Deanship of Scientific Research

Women Leadership Pattern in Qatar and Their Impact on Promoting a Culture of Creativity and Innovation

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Abstract

Objectives: This study aimed to identify the prevalent leadership styles among women in Qatar and their impact on fostering a culture of creativity and innovation.

Methods: The study employed a descriptive survey method using a carefully developed and validated questionnaire. The research sample comprised a targeted group of 200 female state employees from the Ministry of Education and Higher Education, Qatar University, the Ministry of Endowments, the Tax Authority, the Charitable Works Authority, and the Ministry of Commerce. The questionnaire was electronically distributed to the official email addresses of state employees from the aforementioned entities, and a total of 106 responses were received, representing a response rate of 56%. These responses provided valuable and diverse data for analysis.

Results: The findings revealed that the predominant leadership style among women is democratic, followed by transformational. A statistically significant positive relationship was found between the characteristics of female leadership and the democratic style. Traits such as participation, creativity, and empathy are notably higher in both democratic and transformational leadership styles, in contrast to the authoritarian style. The study also found that the democratic leadership style enhances creativity, indicating a strong positive relationship between the two variables. Similarly, the transformational leadership style also fosters creativity, with a strong positive correlation between the variables.

Conclusions: The study recommended encouraging female leaders to adopt democratic and transformational styles in the workplace. Additionally, it emphasized the importance of education and awareness in empowering women in leadership roles through support, guidance, and specialized training programs aimed at developing their leadership and technical skills.

Keywords: Leadership styles, feminine leadership, democratic style, transformational leadership, creativity, empathy, participation, patience.

الأنماط القيادية النسوية السائدة في قطر وأثرها في تعزيز ثقافة الإبداع والابتكار

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ملخّص

الأهداف: هدفت هذه الدراسة إلى الكشف عن أنماط القيادة النسائية السائدة في دولة قطر وأثرها في تعزيز ثقافة الإبداع والابتكار.

المنهجية: تم استخدام المنهج الوصفي المسحي باستخدام استبانة تم تطويرها بعناية وتم التحقق من صحتها. وشمل مجتمع البحث عينة هادفة مكونة من 200 موظفة من موظفي الدولة في وزارة التعليم والتعليم العالي وجامعة قطر ووزارة الأوقاف وهيئة الضرائب وهيئة الأعمال الخيرية ووزارة التجارة. وقد تم إرسال الاستبانة إلكترونيًا إلى البريد الإلكتروني الرسمي لموظفي الدولة من الجهات المذكورة أعلاه، وبلغ عدد الاستبيانات المستلمة 106، وهو ما يمثل معدل استجابة بلغ 56٪. وتوفر هذه الردود بيانات قيمة ومتنوعة للتحليل.

النتائج: كشفت النتائج أن نمط القيادة السائد بين النساء هو الديمقراطي، يليه التحولي. كما وجد أن هناك علاقة إيجابية ذات دلالة إحصائية بين خصائص القيادة النسائية والأسلوب الديمقراطي. وترتبط سمات مثل المشاركة والإبداع والتعاطف على نحو ملحوظ في كل من أنماط القيادة الديمقراطية والتحويلية، على النقيض من النمط الاستبدادي. كما وجدت الدراسة أن نمط القيادة الديمقراطي يعزز الإبداع، مما يدل على وجود علاقة إيجابية قوية بين المتغيرين. وبالمثل، يعزز نمط القيادة التحويلية الإبداع أيضًا، مع وجود ارتباط إيجابي قوي بين المتغيرات.

الخلاصة: أوصت الدراسة بتشجيع القيادات النسائية على تبني الأنماط الديمقراطية والتحويلية في مكان العمل. بالإضافة إلى ذلك، أكدت على أهمية التعليم والتوعية في تمكين المرأة في الأدوار القيادية من خلال تقديم الدعم والتوجيه وبرامج التدريب المتخصصة التي تهدف إلى تطوير مهاراتها القيادية والفنية.

الكلمات المفتاحية: الأنماط القيادية، القيادة النسوية، النمط الديموقراطي، القيادة التحويلية، الإبداع، التعاطف، المشاركة، الصبر.

1.1 Introduction:

In the face of rapid business and continuous economic changes, leadership styles have become crucial in shaping and promoting a culture of creativity within organizations. Understanding how leaders guide and motivate teams is essential for developing a work environment that fosters creative thinking and innovation. Researchers have increasingly focused on leadership styles in recent years, seeking the most effective ways to cultivate a culture of creativity and innovation. Theories have multiplied, models have diversified, and the concept of leadership has evolved. It has shifted from the idea of an individual leader who shapes effective leadership through their personality and controls subordinates' performance to a team leader who considers the human aspect of their team, involves subordinates in decision-making, and views their success as a collective achievement.

Over the past century, women have experienced significant changes, transforming their roles, rights, and status in society. Various factors, including social movements, legal reforms, educational opportunities, and shifts in cultural attitudes, have driven these changes. Greater access to education for women has been a transformative factor in changing the reality of women. As more women have gained access to quality education at all levels, they have been able to pursue higher-skilled jobs and careers traditionally dominated by men (Bespinar, 2013). Moreover, Women's participation in the workforce has significantly increased over the years (Oo et al., 2021). Economic opportunities, changing social norms, and the need for dual-income households have driven more women to seek employment outside the home, leading to greater financial independence and empowerment (Yousefy & Baratali, 2011).

Increasing political representation of women has been a key driver of change. More women are now holding political office, influencing policy decisions, and advocating for laws that benefit women and address gender disparities (Mügge, 2014). Evolving social attitudes towards gender roles and stereotypes have challenged traditional expectations placed on women. Society's acceptance of diverse gender identities and expressions has created more space for women to define themselves beyond traditional roles. More women are entering entrepreneurship and starting their own businesses, contributing to economic growth and challenging traditional notions of women's roles in the economy (Yadav & Unni, 2016). Economic empowerment through employment, entrepreneurship, and financial literacy has given women greater control over their lives, enabling them to make decisions about their careers, families, and futures.

While leadership positions have traditionally been dominated by males, particularly in Arab societies, successive reports on women's issues often lament the low percentage of women in decision-making positions (Al-Maushi, 2014). This disparity is evident across all organizational levels, whether advisory, executive, public, private, or in various community activities.

However, the increasing presence of women in leadership roles has garnered significant attention from Western researchers, who study and compare leadership styles between males and females to understand their impact on work effectiveness and administrative creativity. Despite the notable presence of women in leadership positions in Arab societies, most studies have been conducted from a Western perspective, often overlooking the unique context of Arab female leaders.

In recent years, Qatar has made significant strides in highlighting and empowering women in leadership positions. The state prioritizes women's roles by providing equal educational and training opportunities and promoting their participation in political, economic, and social life. Studies have shown an increase in the motivation of Qatari women to assume leadership roles and participate in decision-making, thereby fostering a culture of creativity and innovation within institutions (Al-Rufa, 2017).

With women leaders present in various fields and occupying prominent leadership positions, the key question remains their efficiency and ability to promote creativity and innovation. The leadership style adopted by women and their philosophy in dealing with employees significantly impacts creativity through their personality and crisis management (Rumaila, 2009). Due to the scarcity of studies on women and leadership in the Arab region, this study aims to uncover the prevailing feminine leadership patterns in Qatari society, examining their characteristics and impact on promoting a culture of creativity.

