

The Impact of Soft Leadership Practices on the Organizational Climate for Creativity at Jordan Customs Department (JCD)

Dr. Saleh Ibrahim Sulaiman Al-A'wasa
Jordan Customs Department (JCD) \ P.O. Box: (90) Amman/ Jordan

Abstract

The present study aimed to explore the impact of soft leadership practices on the organizational climate for creativity at Jordan Customs Department (JCD). The examined soft leadership dimensions are: (communication, leadership capacity, development, training, cooperation, reasoning, creative problem solving, planning, team work, and organization). A sample was chosen through using the simple random sampling method. The sample consists from 200 employees who work at Jordan Customs Department (JCD). A questionnaire was developed for collecting the required data. The collected data was analyzed statistically through using the relevant statistical analysis methods. Simple and multiple regression analysis were conducted to analyze the collected data and test the study's hypotheses. It was found that soft leadership practices have a statistically significant positive impact on the organizational climate for creativity at Jordan Customs Department (JCD). It was also found that there is a statistically significant positive relationship between soft leadership practices and the organizational climate for creativity at Jordan Customs Department (JCD). The researcher recommends raising employees' flexibility. That shall participate in improving work procedures, and communication methods. It shall also participate in creating an internal environment that promotes creativity and innovation among employees.

Keywords: Soft leadership, organizational climate for creativity

1. Introduction:

Since the beginning of the 3rd millennium, managerial leadership has been attracting the attention of many scholars and businessmen. That is because business organizations today are facing many challenges. It is also because business organizations are obliged to meet many requirements. Such challenges and requirements are derived from globalism (Tange et al., 2013). Hence, business organizations became in need for having leaders who can ensure survival, and set visions efficiently. Having such leaders shall enable business organizations to become leading ones.

Therefore, new managerial expressions and concepts have appeared in the human resources field. Such expressions include: (the soft leadership). Soft leadership emphasizes the significance of developing several skills among leaders. That is sought in the aim of raising the management's effectiveness and efficiency. Leaders adopt soft leadership in order to improve the work conditions, make achievements, and provide career development opportunities. Thus, that shall participate in improving the organizational climate (Bhanot, 2009, Dixon et al., 2010).

Creating an organizational climate for creativity serves as a supporting environment for the provision and implementation of new ideas and suggestions. It significantly affects the organizations' success and ability to innovate. That is because creativity is positively correlated with organizations' innovations. How innovative the organization is depends on the organization's willingness to adopt new ideas (Bolivar et al, 2012).

2. Statement of the Problem:

Today, the changing external environment is a major challenge facing leaders of business of organizations. In order to handle such a challenge, leaders must adopt new leadership style and practices. Such styles include soft leadership. The latter leadership has been attracting much attention. In addition, soft leadership practices have become popular. That is because dealing with employees humanely at the workplace is considered important.

In public bodies, managers must have excellent soft leadership skills. Such skills shall enable them to be efficient leaders and capable to lead the employees efficiently. Such skills shall enable them to lead the organization efficiently towards achieving excellence. It should be noted that soft leadership practices significantly affect productivity. Such practices can promote innovation and creativity among employees. They also participate in improving human resources' capabilities and solve problems creatively. It should be noted that having many autocratic leaders and lacking creative leaders shall make it impossible to create an organizational climate for creativity with the organization.

Jordan Customs Department (JCD) plays a significant role on the economic and social levels. It significantly participates in supporting the Jordanian national economy. It significantly contributes to the gross domestic product through providing significant revenues. Hence, it is necessary to seek achieving growth by the leaders working at Jordan Customs Department (JCD). Such growth can be sought through carrying out soft leadership practices and creating an organizational climate for creativity. Creating the latter climate shall encourage employees to take initiatives. Under the latter climate, excellent employees shall be rewarded for their

excellent performance and good achievements. In the light of the aforementioned, the present study aimed at exploring the impact of soft leadership practices on the organizational climate for creativity at Jordan Customs Department (JCD).

3. The Study's Objectives:

The present study aimed at identifying the soft leadership practices practiced at Jordan Customs Department (JCD). It also aimed at exploring the relationship between soft leadership practices and the organizational climate for creativity at Jordan Customs Department (JCD).

