


**THE IMPACT OF STRATEGIC LEADERSHIP ON THE EMPLOYEES' CREATIVITY
AT PRIVATE HOSPITALS IN PALESTINE: A CASE STUDY**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p>	<p>Purpose: The aim of this research is to investigate the effect of strategic leadership on the employees' creativity at private hospitals in Nablus in Palestine. The study problem is the lack of the number of studies concerning the same topic in the private sector in Palestine. Thus, it was essential to conduct a new study about this topic.</p>
<p>Received 08 August 2022</p>	<p>Theoretical Framework: It is taken out of the topics of strategic leadership and employees' creativity. This framework aims at providing understanding on how this strategic leadership effects on the employees' creativity in their work place.</p>
<p>Accepted 10 November 2022</p>	<p>Methodology: The required information and some certain specific data have been collected via e-mails and social media. A scale was adopted from a sample of 30 respondents through online and social media. The method of this study is quantitative, and the respondents' answers were discussed and analyzed by applying SPSS statistical program.</p>
<p>Keywords:</p> <p>Strategic Leadership; Employees' Creativity; Private Hospitals; Palestine.</p>	<p>Results: The findings of the topic showed that there are positive relationships between the employees' creativity and the strategic leadership in their work place.</p>
	<p>Research Implications: The study investigates the impact of strategic leadership and the employees' creativity inside their organizations. The results of this study are helpful for the new researchers who would like to conduct more studies regarding the same topic in private or public sectors in Palestinian cities. It added more contributions to the field of this topic.</p>
	<p>Originality: This research is considered a positive attempt to reinforce the importance of strategic leadership in private sector institutions in order to discover the actual effect of strategic leadership on the employees' creativity and their performance.</p>
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O IMPACTO DA LIDERANÇA ESTRATÉGICA NA CRIATIVIDADE DOS FUNCIONÁRIOS EM HOSPITAIS PRIVADOS NA PALESTINA: UM ESTUDO DE CASO

RESUMO

Objetivo: O objetivo desta pesquisa é investigar o efeito da liderança estratégica sobre a criatividade dos funcionários em hospitais privados em Nablus, na Palestina. O problema do estudo é a falta do número de estudos sobre o mesmo tema no setor privado na Palestina. Assim, foi essencial conduzir um novo estudo sobre este tema.

Estrutura teórica: É retirado dos tópicos de liderança estratégica e criatividade dos funcionários. Esta estrutura tem como objetivo proporcionar compreensão sobre como esta liderança estratégica afeta a criatividade dos funcionários em seu local de trabalho.

Metodologia: As informações necessárias e alguns dados específicos foram coletados através de e-mails e mídias sociais. Uma escala foi adotada a partir de uma amostra de 30 entrevistados através da mídia online e social. O método deste estudo é quantitativo, e as respostas dos entrevistados foram discutidas e analisadas através da aplicação do programa estatístico SPSS.

Resultados: A descoberta do tema mostrou que existem relações positivas entre a criatividade dos funcionários e a liderança estratégica em seu local de trabalho.

Implicações da pesquisa: O estudo investiga o impacto da liderança estratégica e a criatividade dos funcionários dentro de suas organizações. Os resultados deste estudo são úteis para os novos pesquisadores que gostariam de realizar mais estudos sobre o mesmo tópico em setores privados ou públicos nas cidades palestinas. O estudo acrescentou mais contribuições ao campo deste tópico.

Originalidade: Esta pesquisa é considerada uma tentativa positiva de reforçar a importância da liderança estratégica nas instituições do setor privado, a fim de descobrir o efeito real da liderança estratégica sobre a criatividade e o desempenho dos funcionários.

Palavras-chave: Liderança Estratégica, Criatividade dos Funcionários, Hospitais Privados, Palestina.