Leadership styles are defined as patterns of distinct behaviours adopted by leaders to achieve specific goals and navigate

challenges in the workplace. These styles, ranging from autocratic to democratic to transformational, each have unique traits, benefits, and drawbacks. In the **autocratic style**, leaders make decisions independently without significant team input (Akor, 2014). While effective in emergencies, overuse can diminish team satisfaction and commitment. However, **the democratic style** is characterized by team involvement in decision-making. It fosters teamwork and often yields satisfactory outcomes (Sharma & Singh, 2013). Meanwhile, the **transformational style** focuses on developing individual skills and fostering sustainable change. Transformational leaders inspire and motivate teams towards a shared vision, promoting self-confidence and innovation. Yet, they may face resistance in stable environments (Nguyen et al., 2017).

Choosing the appropriate leadership style is fundamental for achieving sustainable development and establishing a culture of creativity and innovation. This research aims to identify prevailing feminine leadership patterns, study their impact on promoting creativity and innovation, and pinpoint the key characteristics of feminine leadership that enhance creativity.

This research contributes to a deeper understanding of feminine leadership patterns and their role in fostering a culture of creativity and innovation. It aims to identify the characteristics associated with these patterns and their contribution to enhancing creativity. Additionally, it provides practical recommendations to institutions on leadership patterns that enhance creativity and encourages women to assume leadership positions by providing suitable support and training.

1.2 Research significance:

Theoretical Significance: This study contributes to a deeper understanding of female leadership styles and their role in fostering a culture of creativity and innovation. It aims to identify the traits associated with these styles and their contribution to promoting a culture of creativity.

Practical Significance: This study provides practical recommendations for institutions regarding leadership styles that enhance creativity and encourage women to take up leadership positions by providing appropriate support and training.

1.3 Research Problem

Qatar is experiencing rapid development in economic, social, political, and technological fields, which has led to increased interest in the topic of leadership and its impact on achieving goals and accomplishments. Qatari women leaders have emerged in most sensitive and important positions in the country, such as the Ministry of Education and Higher Education, the Ministry of Health, the Ministry of Foreign Affairs, and other state institutions, drawing attention to the prominent role of women leadership. However, previous research studies are limited regarding prevailing leadership patterns among women, with most focusing on leadership patterns among men. Since the leadership style of a leader plays an effective role in establishing a culture of creativity and innovation and is one of the most important factors ensuring continuity in success and growth, this gap poses a significant challenge in understanding the relationship between women leadership and motivation for creativity. Furthermore, due to the fact that women tend to follow democratic and participative leadership styles more than men, the following questions arise:

- Do women leadership patterns in Qatar differ from men leadership patterns?
- What is the impact of women leadership patterns on promoting a culture of creativity and innovation?

1.4 Research Objectives

This research aims to achieve the following objectives:
1) Identify the prevailing female leadership styles.
2) Study the impact of female leadership styles in promoting a culture of creativity and innovation.
3) Identify the most prominent characteristics of female leadership that contribute to promoting creativity.

1.5 Research Questions

The study aims to answer the following main question:

To what extent do women leadership styles influence the motivation levels of creativity within the work environment? The following sub-questions can be inferred:

1.   What is the prevailing leadership style among female leaders in Qatar?

2.   To what extent do the characteristics of feminine leadership influence the promotion of a culture of creativity and innovation?

2. Theoretical Framework and Previous Studies

2.1 Women Leadership

Liker (1961) defines leadership as an individual's ability to influence others and guide their behavior toward achieving common goals. Al-Hashimi (1984) describes leadership as a psychological process that empowers a specific individual in a group, enabling them to influence other group members. This individual may possess leadership qualities such as the power of influence due to their strong will, knowledge and experience, emotional strength, insight, or a combination of these factors (Qawari, 2006).

Griffin (2007) views leadership from two perspectives: traits and behaviors. Traits refer to the set of characteristics possessed by an individual as a leader, while behaviors represent the individual's ability to influence others through specific actions to achieve a particular goal. Hersey (1999) emphasizes the relational aspect of leadership, highlighting the importance of a leader's influence on subordinates through accepting guidance and adhering to the leader's decisions based on the authority they hold. Jones and George (2003) stress that the significance of leadership lies in a leader's ability to inspire, motivate, and encourage individuals to achieve group goals.

Leadership is seen as an interactive process between the leader and their subordinates, utilizing their potential by motivating and guiding them toward achieving shared objectives (Al-Othman, 2013). It is also regarded as the ability to persuade others, compelling them to strive for excellence through guidance, fostering loyalty, and motivating them to work (Darrah and Juradat, 2013). Leadership styles have diversified in the modern world, varying according to the circumstances and context in which leadership is practiced. Based on the aforementioned, leadership can be defined as the ability to deal with human nature and influence human behavior to drive people to work and achieve desired goals. In this pursuit, a leader works on strengthening relationships and achieving group objectives (Al-Ajmi, 2010).

2.1.2 Evolution of the Concept of Leadership

The concept of leadership has evolved through different stages as various theories and perspectives have emerged. Personal traits, behaviors, and interactions are considered essential aspects that distinguish leaders and contribute to their success in leading teams and achieving common goals. According to Bass and Riggio (2006), different leadership styles can be studied using the behavioral approach and traits theory. The behavioral approach focuses on the actual behavior of leaders and analyzes their impact on followers, while traits theory suggests that successful leaders possess distinct personal traits such as self-confidence, courage, vision, resilience, and openness to others (Judge and Bono, 2000).

Recent studies have emphasized that leadership is about behavior, interaction, and influence on others, and it cannot solely rely on personal traits (Atwi, 2017). Through studying the behavioral approach of leaders, it has been found that their behavior may vary from one situation to another based on the surrounding circumstances. Situational Theory addresses this aspect, suggesting that leadership characteristics are not related to general personal traits but rather to relative traits that interact with specific leadership situations. Thus, a leader's influence within a group is associated with particular situations, and the leader interacts with the surrounding conditions and external factors (Jamjom, 2008).

2.1.3 Leadership Styles:

Leadership styles are the tried and adopted principles by leaders to achieve their goals and face challenges in the work environment (Bass & Avolio, 1994). The leadership style is defined as a pattern of distinct leadership behaviors that are oriented towards achieving specific goals. Each style has its characteristics, traits, advantages, as well as drawbacks (Al-Zubaidi, 2001). Leadership is considered one of the essential elements for organizational success and is influenced by various factors, including organizational culture and the external environment. Leadership styles vary from autocratic

management to consultative leadership, and each style has its unique impact and role in team development and achieving desired outcomes. Some of these styles include:

Autocratic Style:

The essence of the autocratic style is that the leader makes decisions without extensive team participation (Hersey et al., 1996). This style is effective in emergencies or situations that require quick decision-making. However, excessive use of the autocratic style can lead to reduced team participation, negatively impacting their satisfaction and commitment.

Democratic Style:

The democratic style is characterized by active team participation in decision-making. It reflects a belief in relying on the team's strength and the skills of its members in problem-solving and generating ideas (Northouse, 2013). This style enhances teamwork and achieves satisfactory and applicable results. However, the democratic style may be ineffective in certain situations, such as emergencies or significant differences in team members' capabilities.