4. The Study's Significance:

The present study is considered significant due to the following reasons:

1. The present study is significant because it sheds a light on a very significant issue (i.e. soft leadership in public institutions).
2. The present study is significant because it deals with a modern managerial concept which has emerged recently (i.e. soft leadership).
3. The present study fills a gap in the relevant literature conducted in the Arab world. That is because there aren't much studies conducted about this issue in the Arab world.
4. The results of the present study shall enable decision makers to identify the changes that must be made in the internal environment of Jordanian public institutions.

5. The Theoretical Framework:

5.1. Soft Leadership Practices

Soft leadership practices significantly affect an organization's ability to succeed. One of the best soft leadership practices is the investment in human capital. The latter investment is considered the best method for raising revenues. It can be conducted through leading individuals, information, resources, and activities efficiently (Sriruecha & Buajan, 2017).

Soft leadership aims to change individuals' attitudes, behaviors and personality positively. It aims to change them in a way that enables organizations to achieve success. Soft leadership also aims to look into cases and issues objectively in the aim of meeting the organization's goals efficiently. Soft leadership also aims to mitigate conflicts, make balance between things, manage time, and promote organizational loyalty. It also aims to engage employees, facilitate the process of making change and manage crises. Thus, soft leadership enables an organization to achieve excellence (Rao, 2017).

According to Rao (2017), soft leadership is a process that involves setting goals and influencing people emotionally to convince them. It involves creating good work teams efficiently. It also involves holding discussions with employees, accepting their failures and motivating them in an ongoing manner. It also involves aligning employees and rewarding them for their contributions and efforts. That is done to meet the organizational goals.

Soft leadership is a leadership style that involves relational, and behavioral dimensions. This style involves several tools and methods, such as: convincing, negotiation, rewarding, motivation, and cooperation. These methods are employed to carry out tasks efficiently. Ariratana et al. (2015) suggest that practicing soft leadership requires having several skills. The latter researchers suggest that soft leadership aims to raise employees' performance efficiency level when working with others.

Tang et al. (2013) and Crosbie (2005) suggest that practicing soft leadership requires having several skills. For instance, the leaders who adopt soft leadership must be cooperative, make development and train employees. They must have team work, communication, creative problem solving and reasoning skills. They must have organization, planning, interpersonal, negotiation, and crisis management skills. They must have leadership capacity, self-efficacy and ethics. They must create a positive work environment. They must be professional.

According to Awan et al. (2015), soft leadership requires having five skills. These skills are: (communication, interpersonal, coordination, team building, and problem solving skills). Having soft leadership skills shall enable leaders to make employees cooperative. Soft leadership participates in developing human resources and convincing employees to meet the goals. It instills values of honesty and integrity within employees. It promotes feelings of trust among employees. It enables leaders to seize opportunities, take the suitable measures and raise employees' involvement. It also enables leaders to look into issues and cases objectively.

Many scholars emphasize the significance of adopting soft leadership and its role in creating organizational climate for creativity at business organizations. For instance, soft leadership practices have a significant positive impact on the success of organizations, projects and problem solving processes. These practices also have a significant positive impact on the development of organizations and human resources. They also improve employees' communication skills and promote team work spirit among them. They also improve the overall

organizational climate. In addition, creativity requires having a special organizational climate that can promote it. It was found that there is a statistically significant positive relationship between soft leadership practices and subordinates' performance level (Rao, 2017; Sriruecha & Buajan, 2017; Ariratana et al., 2015; Awan et al., 2015; Moussa, 2014; Tang et al., 2013; Wongkalasin et al., 2013).

Based on the aforementioned studies, it can be found that soft leadership is an important leadership style. For instance, it plays a significant role in raising the employees' innovation level. It can be also found that leaders must have adequate expertise and be qualified to employ the soft leadership style efficiently. Employing the latter style efficiently shall enable leaders to achieve organizational excellence. It shall also enable leaders to raise the performance efficiency and effectiveness levels.

5.2. An organizational climate for creativity:

Changing the work environment is considered the most effective methods for developing employees and managing creativity efficiently. Improving the organizational climate for creativity can significantly participate in solving problem creatively. Thus, the organization's productivity shall increase and the competitive capacity shall be improved (Lin & Liu, 2012). The creation of an organizational climate for creativity is affected by several factors. Such factors include: management structure, leadership style, available resources, workplace conditions, incentives and reward system (Dubina, 2006).

