Creative Leadership and Work Team Activation in Economic Institutions: A Conceptual Framework for the Algerian Water Company ADE

Soraya Guechida[1], Mouloud Benharkat[2]

[1]*University of Algiers 3 (Algeria), Email: sorayagazzela@gmail.com*
[2]*University of Abdellah morsli tipaza (Algeria), Email: Benharkatmiloud2016@gmail.com*

Abstract

Economic institutions in Algeria face mounting pressures to enhance employee motivation and team performance in competitive markets. This conceptual article examines the impact of creative leadership on work team activation within the Algerian Water Company, a major public economic institution. Drawing on international and Algerian management literature, the study defines creative leadership as a multidimensional construct encompassing visionary thinking, intellectual stimulation, risk tolerance, and empowerment behaviors that encourage innovative problem-solving. The article develops a conceptual framework linking creative leadership dimensions to team activation mechanisms, including enhanced motivation, psychological empowerment, collective efficacy, and innovative climate. Through systematic synthesis of existing research, the framework proposes that creative leadership positively influences team outcomes such as collaborative behavior, creative performance, and organizational commitment. The study offers practical implications for leadership development in Algerian economic institutions and identifies avenues for future empirical investigation. By anchoring the discussion in water utility management context, this article contributes to understanding how creative leadership practices can address unique challenges facing Algerian public sector organizations striving for service delivery excellence and sustainability.

Introduction

The rapidly evolving global economy demands that organizations cultivate leadership capabilities that transcend traditional management approaches. In Algeria, economic institutions operating in essential service sectors face particular challenges in maintaining workforce engagement and optimizing team performance amid structural reforms and competitive pressures. The Algerian Water Company represents a critical case of a public economic institution where leadership effectiveness directly impacts service quality for millions of citizens. Understanding how creative leadership influences the activation and motivation of work teams has become essential for organizational sustainability and competitive advantage.

Creative leadership constitutes a departure from conventional hierarchical management by emphasizing innovation, intellectual risk-taking, and the cultivation of environments where employees feel empowered to contribute novel ideas (Ratiba, 2016, p. 72). Within Algerian organizational contexts, where bureaucratic traditions often predominate, the adoption of creative leadership approaches presents both opportunities and challenges for institutional transformation. The fundamental question guiding this conceptual exploration concerns the

level and impact of creative leadership on motivating and activating work teams within the Algerian Water Company, an institution that must balance public service mandates with efficiency imperatives.

Work team activation refers to the degree to which team members demonstrate engaged, collaborative, and proactive behaviors oriented toward collective goal achievement (Belghanami, 2019, p. 8). Activated teams exhibit heightened motivation, shared commitment to quality outcomes, and willingness to invest discretionary effort in problem-solving and continuous improvement. The relationship between leadership style and team activation has garnered substantial attention in organizational behavior research, with mounting evidence suggesting that creative leadership approaches yield superior outcomes in knowledge-intensive and dynamic organizational environments (Wang, Kim, & Kim, 2021, p. 2). However, the specific mechanisms through which creative leadership influences team activation in Algerian economic institutions remain underexplored in existing literature.

This article addresses this gap by developing a comprehensive conceptual framework that integrates international leadership theory with insights from Algerian organizational research. The framework articulates the dimensions of creative leadership relevant to the Algerian context, identifies mediating processes linking leadership behaviors to team outcomes, and proposes testable relationships that can guide future empirical investigation. By anchoring the analysis in the operational realities of the Algerian Water Company, this study provides contextually grounded insights for leadership development and organizational change initiatives.

Conceptualizing Creative Leadership
Defining Creative Leadership in Organizational Contexts

Creative leadership represents a distinct leadership paradigm characterized by behaviors and competencies that foster organizational innovation and adaptability. Scholars have conceptualized creative leadership as the ability to envision novel possibilities, encourage experimental thinking among followers, and create organizational climates conducive to creativity (Zarqout & Bessa, 2021, p. 265). This leadership approach differs fundamentally from transactional or purely directive styles by prioritizing intellectual stimulation and intrinsic motivation over compliance and control.