Transformational Style:

The transformational style highlights the importance of developing team members' individual capabilities and skills to achieve sustainable change and improvement. A transformational leader has the ability to motivate and inspire the team, guiding them toward a shared vision and goals. This leader works on enhancing team members' self-confidence, dedication, and innovation. However, transformational leaders may face challenges in work environments characterized by stability and resistance to change.

In summary, leadership styles play a crucial role in achieving organizational success. Leaders must choose the appropriate style based on specific circumstances and requirements. Leadership should be comprehensive and suitable to meet the team's needs and achieve results. By understanding different leadership styles and applying them intelligently, leaders can enhance performance.

Numerous studies have focused on gender differences in leadership styles, examining whether women's leadership styles differ from men's due to differences in personality and traits. Feminine leadership has gained significant importance, as studies have shown that women leaders contribute to developing creative capabilities and creating a positive work environment.

2.1.4 Women Leadership and Its Characteristics:

Women leadership is defined as a combination of traits and methods that distinguish women's leadership from other leaders, aiming to achieve gender equality and empower women (Carli and Eagly, 2003). Desveaux and Devillar (2007) describe it as a set of characteristics and behaviors associated with women that differentiate them in leadership roles. This leadership style is characterized by traits such as cooperation, relationship-building, concern for others, listening and problem-solving skills, and the encouragement of creativity and innovation (Knoeck, 2006). Women's leadership often reflects a social and emotional aspect, stemming from their distinctive nature of giving, caring, and nurturing.

Women's leadership is distinguished by a different style due to differences in personality (Sikdar and Mitra, 2012). Based on previous leadership concepts, a leader should possess certain qualities and skills that qualify them for leadership and distinguish them from others. Katz identified three essential skills for a manager: technical, conceptual, and human skills. Technical skills refer to the ability to handle tangible tasks, which can be developed through learning, training, practice, and experience. Conceptual skills are necessary for building a leader's personality and include mental ability, innovation, self-control, and initiative. Human skills refer to a leader's ability to interact with subordinates, invest in their efforts, and motivate them. Acquiring human skills is more challenging than technical skills, as it requires the leader to demonstrate the following abilities (Boukandoura, 2017):

• The ability to build social relationships with individuals at different levels and with different orientations.

• Expressiveness and communication skills with others.

• The ability to motivate, influence, and develop capabilities.

• The ability to enhance a spirit of cooperation and effective participation in achieving goals.

Women leadership is considered closer to collaboration rather than individuality and cooperation rather than

competition. It is leadership for the sake of society, not personal interests (Boukandoura, 2017). Consequently, many studies have focused on the qualities and skills possessed by women leaders.

Participation

When a woman leads, she relies on consultation in the decision-making process, seeking input from those around her and giving them opportunities for leadership and practice. This belief in the importance of collaboration among team members to achieve success makes participation a crucial quality in modern leadership. It fosters creativity, encourages innovative solutions, and develops new methods (Alali, 2009).

Creativity

Studies have shown that women are often more creative than men. They dislike routine and constantly seek renewal, change, and exploration of diverse methods in their work that align with surrounding changes (Boukrnous, 2021).

Empathy

Women naturally possess emotional intelligence, enabling them to manage themselves and communicate effectively with others. They appreciate others' needs and circumstances, allowing them to approach difficult situations and crises rationally. This quality helps them build genuine and sincere relationships, which are foundational to their leadership style (Sweidan, 2014).

Patience

Due to their inherent patience, women's ability to endure hardships and face crises gives them the experience to deal with challenging situations and helps them achieve desired goals despite obstacles and barriers (Suleiman, 2008).

2.1.5 Differences Between Women and Men in Leadership Styles:

Numerous studies have focused on the impact of gender on leadership style, revealing notable differences between men and women. Females are often described as more inclined towards group leadership, which emphasizes cooperation and collective production, while males are more inclined towards leadership that involves control and dominance (Boukrnous, 2021). Vecchio (2002) has clarified that the concept of leadership has evolved, challenging the belief that masculinity and femininity are opposing poles. Historically, males were seen as task-centered leaders, while females were viewed as employee-centered leaders focused on building relationships.

Nelton (1991) and Jones and George (2003) suggest that while women do not significantly differ in terms of leadership style, they tend to have a more participative approach due to their superior ability to develop interpersonal relationships. Marshall (1984) highlights that women's leadership style more explicitly reflects support and encouragement compared to men. Rosener (1995) states that women possess several qualities that differentiate them from men, positively impacting their leadership. These qualities include communication skills, relationship building, emotional expression, problem-solving, opening channels for dialogue, and being faster and more effective in building and developing relationships (Boukrnous, 2021).

Additionally, gender differences favor women, as they are considered more organized, disciplined, cautious, and efficient in decision-making and planning for the future (Tawatit, 2014). Women's leadership style is also characterized by wisdom and stability due to their comprehensive thinking, integration of intellect with emotion, and their ability to adapt and deal with change, thanks to their flexible leadership approach.

2.2 Creativity

2.2.1 The Concept of Creativity:

According to Amabile (1996), creativity is the ability to generate new and innovative ideas, whether they are concepts, products, artistic works, or solutions to specific problems. This definition aligns with the concept of creativity in the Arabic language, which defines creativity as the ability to produce something new and innovative. Creativity is considered one of the most important qualities a person can possess, serving as a criterion for excellence and innovation (Al-Shahabi, 2018). Moreover, creativity involves various aspects such as connecting different ideas, achieving new and innovative concepts, engaging in creative thinking, and developing innovative solutions. It also includes the ability to handle challenges and

difficult situations in a creative and unconventional manner (Sternberg, 1999).

Al-Asaf asserts that organizations that do not consider creativity as a strategic goal will suffer from collapse and deterioration (Al-Asaf, n.d). Torrance (1969) defined creativity as a process of sensing problems, weaknesses, gaps, inconsistencies, and information deficits, searching for solutions, predicting, formulating new hypotheses, testing them, and reformulating them to reach solutions. Researchers view creativity as a combination of abilities and personal characteristics that, when found in a suitable environment, enhance cognitive processes, leading to beneficial outcomes for individuals, companies, or society (Khayrallah, 2009).

From these definitions, we can infer the following about creativity:

- Creativity involves inventing something new and deviating from the ordinary; it is the opposite of imitation and replication.
- Creativity requires a stimulating and encouraging environment that motivates individuals to discover and explore new things. It also demands perseverance in experimenting with new and innovative ideas.
- Creativity contributes to the development and advancement of society. By implementing creative ideas, significant problems can be solved, and great achievements can be made. True success is achieved by integrating creativity with continuous improvement.
- Creativity is a mental ability that varies from one person to another and can manifest at the individual, group, or organizational level.

2.2.2 Administrative Leadership and Creativity:

Creativity and leadership are interconnected and fundamental concepts for the success of any organization. Creativity represents the ability to bring about change and innovation in ideas and practices, while leadership represents the ability to guide this creativity towards achieving specific goals and effectively managing resources. Creative leadership involves creating an environment where innovative ideas thrive and individuals are encouraged to think creatively. It also encompasses the leader's ability to use their power, authority, or skills to influence and gain the trust of their subordinates, motivating, guiding, inspiring, and effectively communicating with them.