Anderson & West (1998) define the organizational climate for creativity as a set of perceptions which are common between an organization's members. Such perceptions are about the organization's policies and practices. Therefore, the organizational climate for creativity significantly affects innovation and the provision of new ideas. According to Ngang (2013), managers and leaders play a significant role in achieving organizational creativity and advancement. He also believes that achieving organizational creativity and advancement requires motivating employees to enhance their performance and exert more efforts. It also requires improving the relationship between managers and subordinates and possessing certain leadership skills.

Many researchers suggested that the organizational climate for creativity in business organizations is very important. For instance, Iqbal (2017), Nasurdin et al. (2014), Noor & Dzulkifili (2013), Cekmecelioglu & Gonsel (2013), Lin & Liu (2012), and Prozse et al. (2012) found that the latter climate has a statistically significant impact on employees' creativity and innovation levels. It should be noted that promoting creativity and innovation within employees shall enable organizations to create a competitive advantage and survive. Based on the previous studies, it can be concluded that the organizational climate for creativity is considered as the best indicator of employees' creativity level.

6. The Study's Methodology:

6.1. The Study's Population:

The population of the present study involves all the employees working at Jordan Customs Department (JCD). Their views were examined about the heads of departments at Jordan Customs Department (JCD). Their views were also examined about the managers of the offices affiliated with the latter department. Two hundred (200) questionnaire forms were distributed. One hundred sixty-two (162) questionnaire forms were retrieved. All of the retrieved questionnaire forms were analyzed statistically. Thus, the response rate is 81 %.

6.2. The Study's Instrument:

The researcher of the present study used a questionnaire for collecting the required data. The questionnaire was developed in accordance with the study's hypotheses and questions. The questionnaire consists from the following parts:

1)- **The first part:** Through this part, the researcher aimed to collect data from the respondents. Such data involves their gender, age, academic qualification, major, and years of experience.

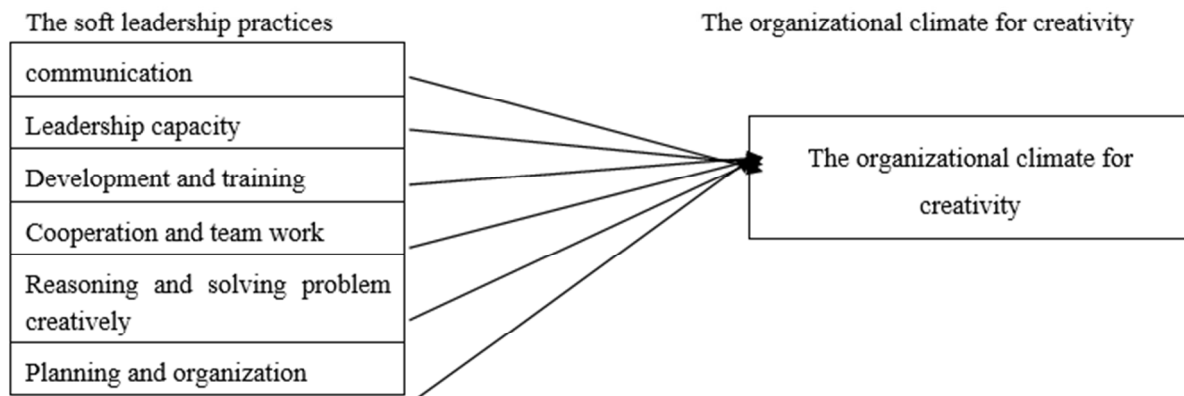
2)- **The second part:** Through this part, the researcher aimed to collect data from the respondents about their soft leadership practices at Jordan Customs Department (JCD). Those practices are considered the independent variables. The examined soft leadership dimensions are: (communication, leadership capacity, development, training, cooperation, reasoning, creative problem solving, planning, team work, and organization). This part was designed based on the studies conducted by (Corstie 2005; Tang et al. 2013). The items were redrafted in a way that suits the study's population and the work environment at Jordan Customs Department (JCD).