Research in Algerian management contexts reveals that creative leadership encompasses several core dimensions that resonate across cultural and institutional settings (Al-Arabi & Hussein, 2020, p. 192). First, visionary orientation enables leaders to articulate compelling futures that inspire collective action and provide meaning beyond routine task execution. Second, risk tolerance reflects leaders' willingness to support innovative initiatives even when outcomes remain uncertain, thereby signaling psychological safety for employee experimentation (Ben Ghalia, 2024, p. 201). Third, intellectual stimulation involves actively challenging assumptions, encouraging diverse perspectives, and promoting critical thinking throughout the organization. Fourth, empowerment behaviors grant employees autonomy and decision-making authority necessary for creative problem-solving.

International research corroborates these dimensions while highlighting additional facets relevant to contemporary organizational environments. Digital transformation has created new demands for creative leadership in managing virtual teams and leveraging communication technologies to maintain collaborative innovation (Wang & Wang, 2022, p. 3). Moreover, creative leaders must demonstrate emotional intelligence and interpersonal sensitivity to navigate the psychological dynamics of team creativity, including managing anxiety associated with ambiguity and failure.

Creative Leadership and Organizational Creativity

The relationship between creative leadership and broader organizational creativity constitutes a central theme in management literature. Creative leadership functions as both a direct influence on individual creative behaviors and an indirect catalyst through shaping organizational culture and climate (Dilmi & Belash, 2022, p. 237). Leaders who model creative thinking, celebrate innovative efforts, and allocate resources to experimentation send powerful signals about organizational priorities that employees internalize and enact.

Studies of Algerian economic institutions demonstrate that creative leadership significantly impacts organizational innovation capacity and competitive positioning (Haddada & Hashmaoui, 2017, p. 11). In the case of technology-intensive manufacturing firms, creative leadership behaviors correlated with enhanced product innovation and market responsiveness. These findings suggest that creative leadership effects extend beyond immediate team dynamics to influence strategic outcomes at organizational and industry levels.

The creative leadership construct also intersects with ethical and benevolent leadership dimensions that emphasize leader integrity and concern for follower welfare. Research indicates that leaders who combine creative orientation with ethical conduct foster higher levels of team creativity by building trust and psychological safety (Wang, Kim, & Kim, 2021, p. 5). This integration proves particularly salient in Algerian contexts where interpersonal relationships and moral authority shape leadership effectiveness.

Creative Leadership as an Organizational Excellence Requirement

Contemporary organizational excellence frameworks increasingly recognize creative leadership as a fundamental requirement rather than optional enhancement. Research examining Algerian public economic enterprises identifies creative leadership as essential for achieving organizational distinction in competitive markets (Karkoud, 2021, p. 148). Organizations that systematically develop creative leadership capabilities demonstrate superior performance across multiple indicators, including customer satisfaction, employee engagement, operational efficiency, and innovation output.

The imperative for creative leadership intensifies in sectors undergoing significant change or disruption. For water utility organizations like the Algerian Water Company, mounting challenges related to infrastructure aging, resource scarcity, population growth, and service quality expectations necessitate innovative approaches to operations and management (Bouhala, Bouta, & Haj Belkacem, p. 15). Creative leadership enables these organizations to mobilize collective intelligence, adapt to emerging constraints, and identify novel solutions that traditional management approaches might overlook.

Creative Leadership and Team Dynamics

Leadership Styles and Work Team Management

Effective work team management requires leaders to adopt styles and practices aligned with team composition, task characteristics, and organizational context (Belghanami, 2019, p. 12). Research on leadership patterns in Algerian organizations reveals significant variation in how leaders approach team building and coordination, with implications for team cohesion and performance outcomes. Creative leadership represents one pattern among several leadership approaches, distinguished by emphasis on innovation facilitation and intellectual autonomy.

The relationship between leadership style and team effectiveness operates through multiple pathways. Leaders shape team processes through role modeling, feedback mechanisms, resource allocation, and structural decisions regarding team composition and governance (Rose, Groeger, & Hölzle, 2021, p. 2). In innovation-intensive environments, shared leadership models that distribute creative leadership responsibilities across team members have demonstrated particular promise for sustaining collaborative creativity. Such distributed approaches align with contemporary organizational designs emphasizing flat hierarchies and

self-managing teams.