EL IMPACTO DEL LIDERAZGO ESTRATÉGICO EN LA CREATIVIDAD DE LOS EMPLEADOS DE LOS HOSPITALES PRIVADOS DE PALESTINA: UN ESTUDIO DE CASO

RESUMEN

Objetivo: El objetivo de este estudio es investigar el efecto del liderazgo estratégico en la creatividad de los empleados de los hospitales privados de Nablus (Palestina). El problema del estudio es la falta de estudios sobre el mismo tema en el sector privado de Palestina. Por lo tanto, era esencial realizar un nuevo estudio sobre este tema.

Marco teórico: El marco teórico se basa en los temas del liderazgo estratégico y la creatividad de los empleados. El objetivo de este marco es comprender cómo afecta el liderazgo estratégico a la creatividad de los empleados en su lugar de trabajo.

Metodología: La información necesaria y algunos datos específicos se han recogido a través de correos electrónicos y medios de comunicación social. Se adoptó una escala a partir de una muestra de 30 encuestados a través de Internet y los medios sociales. El método de este estudio es cuantitativo, y las respuestas de los encuestados se discutieron y analizaron aplicando el programa estadístico SPSS.

Resultados: Los resultados del tema mostraron que existen relaciones positivas entre la creatividad de los empleados y el liderazgo estratégico en su lugar de trabajo.

Implicaciones de la investigación: El estudio investiga el impacto del liderazgo estratégico y la creatividad de los empleados en sus organizaciones. Los resultados de este estudio son útiles para los nuevos investigadores que deseen realizar más estudios sobre el mismo tema en los sectores privado o público de las ciudades palestinas. Se añaden más contribuciones al campo de este tema.

Originalidad: Esta investigación se considera un intento positivo de reforzar la importancia del liderazgo estratégico en las instituciones del sector privado para descubrir el efecto real del liderazgo estratégico en la creatividad de los empleados y su rendimiento.

Palabras clave: Liderazgo Estratégico, Creatividad de los Empleados, Hospitales Privados, Palestina.

INTRODUCTION

Healthcare in Palestine relates to both public and private suppliers to which inhabitants of the conquered land have full rights. The improvements in the availability of healthcare and underlying medical conditions for inhabitants have occurred since 1967. The field of developments in training improved availability to cutting-edge medical advances, and various federal regulations have enabled per capital funding to rise. Thus, the general fitness of the state's residents becomes better and rise again. The medical health institutions in Palestine are improved by some international organizations such as the World Health Agency, the Regional Organizations, and the Palestinian Ministry of Health. These institutions have made a significant contribution to the current state of things in the Palestinian regions' healthcare sector (Aldham 2004). The general characteristics that characterize private hospitals in Nablus city in Palestine have unique features that set them apart. In terms of form, these private hospitals are administrative organizations that surely apply public administration principles. They offer certain activities that provide special services associated to humanity, kindness, and human rights. Strategic leadership is considered one of the contemporary approaches that have appeared within the scientific knowledge of public administration to assist in the improvement of administrative procedures in both private and public organizations. According to Francesca, et al. (2009: 12-14), conceptual leadership is a method in which managers can take different management tactics to express a purpose for their business in order to enable it to adapt to or stay competitive in a changing marketplace. In order to control change across their organization, successful managers can utilize this goal to motivate their staff members and department heads by developing harmony and direction among them. The main objectives of effective management are to promote creativity, drive productivity, boost strategic performance, and create an environment that encourages staff members to work harder, be more independent, and push their own ideas. To inspire employees and help them achieve their goals, effective managers may use compensation or motivational initiatives. Despite an implied term that successful managers are the driving force behind knowledge management (Toivonen, and Mattila, 2001: 113). Researchers haven't yet identified the particular actions and mechanisms by which leaders influence their employees at their institutions. While large sums of money are spent on training, database management systems, and employee behavior (Stewart, 1998: 154-155). Top executives are left in the dark about how their activities help activities. Successful leadership and organizational acquiring knowledge have remained widely separate subjects of study (Hulland, and Crissan, 2002: 711-723). The influence of strategic management style on employee organizational performance is regarded as critical for