3)- **The third part:** Through this part, the researcher aimed to collect data from the respondents about the organizational climate for creativity at Jordan Customs Department (JCD). This climate is considered the dependent variable. This part was designed based on the study that was conducted by (Ekvall, 1996). The researcher adopted the five point Likert scale. The latter scale consists from five responses; (strongly agree, agree, neutral, disagree, and strongly disagree). The following score are given to these responses: (5, 4, 3, 2, and 1) respectively.

6.3. The Study's Model:

The independent variables

The dependent variable



This model was designed based on the studies that were conducted by Corsbie (2005), Tang et al. (2012), and Ekvall (1996).

6.4. The variance inflation factor (VIF).

The value of the variance inflation factor (VIF) was calculated. It was calculated to detect the existence of multi co linearity between the independent variables. The variance inflation factor (VIF) value of communication is 3.916. The variance inflation factor (VIF) value of leadership capacity is 4.889. The variance inflation factor (VIF) value of development and training is 5.980. The variance inflation factor (VIF) value of cooperation and team work is 6.162. The variance inflation factor (VIF) value of reasoning and solving problem creatively is 7.556. The variance inflation factor (VIF) value of planning and organization is 5.577. All of these values are less than 10. Thus, there isn't any multi co linearity between the study's independent variables (Sekaran, 2003).

6.5. Normality Test.

Based on the (Central Limit Theorem rule), it was found that the study's data is distributed normally. Based on the latter rule, when the data involves more than 30 items, it shall be considered normally distributed. It was found that all the values of the Skewness and kurtosis coefficients are less than 2. That proves that the study's data is distributed normally (Sekaran, 2003). Table (1) presents these values below:

Table (1): The normal distribution test

Variable	Skewness coefficient	kurtosis coefficient
Communication (independent variable)	0.586	0.021
Leadership capacity(independent variable)	0.801	0.805
Development and training(independent variable)	1.110	1.517
Cooperation and team work(independent variable)	1.074	1.141
Reasoning and solving problem creatively(independent variable)	0.989	0.776
Planning and organization (independent variable)	0.476	0.421
The organizational climate for creativity (dependent variable)	0.095	1.059

6.6. Statistical Analysis:

The researcher of the present study used several statistical analysis methods. They were used for analyzing data and testing the study's hypotheses. For instance, the researcher calculated frequencies, arithmetic means, standard deviations, and the Pearson correlation coefficient value. He also conducted the multiple and simple regression analysis.

6.7. The Reliability and Validity of the Study's Instrument:

To measure the reliability of the instrument, the values of Cronbach Alpha coefficient were calculated. Table (2) presents the values of Cronbach Alpha coefficient of each variable. It also presents the value of Cronbach Alpha coefficient of the instrument as a whole. The latter value is greater than 0.60. That means that the study's questionnaire is highly reliable (Sekaran, 2003).

Table (2): The values of Cronbach Alpha coefficient of the study's variables

Variable	Communication	Leadership capacity	Development and training	Cooperation and team work	Reasoning and solving problem creatively	Planning and organization	The organizational climate for creativity	The overall value
<i>a</i>	0.958	0.956	0.955	0.952	0.954	0.954	0.968	0.963

7. Discussion

7.1. Characteristics of the study's sample:

Frequencies and percentages were calculated to identify the characteristics of the study's sample. It was found that the sample includes 153 males (94.4 %). It was also found that the sample includes 9 females (5.6 %). That means that Jordan Customs Department (JCD) is interested in recruiting males more than females. That is attributed to the nature of the work circumstances and conditions at Jordan Customs Department (JCD). For instance, the locations of the offices affiliated with the latter department at the borders make it necessary to recruit males more than females.

It was found that (69.2 %) of the respondents' ages are within the range of (35 – 45). That means that Jordan Customs Department (JCD) is interested in recruiting young people. That is because young people are active, energetic, and motivated to work. They also embrace changes more than others. It was also found that all the study's respondents have more than 11 years of experience. In addition, it was found that all the study's respondents hold BA, MA or PhD degree. That means that Jordan Customs Department (JCD) is interested in recruiting employees who have specialized in a sub-specialty. It was also found that 84.3 % of the respondents are specialized in accounting, management, or economy.