Creative leadership distinguishes itself from traditional forms of leadership through a unique set of qualities, including:

1. Strategic Thinking: Creative leaders possess a clear vision for their organization and inspire others to follow them.
2. Openness to New Ideas: Creative leaders are open to diverse ideas and perspectives, promoting a culture of inclusivity.
3. Risk-Taking: Creative leaders are willing to take risks and explore new approaches to problem-solving.
4. Empowerment of Others: Creative leaders empower their team members to take ownership of their work and express their creativity.
5. Adaptability: Creative leaders are flexible and capable of adapting to emerging changes, making quick decisions.
6. Emotional Intelligence: Creative leaders empathize and connect with others on an emotional level, fostering a supportive work environment.

2.2.3 Creativity and Women:

Historically, women have been marginalized in leadership roles, especially in fields that require high levels of creativity. However, research has shown that women offer unique perspectives and skills essential for driving innovation and creativity within organizations (Boughrara, 2021). Creativity is a key aspect that distinguish humans and is crucial for societal development and progress. In this context, women play a crucial role in the process of creativity and innovation. Women, with their distinctive qualities such as patience, resilience, and emotional intelligence, are associated with elements of creativity (Beydoun, 2003).

2.3 Previous studies:

Most studies related to female leadership have focused on the characteristics associated with women, whether women's leadership style differs from men's, and the challenges women face in leadership positions. The results of these studies have

varied. Some studies confirm that women's leadership style does not differ from men's because individual leadership style is not based on gender differences or individual traits but rather changes depending on the situation. These studies found no relationship between emotional intelligence and decision-making effectiveness or between relationship style and decision-making effectiveness (Gharbi, 2016).

However, other studies emphasize the importance of gender differences and their impact on determining leadership style. These studies show that women tend to adopt a participative leadership style, establish good interpersonal relationships, and emotionally support and sensitize workers about their importance and position. Female leaders possess a set of qualities and characteristics that qualify them to play a crucial role in the process of change. Additionally, women are more cautious than men when it comes to decision-making, excelling in courage and the ability to plan for the future (Al-Hussban, 2021).

The current study agrees with Bouguendoura (2017) that differences lie in the personal traits and characteristics that distinguish genders, which can lead to variations in the leadership style adopted by women. By examining the most commonly adopted leadership styles by women, it has been found that women leaders tend to rely on a democratic style based on participation, teamwork, and collaboration among individuals, with strong relationships with subordinates. This reliance is based on the distinctive characteristics possessed by women, including communication skills, relationship-building, collaboration, and participatory decision-making (Al-Maushi, 2014).

Bouguendoura (2017) demonstrated that women leaders grant their subordinates independence in expressing their opinions regarding work, and the majority of subordinates perceive women as possessing leadership qualities that enable them to create job commitment. These qualities include personal strength, firmness, a sense of responsibility, and the ability to communicate and treat others well.

Metwally and Saleh (2021) revealed that women effectively use rational methods to confront their problems. They are adept at identifying and distributing their responsibilities based on their energies, abilities, inclinations, and resources to achieve specific goals. Khalil (2020) indicated that female leaders adopt transformative leadership because it aligns with the feminine role of women. Studies have also agreed that women have the ability to perceive, plan, and evaluate crises, and that feminine leadership traits contribute to administrative creativity through the interpersonal skills women possess, which help improve employee performance and encourage teamwork.

Numerous studies, both Arab and foreign, have examined the importance of creativity as a significant approach to confronting the challenges of the era and keeping pace with changes by promoting innovation, development, and fostering a competitive spirit. Most studies have focused on the relationship between leadership styles and creativity in general, without specifically focusing on feminine leadership and its impact on enhancing a culture of creativity.

Analyzing studies on the relationship between leadership style and creativity, Al-Shahwani (2023) found that the democratic leadership style, characterized by empowerment, delegation, and motivation, contributes to stimulating employees' creativity. Qabja and Al-Shalabi (2023) highlighted the importance and role of transformative leadership practices as key drivers in creating and fostering an innovative climate, in addition to achieving administrative creativity within government institutions. Al-Maliki (2022) agreed with these studies, establishing a strong correlation between prevailing democratic and participative leadership styles among school leaders and their practice of creative leadership, further indicating a strong relationship between democratic leadership and creative leadership.

Boujaddar (2013) emphasized the significant role of the democratic leadership style in promoting creativity in industrial organizations. This style is characterized by listening to employees, encouraging their participation in decision-making, and motivating them to innovate and present new ideas. Conversely, studies have found that the autocratic leadership style is less effective in fostering creativity, as the leader is solely responsible for decision-making and directly guiding operations. The current study aligns with previous studies on creativity, which suggest a causal relationship between leadership styles and creativity. Leadership that centers around centralizing decision-making, not providing opportunities for employees to make decisions, and focusing solely on tasks without considering employee needs negatively affects them, thus stifling initiative and creativity.

3. Methodology:

This research employs a descriptive survey methodology to understand and describe a specific case or phenomenon. It relies on field surveys to obtain data from primary sources, followed by data processing and statistical analysis. Data is collected through literature review and the design of a questionnaire to explore the nature of feminine leadership styles and their impact on solidifying a culture of creativity. To achieve the desired results and meet the study objectives, the researcher developed a questionnaire model that includes variables reflecting the study's questions and objectives.

3.1 Research Sampel and population

This descriptive research focused on a purposive sample of employees working in significant institutions in Qatar, including the Ministry of Education and Higher Education, Qatar University, Ministry of Endowments, Tax Authority, Charity Works Authority, and Ministry of Commerce. The aim was to gather insights specifically from individuals operating under female leadership within these diverse organizations.

The research sample population included 200 state employees of the Ministry of Education and Higher Education, Qatar University, Ministry of Endowments, Tax Authority, Charity Works Authority, and Ministry of Commerce respectively. This deliberate selection criterion aimed to investigate the influence and impact of female leadership within these specific organizational contexts. This population represents a significant diversity in academic and cultural backgrounds, providing a rich environment for understanding Dominant Women Leadership Styles in Qatar and Their Impact on Promoting a Culture of Creativity and Innovation in Qatar. The questionnaire was sent electronically to the official e-mails of the state employees from the aforementioned entities, and the number of received questionnaires was 106, with a response rate of 56%. These responses provide valuable and diverse data for analysis.

3.2 Demographics:

As shown in table (1), the study sample's demographic distribution reveals an overwhelming majority of females, accounting for 97.17% of the participants, compared to only 2.83% males. This gender disproportion within the sample suggests a significant female representation in the study. Moving on to educational levels, the majority of participants hold a Bachelor's degree, comprising 68.22% of the sample. Conversely, participants with a Master's degree and a diploma each make up 10.28% of the sample, while individuals with a Ph.D. constitute a smaller percentage at 2.80%. Additionally, 8.41% of participants fall under the category of 'Other' educational qualifications.