establishing a successful institution. To address this actual situation, a theoretical framework and a set of suppositions were created. Some specific strategic leaders' behaviors and practices are described in order to clarify organizational performances. It is essential to think about the employees' organizational performance and strategic leadership fields. To complete this step, it is necessary to examine the strategic leaders' methods and their feelings about the employees' daily actions. The levels and processes of the organizational situation are discussed in detail in order to classify how important leaders can affect each of the components of the factual framework (Vera and Crossan (2004). One of the most crucial strategies for strategic management is the advancement of job performance in any organization, as it plays an important role to improve the quality of services offered by the medical institution and avoid mistakes that could happen due to poor competence or lack of knowledge among staff. Business strategy also seeks to connect institutions with the surrounding area by trying to spread values, traditions, and customs within the institutional setting of the organization, making it more effective in the community (Joffe' 2015).

This study is important because it tries to discover the impact of strategic leadership on the employees' creativity at private hospitals in Palestine particularly in Nablus city. The extremely sensitive nature of the work that takes place in healthcare organizations necessitates constant performance improvement on the part of the management. The positive leadership policy for running healthcare organizations is carrying out a successful strategic leadership. Some various prior studies have demonstrated that strategic leadership is crucial for improving employees' performance in their organizations where it is used among others (Al-Faouri, 2014). The goal of this study is to better understand how strategic leadership affects employees' performance in the field of healthcare institutions in reference to civic values. The significance of this research stems from the significance of strategic leadership and its function in enhancing institution management. The importance of leadership values, particularly in the context of health work, which involves patients and delicate humanitarian situations, makes it necessary to help reinforce to enhance the performance of staff in healthcare institutions. The following objectives are the focus of this current study:

- Be aware of the degree to which strategic leadership was used in Nablus' private healthcare facilities.
- Being familiar with the topics covered by work performance development projects offered by private healthcare facilities in Nablus.
- Determining the civic values taught to employees in private healthcare facilities in Nablus city.

- Defining the connection between strategic instructional leadership and improved employee achievement with reference to civic values.

LITERATURE REVIEW

The importance of Strategic Leaderships in the Organizations

Strategic leadership is currently considered a global phenomenon that institutions and governments all over the world are becoming increasingly interested in. The foundation of strategic leadership is the continual improvement of external and internal operations of industrial and service organizations. It is crucial that organizations work to provide customers with high-quality services that go above and beyond their expectations and requirements. In diverse administrative organizations, leadership entails motivating people to cooperate in a common effort to realize the organization's objectives. The strategic leadership influences its employees' ability to focus its efforts on achieving all goals. The skill of shaping, carrying out, and assessing useful decisions that help an organization motivate its own aims is known as successful strategic leadership.

The execution of a strategic leadership plan is measured by how well the company meets its objectives or by whether the work is completed as it should be (Al-Shdaifat, 2015: 23-25). In fact, it could be stated that many institutions now focus on quality as their main goal, and their management and lifestyle philosophies help them to endure and thrive in the face of the quick and constant shifts in their surroundings and the growing awareness of employees for the quality of their services they perform (Almaamari et al., 2017). Application of strategic leadership is essential to support managerial effectiveness (Al-Ali, 2014). Hospitals now need to include an improvement strategy that ensures good products and procedures and supports their efficient local expansion in light of international competition. The philosophy of strategic leadership is generally applied to improve service quality, which increases patient satisfaction. It is one of the key metrics used to assess the level of service provided by staff members in healthcare institutions (Nguyen and Nagase, 2019). Patients are more satisfied when they perceive that service quality has improved. Public health organizations should now make a commitment to raising the standard of healthcare services they offer to patients by comprehending the factors contributing to greater satisfaction among customers (Agyapong and Kwateng, 2018). Because the sick people provide accurate information that accurately leads the quality of healthcare services, trying to measure the healthcare service quality from the clients' view point is crucial in assessing the achievement of this crucial sector.

