنظمات غير الحكومية الفلسطينية في الضفة الغربية.

و قد نتج أن هناك دور لأساليب القيادة التحويلية وقيادة المعاملات لكل من الجنسين على المؤسسات الغير حكومية الفلسطينية في الضفة الغربية حسب وجهة نظر المدراء، وتشير وجهة نظر الموظف إلى أن أسلوب القيادة التحويلية واللاقيادة ليس لها دور في المؤسسات الغير حكومية. و بالمقارنة بما سبق كانت النتيجة أن أسلوب القيادة التحويلية واللاقيادة للمدراء الإناث يلعب دور في المؤسسات الغير حكومية الفلسطينية في الضفة الغربية. وعلاوة على ذلك ، فإن أبعاد الإبداع الفردي: المهارات ذات الصلة بالمجال ، والمهارات ذات الصلة بالإبداع ، والدوافع الجوهرية للمهام تلعب دوراً في المنظمات غير الحكومية الفلسطينية في الضفة الغربية في كل من عينات الذكر والأنثى.

ونتيجة لذلك ، يوصي الباحث بضرورة تعريف مديري المؤسسات الغير حكومية وموظفيها على أساليب القيادة المختلفة ، والتعرف على أسلوب القيادة الذي يعمل به كل مدير وأثره المهم على استدامة المؤسسات الغير حكومية الفلسطينية، أيضا تعريف مديري المؤسسات الغير حكومية بأهمية الإبداع الفردي في تحقيق الأهداف الإستراتيجية للمؤسسة.

يحتاج مدراء المؤسسات غير الحكومية الفلسطينية إلى تحفيز الموظفين المبدعين وتشجيعهم ، وفي نفس الوقت تطوير قدراتهم. كما يوصي الباحث بضرورة استخدام أسلوب القيادة المختلطة (التحويلية والمعاملات) بين موظفيهم لتذويب الاختلافات الفردية بين الموظفين وتعزيز الدافع الداخلي ، بالإضافة إلى ضرورة تعزيز قدرات جميع موظفي المؤسسات الغير حكومية وبناءها لمواكبة متطلبات العمل المتزايدة وتحقيق الأهداف الإستراتيجية للمؤسسة.