7.2. Descriptive statistical methods:

Based on table (3), it can be found that the means of the soft leadership dimensions are close to one another. It was found that the soft leadership practices are highly practiced at the workplace of Jordan Customs Department (JCD). That is because transformational and strategic leadership are highly practiced by the managers of public institutions. It is also because of the capability of such managers to cooperate with others, work within a team, communicate with subordinates, influence others, and reason efficiently. As for the standard deviations of the soft leadership dimensions, they are close to one another. The standard deviation of communication is the least standard deviation.

It was found that the organizational climate for creativity is very good from the respondents' perspective. That is because the mean is 3.649. That indicates that the soft leadership practices participate in improving the organizational climate for creativity at Jordan Customs Department (JCD). Based on table (3), there is a vicariate linear correlation between the study's variables. Thus, there is a strong and positive relationship between the extent of practicing soft leadership dimensions and the improvement of the organizational climate for creativity. The latter relationship is statistically significant at the statistical significance level of (Sig. <0.05).

Table (3): Arithmetic means, standard deviations and values of vicariate linear correlation coefficient of the study's variables

No	Variable	Arithmetic mean	Standard deviation	1	2	3	4	5	6	7
1	Communication (independent variable)	3.902	0.725	1						
2	Leadership capacity (independent variable)	3.719	0.846	**0.809	1					
3	Development and training (independent variable)	3.838	0.825	**0.820	**0.805	1				
4	Cooperation and team work (independent variable)	3.812	0.859	**0.798	**0.832	**0.893	1			
5	Reasoning and solving problem creatively (independent variable)	3.855	0.896	**0.799	**0.843	**0.829	**0.908	1		
6	Planning and organization (independent variable)	3.751	0.825	**0.777	**0.848	**0.819	**0.816	**0.874	1	
7	The organizational climate for creativity (dependent variable)	3.649	0.762	**0.720	**0.681	**0.752	**0.744	**0.737	**0.744	1

*The criterion that the researchers adopted for classifying the arithmetic means is the following:

a)- (3.5 or more): high; b)- (3.49 – 2.5): moderate; and c)- (2.49 or less): low

8. Testing the Study's Hypotheses:

8.1. Testing the Main Hypothesis:

H0.1: The soft leadership dimensions jointly don't have any statistically significant impact on the organizational climate for creativity at Jordan Customs Department (JCD).

Table (4): The results of testing the main hypothesis

Dimension	R	B	Beta	T	Sig.	Result
Constant		1.855		16.254	0.000	Statistically significant
Soft leadership practices	**0.785	0.471	0.785	16.044	0.000	Statistically significant
F	257.410					
R²	0.617					

(*): This sign means that the value is statistically significant at the statistical significance level of Sig<0.05 .

Multiple regression analysis was conducted to test the main hypothesis. It can be noticed that the calculated F value is 257.410. The latter is statistically significant at the statistical significance level of Sig<0.05. Thus, the main null hypothesis is rejected. That indicates that soft leadership dimensions jointly have a statistically significant impact on the organizational climate for creativity at Jordan Customs Department (JCD). There is positive relationship between soft leadership dimensions jointly and the improvement of the organizational climate for creativity. That is because R = 0.785. The independent variable can interpret 61.7 % of the changes that occur in the dependent variable. In other words, the soft leadership dimensions jointly can interpret 61.7 % of the changes that occur in the organizational climate for creativity.

It can be noticed that the calculated T value of the soft leadership dimensions jointly is 16.044. The latter value is statistically significant at the statistical significance level of Sig<0.05. Thus, the soft leadership practices have a statistical significance positive impact on the organizational climate for creativity. Beta value is 0.785. The latter value is statistically significant at the statistical significance level of Sig<0.05. It reflects the extent of influence that soft leadership dimensions jointly have on the organizational climate for creativity.

8.2. Testing the Study's Sub-hypotheses:

The following sub-hypotheses are derived from the main hypothesis:

H01.1: Communication doesn't have any statistically significant impact on the organizational climate for creativity at Jordan Customs Department (JCD).

H01.2: Leadership capacity doesn't have any statistically significant impact on the organizational climate for creativity at Jordan Customs Department (JCD).

H01.3: Development and training don't have any statistically significant impact on the organizational climate for creativity at Jordan Customs Department (JCD).

H01.4: Cooperation and team work don't have any statistically significant impact on the organizational climate for creativity at Jordan Customs Department (JCD).