Regarding work experience, the distribution indicates a broad range of backgrounds. The study sample includes individuals with varying years of work experience, with 16 years and over being the most prevalent category at 33.96%. Participants with 11-15 years of experience make up 25.47% of the sample, followed closely by those with 6-10 years of experience at 23.58%. Moreover, individuals with three years or less of work experience constitute 16.98% of the sample, representing a mix of early-career professionals.

In terms of age groups, the distribution shows diversity across different age brackets. The largest proportion of participants falls within the 31-40 age range, accounting for 44.12% of the sample. Participants aged 41-50 make up 37.25% of the sample, while individuals aged 51 and above represent a smaller percentage at 5.88%. This demographic breakdown provides insights into the study sample's composition, reflecting a varied mix of gender, educational backgrounds, work experience, and age groups, which may influence the study's findings and conclusions.

Table (1): Distribution of the Study Sample by Demographic Variables

Variables		Number	Ratio
Sex	Males	3	2,83%
	Females	103	97,17%
Educational level	Bachelor's	73	68,22%
	diploma	11	10,28%
	Master's	11	10,28%
	Ph.D.	3	2,80%

Variables		Number	Ratio
	Other	8	8,10%
Years of work experience	4 years or less	18	16,98%
	5-10 Years	25	23,58%
	11-15 Years	27	25,47%
	16 years and over	36	33,96%
Age group	Less than 30 years old	13	12,75%
	40 – 31 Years	45	44,12%
	50 – 41 Years	38	37,25%
	51 years and over	4	5,88%
Total		106	-

3.3 Research Tool:

To achieve the study objectives, a data collection instrument was designed based on relevant literature, including studies by Boukrinos (2021), Tawatit (2014), and Shadifat (2021). The questionnaire comprised 37 items, covering three leadership styles: autocratic, democratic, and transformational. It also included characteristics of feminine leadership, such as empathy, participation, patience, and creativity.

A Likert five-point scale was used, with the following criteria for agreement levels:

- Mean score 1.0-2.33: Low level of agreement
- Mean score 2.34-3.67: Moderate level of agreement
- Mean score 3.68-5.00: High level of agreement

3.4 Reliability of research tool:

The reliability of the questionnaire was calculated using Cronbach's alpha coefficient for the study variables. Table 2 presents the results. The reliability coefficients exceed 0.7, indicating that the study instrument is reliable.

Table (2): Cronbach's Alpha Coefficient for Study Dimensions

Dimensions	Reliability Coefficient Alpha
Feminist Leadership Styles	
Autocratic Style	0,991
Democratic Style	0,994
Transformational Style	0,992
Characteristics Of Feminist Leadership	
Participation	0,992
Creativity	0,987
Empathy	0,984
Patience	0,986

3.5 Answering the Research Questions:

First Question: What is the prevailing leadership style among female leaders in Qatar?

To answer this question, the arithmetic means and standard deviations of the study sample's estimates for each leadership style were calculated, based on the statements associated with each style. Table 3 provides an overview.

Table (3): Arithmetic Means and Standard Deviations for the Level of Feminine Leadership Styles

Table 3 indicates that the level of feminine leadership in Qatar is generally high across all dimensions. The arithmetic means ranged from 3.39 to 3.90, with standard deviations between 1.16 and 1.23. The democratic style ranked highest with an arithmetic mean of 3.90, followed by the transformational style at 3.74, and the autocratic style at 3.39.

N	Feminist leadership styles	Standard Deviation	SMA	Rank	Level
1	Autocratic style	3,39	1,23	3	Medium
2	Democratic style	3,90	1,16	1	High
3	Transformational style	3,74	1,17	2	High

Table 4 shows that the mean score for the autocratic leadership style among female leaders was moderate, with an overall mean of 3.39. The arithmetic means ranged from 2.84 to 3.97, with standard deviations between 1.04 and 1.42. The statement "My boss prefers the autocratic style at work and avoids change" ranked highest with a mean of 3.97 and a standard deviation of 1.21, while "My boss does not prefer to be present among us at work" ranked lowest with a mean of 2.84 and a standard deviation of 1.42.

Table (4): Arithmetic Means and Standard Deviations for the Level of Feminine Leadership - Autocratic Style

N	Phrase	SMA	Standard Deviation	Rank	Level
1	My boss tends to centralize power in her own hands	3,59	1,20	3	Medium
2	My boss doesn't like being with us	2,84	1,42	8	Medium
3	My boss uses the reward and punishment method to deal with the team	3,44	1,34	4	Medium
4	My boss has the sole say in making decisions or solving problems	3,11	1,04	6	Medium
5	My boss favors stereotyping and avoids change	3,97	1,21	1	High
6	My boss focuses on enforcing the laws to the letter	3,80	1,21	2	High
7	My boss is conservative about new procedures	3,34	1,28	5	Medium
8	My boss is reluctant to give freedom or responsibility to other employees	3,03	1,13	7	Medium
The total score for the first type		3,39	1,23	-	Medium

Table 5 reveals that the mean score for the democratic leadership style among female leaders was high, with an overall mean of 3.90. The arithmetic means ranged from 3.75 to 4.10, with standard deviations between 1.01 and 1.29. The statement "My boss possesses effective communication skills and the ability to listen and discuss topics" ranked highest with a mean of 4.10 and a standard deviation of 1.09. The statement "My boss assists in implementing work strategies" followed closely with a mean of 4.07 and a standard deviation of 1.21. The statement "My boss promotes diversity at work and ensures equal opportunities for all team members" ranked lowest, yet still high, with a mean of 3.75 and a standard deviation of 1.29.

Table (5): Arithmetic Means and Standard Deviations for the Democratic Pattern of Female Leadership

N	Phrase	SMA	Standard Deviation	Rank	Level
1	My boss has effective communication skills and the ability to listen and discuss topics.	4,10	1,09	1	High
2	My boss directs efforts towards promoting positive interaction and promoting productive collaboration to achieve team goals.	3,94	1,20	4	High
3	My boss promotes diversity and ensures equal opportunities for all team members.	3,75	1,29	11	High
4	She helps my boss implement business strategies	4,07	1,15	2	High
5	My boss is flexible in her thinking	3,82	1,17	7	High
6	My boss gives clear advice when I turn to her to develop the skills and capabilities of the team	4,00	1,16	3	High
7	My boss contributes to building strong relationships and a collaborative culture for collective transformation	3,85	1,16	6	High
8	My boss can lead by example	3,90	1,23	5	High
9	My boss can influence her subordinates in	3,85	1,16	9	High

N	Phrase	SMA	Standard Deviation	Rank	Level
	decision making and can gain the sympathy and respect of others				
10	My boss can control her nerves and deal with situations as a whole and not from one side	3,78	1,18	8	High
11	My boss works hard to direct the team towards enhancing positive interaction and encouraging and exchanging innovative ideas and opinions to achieve a work environment that encourages creativity and excellence.	3,89	1,01		High
The total score for the second type		3,90	1,16	-	High

Table 6 shows that the mean score for the transformational leadership style among female leaders is high, with an overall mean of 3.74. The arithmetic means range from 3.41 to 3.92, with standard deviations between 1.12 and 1.33. The statement "My boss demonstrates a distinctive strategic vision that focuses on motivating the team to achieve unique and impressive accomplishments" ranked first, with a mean of 3.92 and a standard deviation of 1.33. The statement "My boss strives to enhance a culture of continuous learning and self-improvement" ranked second, with a mean of 3.91 and a standard deviation of 1.12. The statement "My boss develops plans to promote a culture of creativity and innovation within the team" ranked last, with a mean of 3.41 and a standard deviation of 1.12.