The Impact of Strategic Leadership on the Employees' Creativity

Joma (2021: 172-182) conducted a study about strategic management in Al-Quds city. He sought to shed light on how Al-Quds health coverage company leaders can achieve excellence through strategic management. Eighty leaders working for Al-Quds Insurance made up the study data set, which was collected using a descriptive methodology. The questionnaire was used to assess organizational strategy in order to meet the project's goals. The topic produced a number of outcomes. The significant level of strategic administration utilized by the leaders who are currently working at Al-Quds Health insurer (80.1%) is separated into two aspects: after the clear vision, it received the first position with a weighting factor (82). %. With a relative proportion of 78.6%, it was ranked second after creating human capital, whereas the leaders at the Al-Quds Health Insurer achieved an excellence standard of (79.1%). The overall extent of the strategy formulation scale had a significant effect on the fulfillment of the company's recipients, according to the study, which also showed a correlation between it and the show a strong for Al Quds Insurance Business's achievement of excellence. It was discovered that the Al-Quds Health coverage Firm's human funds are significantly impacted by the strategical management size degree. The study revealed that there weren't statistically significant distinctions between the degree courses of performance leadership among the leaders operating at Al-Quds Health insurer based on the learning eligibility case in the field of the BA. degree, but the study also revealed that there were no statistically significant disparities due to the varying years of work experience.

Azbari and Chaijan, (2015: 34-36) wrote a study concerning the effect of strategic leadership on the employees' satisfaction at University of Guilan. Some researchers have long been interested in the management and leadership practices of academic and research institutions. Different opinions about the administration of these establishments and whether it was feasible to apply problems pertaining to the academic and business basic leadership fields were brought up with the rise of strategy formulation in educational organizations. This study looked at how this effective leadership affected participative management and work satisfaction at Guilan University. 234 Guilan University workers make up the study's quantitative population. Data analysis was done using Smart PLS operating systems and modeling the structural equations. The findings demonstrated that strategic management and employee skills development styles significantly improved job satisfaction. This perspective demonstrates how job satisfaction among employees is a reflection of client satisfaction outside the company. Employees are therefore regarded as the most significant source of competitive advantages for a company or business contact. Actually, they have the power to make or break an

institution (Avery, et al. 2015). All of these offer organizations the ideal conditions for employee empowerment and customer satisfaction. Among the most significant and effective strategies for empowering staff is the strategic leadership (Hasanzadeh, and Ghahremani 2015). This is a descriptive study. 235 out of Guilan University's 500 staff made up the study's analytical population. The straightforward sample selection method was used to collect the data. The tool used in this research consisted of questionnaires, which included inquiries about employees' satisfaction 15 items from the instrument by Yoon and Jung (2013: 45), empowerment as well as strategic leadership 7 items from the scale by Lenkov et al (2005: 56). Respondents were asked to rank H1 Participative Management, H1 Strategic Leadership, and H3 Employees' work Satisfaction. The findings indicated that employee autonomy had a favorable effect on workers' job satisfaction. They also demonstrated how the forms of art of its staff were influenced by the strategic leadership.

Al Rahbi, et al. (2017) conducted a study about the impacts of strategic leadership methods on the employees' motivation. They argued that motivation is necessary for the employees to be creative in the workplace. The desire for and anticipation of working among the other workplace variables that motivate the team spirit, are all examples of motivation. The health organization is known by teams' expectations and demands. Thus, it is essential for the managers to enhance the leaders. The most important thing and the actual challenging role require from a leader of an institution to behave his employees gently during the work. His good treatment motivates and inspires them to be cooperative and creative. This is because of the truth that factors might affect team motivation are always changing. The primary drivers of employee motivation include the satisfaction of demands, workplace fairness, effort put in, employee initiatives, and rewards and recognition systems. An individual's level of willingness to put forth and maintain output of effort to achieve organizational objectives can be described as inspiration in the healthcare industry. This study uses a quantitative methodology. This paper investigated how team engagement levels and styles of leadership are seen to be related in the healthcare industry in Abu Dhabi. The study specifically looks at how team commitment is affected by the appropriate leadership philosophies (Chaudhry. 2012). This also entails a study of the connection between organizational culture and management style to shed light on whether leaders in Abu Dhabi's healthcare sector are free to use the suggested leadership philosophies and how these philosophies might be incorporated into the organization's current culture. The study demonstrated that factors like work satisfaction, which encourages employees to perform, are directly related to motivation. Increasing the overall operation and capabilities of the healthcare system via the motivation and satisfaction of healthcare. The