Algerian organizational research documents the persistence of hierarchical leadership traditions that may constrain the adoption of creative leadership practices (Al-Arabi & Hussein, 2020, p. 196). However, evidence suggests that younger organizations and those operating in competitive markets exhibit greater receptivity to participative and innovation-oriented leadership styles. The Algerian Water Company, as a public economic institution with significant operational autonomy, occupies an intermediate position where both traditional and creative leadership elements coexist.

Shared Adversity and Team Creativity

Emerging research highlights counterintuitive dynamics through which challenging circumstances can enhance team creativity when coupled with supportive leadership. Studies demonstrate that shared adversity increases team creativity by fostering supportive interaction patterns and collective resilience (Bastian, Jetten, Thai, & Steffens, 2018, p. 1). When teams confront common difficulties, creative leaders can leverage these experiences to strengthen interpersonal bonds and reinforce commitment to collaborative problem-solving.

This phenomenon holds relevance for Algerian economic institutions operating under resource constraints and external pressures. Rather than viewing adversity solely as performance impediment, creative leaders can reframe challenges as opportunities for collective innovation and team bonding (Rose, Groeger, & Hölzle, 2021, p. 8). The water utility sector faces numerous technical and operational challenges that creative leadership can transform into catalysts for team development and process innovation.

Benevolent Leadership and Creative Performance

Research examining benevolent leadership dimensions reveals important connections between leader concern for follower wellbeing and team creative outcomes. Benevolent leadership approaches that prioritize employee development and welfare generate enhanced creative self-efficacy and openness to experience among team members (Xia, Yu, & Yang, 2022, p. 1). These psychological states, in turn, facilitate individual and collective creativity by reducing defensive behaviors and promoting experimental thinking.

Within Algerian organizational cultures characterized by collectivist values and interpersonal relationships, benevolent leadership elements complement creative leadership orientations (Brahim & Ahmed, 2020, p. 272). Leaders who demonstrate genuine care for employees while simultaneously encouraging innovation achieve stronger followership and greater willingness among team members to engage in creative behaviors that involve personal risk. The integration of benevolent and creative leadership dimensions represents a culturally adapted approach potentially well-suited to Algerian contexts.

Creative Leadership Impacts on Organizational Outcomes

Creative Leadership and Worker Performance

The relationship between creative leadership and worker performance constitutes a primary focus of organizational research across diverse industry contexts. Studies conducted in Algerian economic institutions provide empirical evidence that creative leadership practices positively influence multiple performance dimensions, including task proficiency, adaptive behaviors, and innovative contributions (Seddik, 2021, p. 645). Employees working under creative leaders report higher job satisfaction, greater task engagement, and stronger commitment to organizational objectives.

Research examining petroleum industry operations in Algeria demonstrates that creative leadership effects on worker performance operate through both motivational and capability-building mechanisms (Seddik, 2021, p. 652). Creative leaders enhance motivation by providing meaning and autonomy, while simultaneously developing employee skills through

coaching and learning opportunities. This dual pathway produces sustainable performance improvements that persist beyond immediate supervisory interactions.

The creative leadership-performance relationship exhibits contingencies based on individual differences and situational factors. Employees with higher openness to experience and creative self-efficacy demonstrate stronger performance responses to creative leadership behaviors (Xia, Yu, & Yang, 2022, p. 7). Organizations seeking to maximize creative leadership impact must therefore attend to both leadership development and employee selection or development processes.

Creative Leadership and Job Performance Enhancement

Research focusing specifically on job performance enhancement reveals that creative leadership contributes to performance improvements through several distinct mechanisms. Studies of Air Algérie operations document how creative leadership enriches job performance by fostering employee initiative, problem-solving capability, and service innovation (Brahim & Ahmed, 2020, p. 276). Employees exposed to creative leadership report greater role clarity, higher competence perceptions, and increased willingness to exceed formal job requirements.

The performance enhancement effects of creative leadership extend beyond individual-level outcomes to influence team and organizational performance. When multiple team members experience creative leadership, collective efficacy and shared mental models emerge that coordinate action and facilitate complex task execution (Huang, Sindakis, Aggarwal, & Thomas, 2022, p. 2). These collective cognitive resources enable teams to tackle challenging problems that exceed individual capabilities.