Table (6): Arithmetic Means and Standard Deviations for the Transformative Pattern of Female Leadership

N	Phrase	SMA	Standard Deviation	Rank	Level
1	My boss reflects a philosophical vision of motivational leadership, where she sees team motivation as a way to balance personal success and team excellence	3,71	1,12	5	High
2	My boss strives to foster a culture of continuous learning and self-improvement	3.91	1,12	2	High
3	My boss can use the power of motivation to turn challenges into opportunities to enhance performance and creativity	3,86	1,12	4	High
4	My boss has a motivational boldness that pushes boundaries, with creativity at the core.	3,71	1,12	6	High
5	My boss demonstrates a distinct strategic vision that focuses on motivating the team to achieve unique and impressive accomplishments	3,92	1,33	1	High
6	My boss focuses on training the team and developing their skills	3,91	1,33	3	High
7	My boss is making plans to foster a culture of creativity and innovation within the team	3,41	1,12	8	Medium
8	My boss stands out in the workplace with exceptional skills in turning challenges into platforms for individual growth	3,54	1,12	7	Medium
	The total score for the second type	3,74	3,90	-	High

Second question: "To what extent do the characteristics of female leadership influence the promotion of a culture of creativity and innovation?"

To address how female leadership characteristics influence promoting a culture of creativity and innovation, we examined each characteristic's arithmetic means and standard deviations. Table 7 provides the results.

Table 7 indicates that Qatar's perception of female leadership characteristics is generally high. The arithmetic means range from 3.79 to 3.93, with standard deviations between 1.12 and 1.16. "Participation" ranked first, with a mean of 3.93, followed by "Creativity" at 3.86, "Empathy" at 3.83, and "Patience" at 3.79. The overall mean for female leadership characteristics was 3.86.

Table (7): Arithmetic Means and Standard Deviations for the Characteristics of Female Leadership

No.	Phrase	SMA	Standard Deviation	Rank	Level
1	Share	3.93	1.15	1	High
4	Patience	3,79	1,16	4	High
3	Empathy	3,83	1,12	3	High
2	Creativity	3,89	1.14	2	High

The following are the arithmetic means, standard deviations, levels, and rankings for the estimates of the study sample individuals on the items of each characteristic separately:

Table 8 shows that the mean score for participation is high, with an overall mean of 3.93. The arithmetic means range from 3.86 to 4.06, with standard deviations between 1.14 and 1.19. The statement "My leader directs efforts towards promoting positive interaction and productive collaboration to achieve team goals" ranked first, with a mean of 4.06 and a standard deviation of 1.14. The statement "My leader contributes to building strong relationships and a cooperative culture to achieve collective transformation" ranked second, with a mean of 3.88 and a standard deviation of 1.19. The statement "My leader works diligently to guide the team towards promoting positive interaction, encouraging the exchange of innovative ideas and opinions to create a work environment that fosters creativity and excellence" ranked last, with a mean of 3.86 and a standard deviation of 1.16.

Table (8): Arithmetic Means and Standard Deviations for the Level of Feminine Leadership Characteristics - First Dimension: Participation

No.	Phrase	SMA	Standard Deviation	Rank
1	My boss directs efforts towards promoting positive interaction and promoting productive collaboration to achieve team goals	4,06	1.14	1
2	My boss contributes to building strong relationships and a collaborative culture to achieve collective transformation	3,88	1.19	2
3	My boss works hard to direct the team towards enhancing positive interaction and encouraging and exchanging innovative ideas and opinions to achieve a work environment that encourages creativity and excellence.	3,86	1.16	3
	Total score	1,15	3,93	-

Table 9 shows that the mean score for creativity is high, with an overall mean of 3.86. The arithmetic means range from 3.74 to 4.13, with standard deviations between 1.07 and 1.21. The statement "My leader works on utilizing available opportunities to innovate new methods" ranked first, with a mean of 4.13 and a standard deviation of 1.07. The statement "My leader excels in motivating individuals to explore their hidden potentials and achieve personal creativity" ranked second, with a mean of 3.82 and a standard deviation of 1.09. The statement "My leader develops plans to enhance a culture of creativity and innovation within the team" ranked last, with a mean of 3.74 and a standard deviation of 1.19.

Table (9): Arithmetic Means and Standard Deviations for the Level of Feminine Leadership Characteristics - Second Dimension: Creativity

N	Phrase	SMA	Standard Deviation	Rank	Level
1	My boss is a master at motivating people to explore their potential and achieve personal creativity	3,82	1,09	2	High
2	My boss has the ability to use the power of motivation to turn challenges into opportunities to enhance performance and	3,76	1,21	3	High

N	Phrase	SMA	Standard Deviation	Rank	Level
	creativity				
3	My boss is making plans to foster a culture of creativity and innovation within the team	3,74	1,19	4	High
4	My boss uses opportunities to innovate in new ways	4,13	1,07	1	High
	Total score	1,14	3,86	-	High

Table 10 shows that the mean score for empathy is high, with an overall mean of 3.83. The arithmetic means range from 3.53 to 4.18, with standard deviations between 1.09 and 1.22. The statement "My boss possesses effective communication skills, the ability to listen, and discuss topics" ranked first, with a mean of 4.18 and a standard deviation of 1.09. The statement "My boss likes to collaborate and share the concerns of others, support them in their weaknesses, and be patient with them in their difficulties" ranked second, with a mean of 3.77 and a standard deviation of 1.15. The statement "My boss empathizes with the team members in difficult and personal situations" ranked last, with a mean of 3.53 and a standard deviation of 1.22.

Table (10): Arithmetic Means and Standard Deviations for the Level of Feminine Leadership Characteristics - Third Dimension: Empathy

N	Phrase	SMA	Standard Deviation	Rank	Level
1	My boss empathizes with team members in difficult and personal situations	3,53	1,22	Medium	3
2	My boss at work loves cooperation, sharing the concerns of others, supporting them in their times of weakness, and supporting them and being patient with them in their hardships.	3,77	1,15	High	2
3	My boss has effective communication skills and the ability to listen and discuss topics	4,18	1,09	High	1
	Total score	1,15	3,83	High	-

Table 11 shows that the mean score for patience is high, with an overall mean of 3.79. The arithmetic means range from 3.76 to 3.83, with standard deviations between 1.11 and 1.15. The statement "My boss can influence her subordinates' decision-making and can gain the sympathy and respect of others" ranked first, with a mean of 3.83 and a standard deviation of 1.15. The statement "My boss can remain calm and deal with situations as a whole, not from one side" ranked last, with a mean of 3.76 and a standard deviation of 1.12.