overall system as well as specific institutions suffer when healthcare personnel lack motivation. More difficult than inspiring one person is inspiring a team. The survey revealed that the employees have various values, objectives, and ambitions. To properly encourage the team, just one motivational method needs to be used. Additionally, motivating a team is frequently difficult since both intrinsic and external incentive techniques must be chosen in accordance with the shared values, ideas, and perspectives of the whole team. A team might have both uplifting and unfavorable individuals. People with positive attitudes are better able to utilize their specific talents and potential. Team motivation and leadership are inextricably linked, and strong team motivation is a sign of good leadership.

HYPOTHESES DEVELOPMENT AND RESEARCH DESIGN

Research Design

The quantitative method was used for applying this research since it is better suited for confirming the study goals. Data collection and a strong knowledge of the research topic are accomplished via the usage of the plan. The size of this study is a representation of the research model (See appendix at the end of this study). It makes clear the hypothesis that could be verified in order to meet the study's goals. The scale consists of 10 items that cover the research objectives. The answers and values of every item are: Yes = 3, sometimes = 2, and no = 1.

Research Hypotheses

It is assumed to test the following hypotheses:

H1: There is a positive impact of strategic leadership on the employees' creativity at private hospitals in Nablus in Palestine.

H2: Work environment is positively affected by strategic leadership at private hospitals in Nablus.

METHODOLOGY

Research Method and its Strategy

Any research may be divided into one of two categories by Saunders (2019): deductive method or inductive approach. Deductive reasoning employs a "top-down" methodology, moving from the general to the particular. In the deductive method, conclusions logically flow from assumptions (Burney, 2018). This method is used in this study because strategic leadership

is crucial in inspiring people to be inventive and engaged. Otherwise. Conclusion is probably founded on premises, although there is some doubt involved.

Since this study is quantitative, it is essential to apply the deductive method.

Population and Sampling Method

All personnel who work at private hospitals in Nablus, Palestine, are the study's target group. The study population was used as the source for the sample, which is also referred to as an availability sampling. This method relies on gathering information from members of population who are qualified to participate to the study in a useful way. The sample of this study consists of 30 employees who are currently work at private hospitals in Nablus. The sample is chosen randomly.

Data Collection Method

The study technique, which is questionnaires, was used to gather the data; these questionnaires were then translated into digital mode using Online Survey. It was judged by a group of experts who are specialized in medical majors where some items were omitted, some items were justified, and some items were added according to their points of view. Then, it is disseminated in both English and Arabic, as the bulk of Nablus community understands Arabic more readily, and it was disseminated widely via social emails and media. A questionnaire was used to gather data, and it was delivered by the researcher to the sample group before being entered into the SPSS statistical computer. The study sample will provide adequate data and information regarding the research topic. Data and statistics that are utilized for analysis could be categorized as main or secondary sources, as according to Schindler and Cooper (2019). After collecting the participants' answers, their answers are discussed and analyzed carefully in order to elicit the research questions by using SPSS statistical program.

Data Analysis Methods

In order to review the collected data and provide answers to the research's hypotheses and questions, SPSS was employed in the research. To verify hypotheses and provide answers to the research topics, inferential and descriptive statistics were utilized:

1. Descriptive Statistics (means and their standard deviations).
4. Frequency Descriptive Test were used to elicit the answers of this study.

FINDINGS

Background data of the participants

All the respondents of this study are from Nablus city. They are males and female. Most of the participants' professional experience have more than five years. All of them are qualified. Some of them have Master's Degree, but most of them have Bachelor degree in nursing or other medical majors. Less of them have Doctorate (PhD). Some of the participants have BA in business administration.

Hypotheses testing

As a first stage in the project's effort to address research problems and concerns, hypotheses are produced. According to the respondents' responses, the hypotheses were explored, and the findings are described in the following tables. All of the presented theories have strong support from the researcher.