Creative Leadership and Change Management

Contemporary organizations confront continuous change demands requiring adaptive leadership approaches. Creative leadership plays a pivotal role in managing organizational change by helping employees reframe threats as opportunities and mobilizing collective energy toward new directions (Ratiba, 2016, p. 78). Leaders who communicate compelling change visions while encouraging employee input into implementation processes achieve higher change acceptance and lower resistance.

Research in Algerian business organizations reveals that creative leadership approaches to change management generate superior outcomes compared to purely directive or technocratic change strategies (Ratiba, 2016, p. 85). Employees participating in creative problem-solving around change challenges develop ownership of new systems and practices, facilitating smoother transitions and sustained adoption. For public economic institutions undergoing modernization, creative leadership represents an essential change management competency.

Contextualizing Creative Leadership in Algerian Economic Institutions

The Algerian Water Company ADE Context

The Algerian Water Company operates as a critical public economic institution responsible for potable water distribution across multiple Algerian regions. As a utility enterprise, it confronts distinctive operational challenges including infrastructure maintenance, service quality assurance, demand forecasting, and stakeholder management (Bouhali & Noual, 2013, p. 28). These challenges create contexts where creative leadership can substantially impact organizational effectiveness and service delivery outcomes.

Research examining organizational creativity at the Algerian Water Company's Ouargla unit reveals that work environment characteristics significantly influence employee innovative behaviors (Bouhala, Bouta, & Haj Belkacem, p. 42). Physical workspace design, technological resources, interpersonal climate, and leadership practices collectively shape employees' willingness and capacity to generate novel solutions to operational problems. Leadership represents a particularly malleable factor through which organizations can

enhance creative work environments.

Studies of organizational commitment at the Algerian Water Company document variations in employee belonging and identification with the institution (Karima & Asmani, p. 31). Workers who perceive supportive leadership and opportunities for meaningful contribution exhibit stronger organizational commitment and reduced turnover intentions. These findings underscore the importance of leadership practices that foster psychological bonds between employees and the organization.

Organizational Performance Determinants at ADE

Understanding factors that drive organizational performance at the Algerian Water Company provides context for assessing creative leadership impacts. Research identifies multiple determinants of organizational performance including human resource management practices, technological infrastructure, operational processes, and leadership quality (Jaridi, Naima, Asim, & Souad, p. 18). Among these factors, leadership emerges as a particularly influential determinant that shapes how other organizational resources are deployed and leveraged.

The complex operational environment facing water utilities demands integrated performance management approaches that balance efficiency, quality, and innovation objectives. Creative leadership contributes to performance optimization by encouraging employees to identify process improvements, suggest service enhancements, and solve technical problems collaboratively (Jaridi, Naima, Asim, & Souad, p. 52). Organizations that systematically cultivate creative leadership capabilities throughout management ranks achieve more consistent performance across multiple metrics.

Quality of Work Life and Employee Satisfaction

The quality of work life experienced by employees at the Algerian Water Company significantly influences organizational outcomes including retention, performance, and innovation (Sassia, Sedrani, Mabaraka, & Ben Mehya, 2023, p. 37). Research examining the Ghardaia branch demonstrates that work environment factors, interpersonal relationships, compensation fairness, and leadership quality collectively determine employee satisfaction levels. Among these factors, leadership behaviors exert particularly strong influence on employee perceptions and attitudes.

Creative leadership enhances quality of work life by providing employees with autonomy, recognition, and opportunities for skill development (Sassia, Sedrani, Mabaraka, & Ben Mehya, 2023, p. 68). Employees working under creative leaders report greater job meaningfulness and lower stress levels, even when facing demanding workloads. These psychological benefits translate into higher job satisfaction and organizational commitment, reducing costly turnover and enhancing workforce stability.

The relationship between creative leadership and quality of work life operates bidirectionally. Organizations that invest in comprehensive employee wellbeing programs create conditions under which creative leadership can flourish, as leaders focus on development and innovation rather than managing dissatisfaction and grievances (Sassia, Sedrani, Mabaraka, & Ben Mehya, 2023, p. 75). This synergistic dynamic suggests that creative leadership development initiatives should be integrated with broader human resource strategies.