H01.5: Reasoning and solving problem creatively don't have any statistically significant impact on the organizational climate for creativity at Jordan Customs Department (JCD).

H01.6: Planning and organization don't have any statistically significant impact on the organizational climate for creativity at Jordan Customs Department (JCD).

Table (5): Results of Testing the Study's Sub-Hypotheses

Sub-Hypothesis	The independent variable	The dependent variable			
		organizational climate for creativity			
		F	Sig	R	R ²
H01.1	Communication	172.433	0.000	**0.720	0.519
H01.2	Leadership capacity	138.425	0.000	**0.681	0.464
H01.3	Development and training	208.536	0.000	**0.752	0.566
H01.4	Cooperation and team work	198.310	0.000	**0.744	0.553
H01.5	Reasoning and solving problem creatively	189.711	0.000	**0.737	0.542
H01.6	Planning and organization	198.453	0.000	**0.744	0.554

(*): This sign means that the value is statistically significant at the statistical significance level of Sig<0.05

Simple regression analysis was conducted to test the study's sub-hypotheses. Based on table (5), it can be noticed that the calculated F values of the soft leadership dimensions are: 172.433, 138.425, 208.536, 198.310, 189.711 and 198.453 respectively. The latter values are statistically significant at the statistical significance level of Sig < 0.05. Thus, all the study's sub-hypotheses are rejected. That means that soft leadership dimensions have an impact on the organizational climate for creativity at Jordan Customs Department (JCD). The relationship between each soft leadership dimension and the organizational climate for creativity is positive. That is because the R values are: 0.720, 0.681, 0.752, 0.744, 0.737, and 0.744 respectively. The independent variables can interpret 51.9 %, 46.4%, 56.6%, 55.3%, 54.2% and 55.4% respectively of the changes that occur in the dependent variable.

9. Results

The researcher of the present study aimed to examine the respondents' views about the extent of practicing soft leadership at Jordan Customs Department (JCD). The examined dimensions are: (communication, leadership capacity, development, training, cooperation, reasoning, creative problem solving, planning, team work, and organization). It was found that soft leadership is highly practiced at Jordan Customs Department (JCD) from the respondents' perspective.

It was found that leaders at Jordan Customs Department (JCD) practice soft leadership much. For instance, statement (1) shows a mean of 4.17 which is a high value. The latter statement states the following: (Leaders use proper language when talking to their subordinates). In addition, statement (2) shows a mean of 4.08 which is a high value. The latter statement states the following: (Leaders aims to establish good relationships with their subordinates). That indicates that leaders at Jordan Customs Department (JCD) employ communication skills and use proper language when dealing with their subordinates. That also indicates that those leaders seek establishing good relationships with their subordinates. Statement (3) shows a mean of 3.85 which is a high value. The latter statement states the following: (Leaders aims to promote cooperation and coordination between employees at the department). As for statement (5), it shows a mean of 4.00 which is a high value. The latter statement states the following: (Leaders provide financial support to the training operations). That indicates that leaders at Jordan Customs Department (JCD) are keen to develop employees' performance level and provide employees with good training.

Statement (6) shows a mean of 4.01 which is a high value. The latter statement states the following: (Leaders encourage employees to work within a team). That indicates that leaders at Jordan Customs Department (JCD) seek promoting team work, creating teams, and distributing work tasks in accordance with the an organizational framework that meets the goals.

Statement (7) shows a mean of 3.90 which is a high value. The latter statement states the following:

(Leaders seek proposing new innovative ideas to face unanticipated situations). That indicates that leaders at Jordan Customs Department (JCD) seek analyzing problems and identifying their reasons. It also indicates that those leaders seek proposing new innovative ideas and making plans to face any potential work-related problem.

Statement (8) shows a mean of 3.93 which is a high value. The latter statement states the following: (Leaders provide employees with modern technologies to improve their performance). That indicates that leaders at Jordan Customs Department (JCD) seek providing employees with modern technologies to improve their performance level. It also indicates that those leaders seek providing employees with all the necessary information.

It was found that there is a very good organizational climate for creativity at Jordan Customs Department (JCD). For instance, statement (9) shows a mean of 3.90 which is a high value. The latter statement states the following: (Employees are highly motivated to enable the department to achieve success). That is because leaders at Jordan Customs Department (JCD) motivate employees to work efficiently. Therefore, employees shall feel highly motivated to enable the department to achieve success.