Table (11): Arithmetic Means and Standard Deviations for the Level of Feminine Leadership Traits, the Fourth Dimension: Patience

N	Phrase	Standard Deviation	SMA	Rank	Level
1	My boss can control her nerves and deal with situations as a whole and not from one side	1,12	3,76	3	High
2	My boss at work loves cooperation, sharing the concerns of others, supporting them in their times of weakness, and supporting them and being patient with	1,15	3,77	2	High

N	Phrase	Standard Deviation	SMA	Rank	Level
	them in their hardships.				
3	My boss can influence her subordinates in decision-making and can gain the sympathy and respect of others	1,15	3,83	1	High
	Total score	1,12	3,79	-	High

Table 12 highlights the strong positive correlations between participation, creativity, and empathy with the democratic and transformational leadership styles, unlike the autocratic style. The Pearson correlation coefficient shows a strong relationship between participation (0.884) and creativity (0.849) in the transformational style. Similarly, the democratic style shows strong positive relationships with participation (0.937), creativity (0.734), empathy (0.850), and patience (0.913). In contrast, the autocratic style shows weak correlations with these traits.

Table (12): Pearson Correlation Coefficients between Leadership Styles and Feminine Traits

Variables	Autocratic style	Democratic style	Transformational style
Participation	0.155	0.937	0.884
Creativity	0.259	0.743	0.849
Empathy	0.107	0.850	0.776
Patience	0.059	0.913	0.785

Based on Table 13, the correlation value for the participation trait (0.804) indicates a strong positive relationship with the democratic leadership style. This suggests that variations in the democratic style are significantly linked to changes in the level of participation. The regression coefficient of 3.03 further supports the strong influence of participation on the practice of the democratic style. Similarly, a strong positive relationship exists between the democratic style and the creativity trait, with a correlation value of 0.740. The regression coefficient of 3.02 indicates that increased creativity significantly enhances the democratic leadership style. The correlation coefficient for the patience trait (0.753) also shows a relatively strong relationship with the democratic style. However, the regression coefficient of 3.35 suggests a negative relationship, indicating a complex interaction between patience and the democratic style. Lastly, the correlation value of 0.770 for the empathy trait indicates a strong positive relationship with the democratic style. The regression coefficient confirms that empathy has a significant positive effect on the practice of the democratic leadership style.

Table (13): The Impact of the Democratic Style on Creativity, Participation, Empathy, and Patience

Independent variable	Dependent variable	R^2	Correlation coefficient	The coefficient of determination	Function level	T value	Regression coefficient
Democratic style	Creativity	0.547	0.740	0.543	0,00	11.26	3.02
	Patience	0.533	0.753	0.531	0,00	10.55	3.35

	Participatio n	0,6 81	0,804	0,680	0,00	17,53	3.03
	Empathy	0,5 22	0,770	0,520	0,00	13,92	3.09

Table 14 reveals that the correlation coefficient for the participation characteristic is 0.884, indicating a strong positive relationship between the transformational leadership style and participation. This suggests a very significant correlation between these two variables. The regression coefficient of 2.58 further highlights the substantial influence of participation on the practice of transformational leadership. Similarly, the correlation coefficient for the creativity characteristic is 0.849, demonstrating a strong relationship between transformational leadership and creativity. The regression coefficient of 2.15 supports this, indicating that creativity significantly enhances the transformational style and that an increase in creativity substantially boosts this leadership approach. The correlation coefficient for patience is 0.785, showing a strong positive relationship with the transformational style. The regression coefficient of 3.61 confirms that patience has a significant positive effect on the practice of transformational leadership. Finally, the empathy characteristic also shows a strong positive relationship with the transformational style, with a correlation coefficient of 0.776 and a regression coefficient of 2.55, indicating that empathy notably enhances the transformational leadership approach.

Table (14): The Impact of the Transformational Style on Creativity, Participation, Empathy, and Patience

Independent variable	Dependent variable	R 2	Correlation coefficient	The coefficient of determination	Function level	T value	Regression coefficient
Transformational style	Creativity	0.849	0.721	0.718	0,00	16.47	2.15
	Patience	0.785	0.615	0.612	0,00	12.96	2.61
	Participation	0,884	0,781	0,779	0,00	19.4	2.58
	Empathy	0,776	0,602	0,559	0,00	12.62	2.55

Table 15 shows that there is a weak relationship between the autocratic style and the creativity attribute, with a correlation coefficient of 0.259 and a regression coefficient of 0.378, indicating that creativity has a minimal impact on the autocratic style. Similarly, the correlation coefficient of 0.058 and the regression coefficient of 0.11 reveal that the relationship between empathy and the autocratic style is very weak, with only a minimal effect. The data also suggest that participation and patience have weak relationships with the autocratic style, with negligible effects on its practice.

Table (15): The effect of the autocratic style on creativity, participation, empathy and patience

Independent variable	Dependent variable	R 2	Correlation coefficient	The coefficient of determination	Function level	T value	Regression coefficient
Autocratic style	Creativity	0.259	0.067	0.058	0,00	2.75	0.378
	Patience	0.107	0.011	0.002	0,00	1.10	0.205
	Participation	0.155	0,024	0,014	0,00	1.60	0.261
	Empathy	0.058	0,003	-0.00	0,00	1.60	0.11

4. Discussion of Results

4.1 Results related to the first question: What is the dominant leadership style among female leaders in Qatar?

The analysis presented in Table (5) indicates that the dominant leadership style among female leaders in Qatar is the democratic style. This style received the highest ranking, with a mean score of (3.90), reflecting a high degree of prevalence. In contrast, the transformational style followed in the second position, while the autocratic style was least favored.

Table (7) further supports these findings, showing that a high average score characterizes the democratic style of female leadership. This result can be attributed to female leaders' tendency to engage in participatory leadership rather than adopting an authoritarian approach. Female leaders emphasize relationship-building and fostering a supportive team

environment. They exhibit effective communication skills, including active listening and discussing topics, which contributes to positive interaction and productive cooperation to achieve team goals.

Additionally, female leaders demonstrate flexibility in their thinking and leadership by example. The transformational style, which ranked second with an average score of (3.74), highlights their ability to develop a compelling strategic vision and motivate their teams to turn challenges into opportunities for enhanced performance and creativity. This style reflects their capacity to instigate positive changes both within their teams and the broader organizational environment.

The autocratic style, with a mean score of (3.39), is practiced at a moderate level. While female leaders may occasionally make unilateral decisions and employ a reward and punishment approach, they do not consistently adhere to this style. The autocratic approach can be effective in situations requiring decisive action, but it may negatively impact team motivation, creativity, and innovation.

These findings are consistent with Bin Lala and Masmoudi (2023) research, which highlighted the democratic nature of female leadership and its role in fostering teamwork and enhancing employee engagement. Similarly, Boukernous (2021) found that administrative leadership is characterized by democratic principles, emphasizing participation, teamwork, and strong relationships between subordinates. Halasa (2016) also reported that female leaders are inclined towards participatory leadership, nurturing positive human relationships, and making employees feel valued. Furthermore, Touati (2014) found that female leaders provide ample opportunities for participation in decision-making, which boosts employees' sense of belonging and cooperation. The current study aligns with Maoushi (2014), which observed that both male and female leaders exhibit traits of both autocratic and democratic styles, with a tendency for females to prefer the democratic approach. This is reflected in the closely aligned mean scores for autocratic, democratic, and transformational leadership styles in the study.

4.2 Results Related to the Second Question: What is the Impact of Feminine Leadership Characteristics on Enhancing a Culture of Creativity and Innovation?