Conceptual Framework: Creative Leadership and Team Activation

Theoretical Foundations

The conceptual framework developed in this article integrates multiple theoretical perspectives to explain how creative leadership influences work team activation in economic institutions. Social cognitive theory provides foundation for understanding how leader behaviors shape team members' self-efficacy beliefs and outcome expectations (Xia, Yu, & Yang, 2022, p. 3). Leaders who model creative behaviors and provide supportive feedback

enhance followers' confidence in their creative capabilities, thereby increasing creative performance.

Transformational leadership theory contributes insights regarding inspirational motivation and intellectual stimulation as mechanisms linking leader behaviors to follower outcomes (Al-Arabi & Hussein, 2020, p. 198). Creative leaders function as transformational agents who elevate followers' aspirations and expand their cognitive frameworks, enabling them to envision and pursue innovative solutions. This theoretical lens emphasizes the psychological transformation that creative leadership catalyzes in followers.

Organizational climate theory illuminates how leadership practices aggregate to create shared perceptions of organizational priorities and values (Huang, Sindakis, Aggarwal, & Thomas, 2022, p. 5). When multiple leaders within an organization exhibit creative leadership behaviors, a climate for creativity emerges that signals employees that innovation is expected, supported, and rewarded. This climate exerts powerful influence on team activation by establishing clear norms around experimentation and learning.

Proposed Relationships and Mechanisms

The conceptual framework proposes that creative leadership influences team activation through four primary pathways. First, motivational enhancement occurs as creative leaders provide autonomy, recognition, and meaningful goals that activate intrinsic motivation systems (Brahim & Ahmed, 2020, p. 279). Teams experiencing heightened intrinsic motivation demonstrate greater persistence, engagement, and proactive problem-solving behaviors characteristic of activated teams.

Second, psychological empowerment represents a critical mediating mechanism linking creative leadership to team activation (Zarqout & Bessa, 2021, p. 272). When leaders delegate authority, solicit input, and respect employee expertise, team members develop stronger perceptions of impact, competence, and self-determination. These empowerment cognitions energize individuals and collectives to assume greater responsibility and initiative in their work.

Third, collective efficacy emerges as team members observe one another successfully executing creative tasks under supportive leadership (Wang, Kim, & Kim, 2021, p. 9). Collective efficacy beliefs regarding the team's capability to innovate and overcome obstacles foster coordinated action and mutual support that characterize activated teams. Leaders enhance collective efficacy through celebrating team accomplishments and facilitating peer learning.

Fourth, innovation climate formation occurs as creative leadership behaviors accumulate to create shared expectations around creativity and change (Dilmi & Belash, 2022, p. 245). Teams operating in strong innovation climates exhibit higher baseline activation levels, as members perceive that creative contributions are valued and will receive organizational support. This climate effect persists even during leadership transitions, suggesting that creative leadership produces durable cultural impacts.

Moderating Factors

The relationship between creative leadership and team activation exhibits contingencies based on organizational and individual characteristics. Organizational factors including structure, reward systems, and resource availability moderate creative leadership effectiveness (Ben Ghalia, 2024, p. 212). Organizations with flexible structures and adequate innovation resources enable creative leaders to translate their vision into tangible team outcomes, whereas rigid bureaucracies may constrain leadership impact.

Individual difference variables including personality traits, creative self-efficacy, and cultural values also moderate creative leadership effects on team activation (Xia, Yu, & Yang, 2022, p.

9). Team members high in openness to experience and low in need for structure respond most positively to creative leadership approaches, while those preferring clarity and routine may require additional support during transitions toward more innovative work patterns.

Contextual Considerations for Algerian Institutions

The proposed framework recognizes unique contextual factors characterizing Algerian economic institutions that influence how creative leadership operates. Public sector institutional contexts often feature dual accountability systems balancing administrative compliance with performance imperatives (Karkoud, 2021, p. 158). Creative leaders in these settings must navigate competing demands while maintaining focus on team activation and innovation objectives.

Cultural factors including power distance, uncertainty avoidance, and collectivism shape how creative leadership behaviors are perceived and enacted in Algerian organizations (Haddada & Hashmaoui, 2017, p. 19). Leaders must adapt creative leadership approaches to align with cultural expectations while simultaneously challenging norms that inhibit innovation. This cultural negotiation represents a distinctive competency requirement for creative leaders in Algerian contexts.