Statement (10) shows a mean of 3.86 which is a high value. The latter statement states the following: (Employees are permitted to exchange information with one another to carry out work tasks). That indicates that leaders at Jordan Customs Department (JCD) authorize employees to exchange information with one another. It also indicates that those leaders provide employees with the resources and means that enable them to exchange information with one another.

Statement (11) shows a mean of 3.92 which is a high value. The latter statement states the following: (Leaders encourage employees to use new work methods). That indicates that leaders at Jordan Customs Department (JCD) encourage employees to propose new ideas and use new work methods. Statement (12) shows a mean of 4.00 which is a high value. The latter statement states the following: (Leaders exert much effort to raise employees' self-trust levels). That indicates that leaders at Jordan Customs Department (JCD) exert much effort to raise employees' self-trust levels.

Statement (13) shows a mean of 3.79 which is a high value. The latter statement states the following: (Employees appear to have sense humor at the workplace). Having sense humor at the workplace indicates that there is a good organizational climate for creativity at the workplace. As for statement (14), it shows a mean of 3.94 which is a high value. The latter statement states the following: (Employees are given adequate time to check the effectiveness of new work methods). That indicates that leaders at Jordan Customs Department (JCD) provide employees with adequate time to check the effectiveness of new ideas and work methods.

Statement (15) shows a mean of 3.90 which is a high value. The latter statement states the following: (Employees share their views with one another). That indicates that employees at Jordan Customs Department (JCD) hold discussions and exchange views with one another. Statement (16) shows a mean of 4.08 which is a high value. The latter statement states the following: (Employees seek staying within their safe zone). That indicates that employees at Jordan Customs Department (JCD) seek avoiding risk while performing the tasks assigned to them.

Based on the Pearson correlation coefficient value, there is a positive and strong relationship between the soft leadership dimensions and the organizational climate for creativity at Jordan Customs Department (JCD). The examined dimensions are: (communication, leadership capacity, development, training, cooperation, reasoning, creative problem solving, planning, team work, and organization). Thus, soft leadership practices positively affect the organizational climate for creativity at Jordan Customs Department (JCD).

10)- Conclusion:

The researcher concluded the following:

1. Soft leadership is highly practiced at Jordan Customs Department (JCD)
2. There is a very good organizational climate for creativity at Jordan Customs Department (JCD)
3. Soft leadership has a statistically significant positive impact on the organizational climate for creativity at Jordan Customs Department (JCD)
4. There is a strong positive relationship between soft leadership practices and the organizational climate for creativity at Jordan Customs Department (JCD)
5. Leaders at Jordan Customs Department (JCD) have excellent abilities in forming work teams. They also have excellent teamwork skills.

11. Recommendations:

In the light of the aforementioned results, the researcher recommends the following:

1. Providing more attention to leadership and enhancing it at Jordan Customs Department (JCD).
2. Developing the communication methods. Such development can be done through using the recent information and communication technologies (ICTs).
3. Enhancing leaders' reasoning skills and abilities to solve problems creatively. That shall enable leaders

- to handle unanticipated situations.
4. Providing more attention to the development and training operations. That shall improve the creativity and capabilities of employees.
 5. Raising employees' flexibility. That shall enable them to make the necessary changes for improving work methods
 6. Creating an internal environment through which innovation and creativity can be promoted among employees. Such an environment can be created through recruiting creative employees who are capable to propose new ideas.
 7. Adopting an organizational framework through which innovation and creativity can be promoted among employees. Through such a framework, employees should be motivated to find solutions for the problems facing the department.
 8. Providing employees with the necessary information and powers that enable them to carry out their tasks efficiently. Such information and powers are provided by leaders
 9. Holding periodical meetings between employees and leaders. Through such meetings, employees must discuss the problems facing them and the department.
 10. Providing employees with adequate freedom and supporting them when they fail.
 11. Raising employees' involvement in the decision making process

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Author: Dr. Saleh Ibrahim Sulaiman Al-A'wasa, PhD in Human Resources Management, Head of Department, Jordanian Customs Department, and Researcher in Human Resource Management.