Table (7) reveals that feminine leadership characteristics in Qatar are perceived as high, with participation ranking first, followed by creativity, empathy, and patience. The dimensions are discussed as follows:

Dimension One: Participation

According to Table (8), the mean score for the participation dimension of feminine leadership is 3.93, with a standard deviation of 1.15. The highest-rated item is, "My leader directs efforts towards enhancing positive interaction and fruitful cooperation to achieve team goals," which received a mean score of 4.06 and a standard deviation of 1.14. This high level of participation is strongly associated with the democratic style of leadership. This style emphasizes collaboration and teamwork, avoiding unilateral decision-making. Female leaders excel in encouraging participation and involving team members in decision-making processes, which fosters a sense of responsibility and belonging. Analysis of correlation and regression coefficients shows a strong positive relationship between participation, the democratic style, and the transformational style.

Dimension Two: Creativity

Table (9) indicates that the mean score for the creativity dimension of feminine leadership is 3.89. The item "My leader works to exploit available opportunities to innovate new methods" ranked highest with a mean score of 4.13. The second item, "My leader excels in motivating individuals to explore their latent potentials and achieve personal creativity," had a mean score of 3.82, while the third item, "My leader excels in using the power of motivation to turn challenges into opportunities to enhance performance and creativity," scored 3.76. These results highlight how female leaders use creativity to foster an environment conducive to innovation. Effective participation enhances creativity by generating diverse ideas, encouraging positive interaction, and increasing responsibility. The impact of creativity is notably strong for both democratic and transformational leadership styles, with a more pronounced correlation with the transformational style. This is due to transformational leaders leveraging creativity to motivate teams and encourage innovative solutions. Conversely, the autocratic style shows a weak relationship with creativity, as it relies on unilateral decision-making, which restricts creativity and innovation.

Dimension Three: Empathy

Table (10) shows that empathy ranks third with a mean score of 3.83, with scores ranging from 3.53 to 4.18 and a standard deviation between 1.09 and 1.22. The highest-rated item, "My leader possesses effective communication skills, the ability to listen and discuss topics," received a mean score of 4.18 and a standard deviation of 1.09. Empathy is a key trait of feminine leadership, enabling female leaders to understand and address the needs and feelings of their team members. This trait helps build strong, positive relationships within the team. The relationship between empathy and both the democratic and transformational styles is strongly positive. Leaders who demonstrate empathy better motivate and inspire their teams, creating a respectful and trusting work environment where team members feel comfortable sharing their ideas and opinions.

Dimension Four: Patience

Table (7) shows that patience ranks third among feminine leadership characteristics, with a mean score of 3.79 and a standard deviation of 1.16. This suggests that female leaders exhibit high patience, effectively handling challenges and maintaining emotional stability in stressful situations. This quality significantly enhances their crisis management abilities and overall effectiveness in leading teams. Table (12) further indicates that patience is particularly prominent in democratic leadership, with a Pearson correlation coefficient of 0.913, demonstrating a very strong positive relationship between the two variables. Patience facilitates participation and communication—key elements of democratic leadership—and fosters innovation and creativity by encouraging the exploration of new and effective solutions.

The findings of this research are consistent with previous research on feminine leadership characteristics and their impact on creativity and innovation. These results align with Boukernous (2021), which identified a democratic leadership style based on participation, teamwork, and collaboration. Such an approach fosters harmony and enhances creativity and motivation among employees. This study also corroborates the findings of Al-Othaim (2023) and Al-Rafou' and Saud (2017), which reported high levels of administrative creativity among female leaders due to traits like performance enhancement, problem-solving, and relationship building. Additionally, Al-Maliki (2022) found a strong correlation between democratic leadership and creative leadership practices, while Boujaadar (2013) demonstrated the importance of the democratic style in enhancing creativity in industrial settings. This study also supports Lammour (2009), which identified a link between democratic leadership and administrative creativity.

Moreover, the results are in agreement with Al-Shahwani (2023), which emphasized that democratic leadership styles, characterized by empowerment and motivation, effectively stimulate creativity. Similarly, Khalil (2020) found a positive impact of women's leadership styles on administrative creativity, particularly noting the effectiveness of transformational leadership among women. The study also aligns with Al-Dailami (2016) and Al-Mulhim and Boucheit (2011), which highlighted high levels of feminine leadership characteristics and creative skills. Lastly, the results are consistent with Al-Ali (2009), which noted that women's leadership tends towards participatory and relationship-focused styles.

However, the current study diverges from Hery (2020), which reported only a moderate level of administrative creativity among female leaders.

4.3 Summary of Results:

The study yielded the following findings:

- Female leadership in Qatar is generally rated highly.
- The predominant leadership style among women is democratic, followed by transformational.
- Female leadership characteristics in Qatar are high, both in individual traits and overall scores.
- A statistically significant positive correlation exists between female leadership characteristics and the democratic style.
- Characteristics such as participation, creativity, and empathy are notably high in both democratic and transformational leadership styles, in contrast to the autocratic style.
- Creativity within female leadership is rated as high.
- The democratic leadership style fosters creativity, demonstrating a strong positive relationship between the two

variables.

- Similarly, the transformational leadership style also promotes creativity, with a strong positive correlation between the variables.
- The autocratic style shows a weak relationship with female leadership characteristics, which does not support the enhancement of creativity.

4.4 Conclusion:

This research concludes that feminine leadership in Qatar is characterized by high overall effectiveness and a strong prevalence of democratic and transformational leadership styles. The results reveal that the democratic style is the predominant approach among female leaders, followed closely by the transformational style. The characteristics of feminine leadership—such as participation, creativity, and empathy—are notably high, and there is a statistically significant positive correlation between these characteristics and the democratic style. Specifically, the study finds that both democratic and transformational leadership styles strongly enhance creativity. In contrast, the autocratic style exhibits a weak relationship with feminine leadership characteristics and does not support the enhancement of creativity.

4.5 Recommendations:

Based on these findings, the study recommends several actions to foster a culture of creativity and innovation among female leaders. First, female leaders should be encouraged to adopt democratic and transformational leadership styles, as these approaches significantly enhance creativity and innovation. Leadership methods that emphasize active participation and team collaboration should be promoted. Providing equal opportunities for women in leadership roles and supporting their participation across various fields is also crucial.

Educational and awareness programs should be developed to highlight the importance of empowering women in leadership positions, offering support and specialized training to enhance their leadership and technical skills. Continuous education through courses and professional certifications should be encouraged to maintain and advance these skills. Additionally, efforts should be made to enhance work-life balance by fostering a supportive work environment.

Organizations should build a culture that encourages active participation and values diverse opinions, thereby supporting creativity. Providing female leaders with the space and resources to experiment with ideas and test innovative solutions is essential. Comprehensive organizational policies promoting gender equality and ensuring equal opportunities should be established.

Further research is needed to explore the efficiency of feminine leadership in relation to creativity and other variables, such as sector type, education style, age, and international experience. Studies should also investigate the impact of feminine leadership on problem-solving, crisis management, and the balance between family life and professional success. Additionally, research should examine the relationship between sector type (government vs. private) and the administrative success of Qatari women.

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Conflict of Interest

No potential conflict of interest relevant to this article was reported.

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