Resource constraints facing many Algerian economic institutions create both challenges and opportunities for creative leadership (Seddik, 2021, p. 655). While limited resources may constrain innovation investments, they also necessitate creative problem-solving and adaptive thinking that creative leaders can mobilize through effective team activation. Leaders who frame resource constraints as creative challenges rather than insurmountable barriers achieve higher team engagement and innovation output.

Leadership Development and Collective Creativity

Cultivating Creative Leadership Capabilities

Developing creative leadership capabilities requires systematic interventions addressing knowledge, skills, and mindsets. Organizations committed to enhancing creative leadership throughout management ranks must implement comprehensive development programs combining formal training, experiential learning, coaching, and reflective practice (Zarqout & Bessa, 2021, p. 276). These programs should address both generic creative leadership competencies and context-specific applications relevant to the organization's industry and culture.

Research examining leadership development in Algerian institutions highlights the importance of tailoring programs to local organizational realities and cultural contexts (Ben Ghalia, 2024, p. 215). Generic leadership training imported from Western contexts often fails to address the specific challenges Algerian leaders face or to build on existing cultural strengths. Effective development programs integrate international best practices with indigenous leadership traditions and values.

Experiential learning approaches including action learning projects and innovation labs provide powerful venues for developing creative leadership capabilities (Rose, Groeger, & Hölzle, 2021, p. 11). Leaders who practice creative facilitation in authentic organizational contexts develop tacit knowledge and confidence that formal training alone cannot provide. Organizations should create safe spaces for leadership experimentation where failures become learning opportunities rather than career liabilities.

Leadership's Role in Collective Creativity and Innovation

Contemporary research emphasizes that leadership impact on innovation operates primarily through collective rather than individual creativity pathways (Huang, Sindakis, Aggarwal, & Thomas, 2022, p. 8). Creative leaders orchestrate collaborative processes that harness diverse expertise, facilitate knowledge integration, and sustain momentum through innovation cycles.

This collective focus distinguishes creative leadership from purely individualistic conceptions that emphasize personal genius or heroic leaders.

Academic research and development environments illustrate how leadership practices shape collective creativity in knowledge-intensive settings (Huang, Sindakis, Aggarwal, & Thomas, 2022, p. 11). Leaders who establish clear innovation goals while providing autonomy regarding implementation approaches achieve optimal balances between direction and freedom. This structured flexibility enables teams to coordinate efforts while preserving space for emergent insights and adaptive experimentation.

The collective nature of organizational creativity demands that leaders attend to team composition, interaction patterns, and knowledge flows (Bastian, Jetten, Thai, & Steffens, 2018, p. 7). Diverse teams require skilled facilitation to transform potential conflicts into productive dialogue and to ensure that minority perspectives receive consideration. Creative leaders develop competencies in managing constructive controversy and fostering psychological safety that enables authentic voice.

Implications for Theory and Practice

Research Implications

This conceptual framework generates multiple propositions warranting empirical investigation. Future research should examine the relative importance of different creative leadership dimensions for team activation outcomes in Algerian economic institutions. Quantitative studies employing multilevel modeling can disentangle individual and team-level effects while accounting for organizational context factors (Wang, Kim, & Kim, 2021, p. 12). Such research would illuminate which leadership behaviors yield strongest effects and under what conditions.

Longitudinal research designs are needed to assess dynamic relationships between creative leadership development, team activation, and organizational innovation over time. Cross-sectional studies dominate existing literature but cannot establish causal direction or reveal how relationships evolve (Karkoud, 2021, p. 162). Tracking leadership interventions and team outcomes across multiple measurement occasions would provide stronger evidence regarding creative leadership effectiveness and identify optimal intervention timing.

Comparative research examining creative leadership across different Algerian economic sectors would reveal industry-specific contingencies and best practices. The water utility sector faces distinctive operational challenges compared to manufacturing, telecommunications, or transportation sectors (Bouhala, Bouta, & Haj Belkacem, p. 78). Understanding how creative leadership must be adapted to sector-specific demands would enhance practical guidance for organizations.