Results of testing hypothesis no. one

H1: H1: There is a positive impact of strategic leadership on the employees' creativity at private hospitals in Nablus in Palestine. The following table clarifies the answer of this hypothesis:

Table (1): Frequency Descriptive Test

No.	Item	Yes	Sometimes	No
1.	Does the manager meet some changes when the hospital needs to make decisions over a short period?	76.7%	16.7%	6.6%
2.	Does the manager encourage or help his employees to accept urgent changes, because they play a role in the process of making their organization successful?	76.7 %	16.7 %	6.6 %
3.	Does your manager reward his faithful employees with additional financial increase from time to another?	43. 6%	14.4%	42%
4.	Does your manager possess total authority and impose his will on employees, leading to abuse?	73.3%	20.0%	6.7%
5.	Do you feel motivated to be creative when your manager praises your work?	73.3%	16.7%	10.0%
6.	Do you consider your hospital follows a strategic leadership?	73.3%	20.0%	6.7 %
7.	Do you think that the strategic leadership of your hospital motivates you to be creative?	76.7 %	16.7 %	6.4 %

Yes = 3

Sometimes = 2

No = 1

Item one in the above table showed that a percent of 76.7 % of the participants agreed that the managers of their hospitals meet some changes when they hospital need to make decisions over a short period. While a percent of 16.7 % of them responded with sometimes. It means that these managers sometimes agree that theymeet some changes when they need to make decisions over a short period, but they sometimes disagree to do so. A percent of 6.6 % of the participants totally disagreed that their managers make decisions so quickly.Item two in table one clarified that a percent of 76.7 % of the participants agreed that their managers encourage their employees to accept urgent changes, because they mostly play a big role in the process of making their organization successful, while a percent of 16.7 % of them responded with sometimes that their managers play a role in making their institution successful. Item three of the same table indicated that a percent of 43.6 % of the respondents agreed that their managersmainly possess strong authority and control their words on their employees, motivating to abuse, while a percent of 14.4 % of them responded with sometimes that their managers impose their authority on their employees. Item four denoted that a percent of 73.3% of the participants agreed that their managers reward their faithful employees with additional financial increase from time to another, while a percent of 20 % of them responded with sometimes that their managers sometimes reward their employees.Item five showed that a percent of 73.3 % of the participants agreed that the employees of the hospitals feel motivated to be creative when their managers praise the employees'creative work, while a percent of 16.7 % of the participants responded with sometimes that the employees feel creative when their managers praise their good work. Item six indicated that a percent of 73.3 % of the respondents agreed thattheir hospitals follow a strategic leadership during the work period, while a percent of 20.0 % of them responded with sometimes that their organizations follow a strategic leadership during their job. Item seven denoted that a percent of 76.7 % of the participants agreed that the current strategic leadership of their hospitals motivate them to be creative, while a percent of 16.7 % of them responded with sometimes that their institutions motivate them to be creative.

Table (2) shows the Mean, Standard Deviation, and the Range of the first seven items:

	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6	Item 7
Valid	30	30	30	30	30	30	30
Missing	0	0	0	0	0	0	0
Mean	2.7000	2.7000	2.6667	2.6667	2.6333	2.6667	2.7000
Std. Deviation	.59596	.59596	.60648	.60648	.66868	.60648	.59596
Range	2.00	2.00	2.00	2.00	2.00	2.00	2.00

The above table indicates that the average Mean of the above seven items is nearly 2.6566, while the average Standard Deviation is nearly .60233. The Range of these seven items is 2.

Result of testing Hypothesis No. Two

H2: Work environment is positively affected by strategic leadership at private hospitals in Nablus. Table two shows the answer of this hypothesis:

Table (3): Frequency Descriptive Test

No	Item	Yes	Sometimes	No
8.	Do you believe that there is a positive impact of strategic leadership on the employees' creativity at your private hospital?	73.3 %	20.0 %	6.7 %
9.	Is your manager cooperative with his employees during the work time?	73.3 %	20.0 %	6.7 %
10.	Do you think that your manager applies a successful strategic leadership during his work in the hospital?	73.3 %	16.7 %	10 %

Yes = 3 Sometimes = 2 No = 1

Item eight in the above table showed that a percent of 73.3 % of the participants agreed that there is a positive impact of strategic leadership on the employees' creativity at their private hospitals, while a percent of 20.0 % of them responded with sometimes that there is a positive influence of strategic leadership on their creativity during their daily work. Item nine indicated that a percent of 73.3 % of the respondents agreed that their managers are cooperative with their employees during the work time, while a percent of 20.0 % of them responded with sometimes that their managers are active or cooperative. Item ten showed that a percent of 73.3 % of the participants agreed that their managers apply a successful strategic leadership during their work in the hospitals, while a percent of 16.7 % of them responded with sometimes that their managers apply a positive strategic leadership during their work.

Table (4) shows the Mean, Standard Deviation, and the Range of the following items.

		Item 8	Item 9	Item 10
N	Valid	30	30	30
	Missing	0	0	0
	Mean	2.6667	2.6667	2.6333
	Std. Deviation	.60648	.60648	.66868
	Range	2.00	2.00	2.00

The above table indicates that the average Mean of the above three items is nearly 2.6662, while the average Standard Deviation is nearly.60424. The Range of these seven items is 2.

DISCUSSION AND CONCLUSION

This research aims at investigating the impact of strategic leadership on the employees' creativity at private hospitals in Nablus in Palestine. It also investigates the level of practicing the process of strategic leadership on private hospitals in Nabluscity. According to the previous research results, it is clear that some employees agreed that the strategic leadership is practiced and applied inside their private hospitals, and their managers motivate them to be creative because their managers treat the employees gently and encourage them by increasing their salaries or supplying them with financial rewards. It is obvious that the employee who gets support from his manager will do his best to creative. On the other hand, some employees denoted that their managers sometimes show their cooperation to their employees and they sometimes do not. The study denoted that the manager who applies strategic leadership inside his hospital motivates his employees to be creative. It also means that his organization is surely successful.

LIMITATIONS ANDFUTURESTUDY

This study is conducted in Nablus city in Palestine. The results of this study might cover and affect the other Palestinian cities if its results are published. It actually concentrated on private sector in Nablus. Thus, other studies could be conducted concerning the same topic so as to investigate the aims and get advantage of the current findings of this study. The future topics could be studied are the role of strategic leadership, the employees' performance, and work environment.

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Appendix 1

Dear Sir (Your name is not necessary.)

This research is conducted for having an idea aboutthe impact of strategic leadership on the employees' creativity at private hospitals in Palestine: A Case Study. Please read the following items and answer them carefully.Your answers are important for enhancing the impact of strategic leadership on the employees' creativity in private hospitals in Nablus city. Your answers will also be treated carefully and accurately.

Thanks a lot for your cooperation.

No.	Item	Yes	Sometimes	No
1.	Does the manager meet some changes when the hospital needs to make decisions over a short period?	76.7 %	16.7 %	6.6 %
2.	Does the manager encourage or help his employees to accept urgent changes, because they play a role in the process of making their organization successful?	76.7 %	16.7 %	6.6 %
3.	Does your manager reward his faithfulemployees with additional financial increase from time to another?	43. 6 %	14.4 %	42 %
4.	Does yourmanager possess total authority and impose his will on employees, leading to abuse?	73.3 %	20.0 %	6.7 %
5.	Do you feel motivated to be creative when your manager praises your work?	73.3 %	16.7 %	10.0 %
6.	Do you consider your hospital follows a strategic leadership?	73.3 %	20.0 %	6.7 %
7.	Do you think that the strategic leadership of your hospital motivates you to be creative?	76.7 %	16.7 %	6.4 %
8.	Do you believe that there is a positiveinfluence of strategic leadership on the employees'creativity at your private hospital?	73.3 %	20.0 %	6.7 %
9.	Is your manager cooperative with his employees during the work time?	73.3 %	20.0 %	6.7 %
10.	Do you think that your manager applies a successful strategic leadership during his work in the hospital?	73. 3 %	16.7 %	10 %