Practical Implications for Algerian Economic Institutions

Organizations seeking to enhance creative leadership and team activation should implement systematic leadership assessment and development programs. Diagnostic assessments identifying current creative leadership capability levels provide baseline data for tracking improvement and allocating development resources (Ratiba, 2016, p. 87). These assessments should capture leader behaviors, team perceptions, and organizational climate dimensions relevant to creativity and innovation.

Senior leadership commitment to creative leadership as an organizational priority represents an essential precondition for successful implementation. When top executives model creative leadership behaviors and allocate resources to leadership development, middle managers receive clear signals regarding organizational priorities (Dilmi & Belash, 2022, p. 248). This top-down support must be complemented by bottom-up initiatives that empower front-line teams to experiment and innovate within their domains.

Human resource management systems including selection, performance evaluation, and promotion criteria should be aligned with creative leadership priorities. Organizations that assess and reward creative leadership competencies attract and retain leaders capable of activating high-performing teams (Belghanami, 2019, p. 19). Conversely, systems that prioritize traditional control-oriented management perpetuate leadership approaches ill-suited to contemporary competitive environments.

Implications for the Algerian Water Company

The Algerian Water Company can leverage creative leadership approaches to address multiple strategic challenges including service quality enhancement, operational efficiency improvement, and employee engagement. Implementing creative leadership development programs targeted at middle management and first-line supervisors would enhance team activation throughout the organization (Karima & Asmani, p. 67). These programs should emphasize practical competencies including collaborative problem-solving facilitation, innovation process management, and psychological safety cultivation.

Organizational climate surveys assessing perceived support for creativity and innovation would provide diagnostic data regarding areas requiring attention (Bouhala, Bouta, & Haj Belkacem, p. 89). Units exhibiting weak innovation climates may benefit from targeted leadership interventions, structural changes, or resource investments. Regular climate monitoring enables organizational learning regarding which practices effectively promote team activation and innovation.

Creating formal innovation structures including cross-functional teams, innovation challenges, and recognition programs would institutionalize creative leadership priorities (Haddada & Hashmaoui, 2017, p. 23). These structures provide venues where creative leadership can be practiced and refined while generating tangible innovation outcomes. Success stories from early innovation initiatives can be disseminated throughout the organization to build momentum and inspire broader adoption.

Conclusion

Creative leadership represents a critical organizational capability for Algerian economic institutions navigating complex competitive and operational environments. This conceptual article has developed a comprehensive framework linking creative leadership dimensions to team activation mechanisms and organizational outcomes, with particular attention to the Algerian Water Company context. The framework synthesizes international leadership theory with emerging research on Algerian organizational dynamics, proposing that creative leadership enhances team activation through motivational enhancement, psychological empowerment, collective efficacy development, and innovation climate formation.

The analysis reveals that creative leadership encompasses multiple behavioral dimensions including visionary orientation, intellectual stimulation, risk tolerance, and empowerment practices that collectively foster organizational innovation capacity. These leadership behaviors influence team activation by shaping psychological states, interaction patterns, and shared cognitions that energize collaborative goal pursuit. The proposed relationships between creative leadership and team activation exhibit contingencies based on organizational structures, cultural factors, and individual differences that must be considered when designing leadership development interventions.

For the Algerian Water Company and similar public economic institutions, cultivating creative leadership capabilities throughout management ranks offers pathways to enhanced employee motivation, service innovation, and operational excellence. Practical implementation requires systematic leadership assessment, tailored development programs, aligned human resource management systems, and senior leadership commitment to

innovation priorities. Organizations that successfully develop creative leadership cultures position themselves to thrive amid ongoing economic transformation and competitive pressures.

Future empirical research should test the proposed framework through quantitative studies employing multilevel analysis and longitudinal designs that track leadership development impacts over time. Comparative research across Algerian economic sectors would illuminate industry-specific applications and contingencies. Additionally, qualitative research exploring how creative leaders navigate cultural expectations while fostering innovation would enrich understanding of culturally adapted leadership practices. Through continued scholarly attention and practical experimentation, Algerian economic institutions can harness creative leadership as a strategic resource for organizational renewal and competitive advantage in the global economy.

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