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Creativity in Policy Formation, Strong Academic and Administrative Leadership Initiatives, Good Human Relations, and Positive Managerial Attributes

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Abstract: This study examines the role of creativity in policy formation as a catalyst for effective administrative leadership initiatives, good human relations, and positive managerial attributes in enhancing organisational effectiveness. In the context of rapidly changing social, technological, and institutional environments, organisations are increasingly required to adopt innovative and adaptive approaches to governance and management. Traditional bureaucratic systems, characterized by rigidity and routine procedures, are no longer sufficient to address contemporary challenges. Consequently, this study explores how creative policy-making, supported by strong leadership and sound managerial practices, contributes to institutional sustainability and performance. The study adopts a conceptual and theoretical approach, drawing on established perspectives in leadership theory, human relations, and organisational behaviour. Insights from scholars such as Peter Drucker, Elton Mayo, and Peter G. Northouse provide a framework for understanding the interconnections between innovation, leadership effectiveness, and organisational outcomes. The analysis highlights job design as a critical structural factor that shapes managerial performance by influencing autonomy, accountability, and employee motivation. It further emphasizes the importance of participatory governance, effective communication systems, and continuous professional development in fostering policy innovation. Findings from the study indicate that creativity in policy formation enhances organisational effectiveness by promoting flexibility, responsiveness, and strategic alignment. Strong academic and administrative leadership initiatives are shown to facilitate the successful implementation of innovative policies, while good human relations contribute to teamwork, trust, and employee commitment. Additionally, positive managerial attributes—such as emotional intelligence, ethical integrity, adaptability, and strategic thinking—are identified as essential drivers of sustainable organisational performance. However, the study also identifies key challenges, including bureaucratic rigidity, resistance to change, limited resources, communication gaps, and political interference, which may hinder effective leadership and policy creativity.

Keywords: Creativity in Policy Formation; Administrative Leadership; Human Relations; Managerial Attributes; Organisational Effectiveness; Job Design; Policy Innovation; Adaptive Leadership; Participatory Governance; Organisational Performance



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1. Introduction

Leadership and management in educational and organisational settings have become increasingly complex in response to rapid social, technological, economic, and institutional transformations. Contemporary institutions operate in environments characterized by globalization, digital disruption, policy uncertainty, and heightened stakeholder expectations. As a result, traditional administrative approaches that rely on rigid hierarchies and routine decision-making are no longer sufficient. Modern organisations require leaders who can think strategically, act creatively, and respond adaptively to emerging challenges. According to Peter G. Northouse, effective leadership involves influencing individuals toward the achievement of shared goals through vision, communication, and collaboration (Northouse, 2022). This highlights the growing importance of innovative leadership practices in achieving organisational effectiveness.

One of the critical dimensions of contemporary leadership is creativity in policy formation. Policy-making is no longer limited to procedural formulation but involves generating innovative, flexible, and context-sensitive solutions to complex organisational problems. As Peter Drucker emphasizes, innovation is the specific instrument of effective management, enabling organisations to adapt and grow in dynamic environments (Drucker, 1985). Creative policy formation therefore serves as a strategic tool that enables leaders to align institutional objectives with changing realities. It fosters adaptability, encourages experimentation, and enhances organisational resilience. In educational and administrative contexts, creative policies are essential for improving service delivery, promoting academic excellence, and ensuring efficient resource utilization.

Closely related to policy creativity is the role of administrative and academic leadership initiatives. Leadership in modern organisations extends beyond authority and control to include the ability to inspire, motivate, and guide individuals toward collective goals. Administrative leaders are responsible for planning, organizing, and coordinating institutional activities, while academic leaders focus on curriculum development, research advancement, and knowledge dissemination. Despite these functional differences, both forms of leadership require strategic alignment, effective communication, and innovative thinking. Leaders who embrace transformational and adaptive approaches are better positioned to implement creative policies and drive institutional performance.

Another fundamental aspect of organisational effectiveness is good human relations. The human relations perspective, rooted in the work of Elton Mayo, emphasizes the importance of interpersonal relationships, employee motivation, and communication in shaping organisational outcomes (Mayo, 1933). Organisations are inherently social systems, and their success depends largely on the quality of interactions among their members. Positive human relations foster teamwork, trust, and collaboration, which are essential for effective policy implementation and leadership success. In contrast, poor interpersonal relationships can lead to conflict, low morale, and reduced productivity, thereby undermining organisational goals. In addition to human relations, positive managerial attributes play a crucial role in enhancing leadership effectiveness and organisational performance. Managerial attributes such as emotional intelligence, ethical integrity, accountability, adaptability, and strategic thinking enable leaders to navigate complex organisational environments. According to Daniel Goleman, emotional intelligence is a key determinant of leadership effectiveness, as it influences how individuals manage relationships and make decisions (Goleman, 1998). Managers who demonstrate integrity and transparency build trust and credibility, while those who exhibit adaptability and resilience are better equipped to respond to change and uncertainty.

A structural factor that underpins leadership effectiveness and policy creativity is job design. Job design refers to the systematic organization of tasks, roles, and responsibilities within an organisation to enhance efficiency and employee motivation. The Job Characteristics Model developed by J. Richard Hackman and Greg Oldham highlights the importance of autonomy, task significance, and feedback in promoting motivation and performance [1]. Well-designed jobs provide employees and leaders with the flexibility and responsibility needed to contribute creatively to organisational processes. Conversely, poorly designed roles may lead to ambiguity, inefficiency, and reduced innovation. Despite the recognized importance of creativity, leadership, and human relations, many organisations continue to face significant challenges in achieving effective governance. These challenges include bureaucratic rigidity, resistance to change, limited resources,

communication gaps, and political interference. Such constraints hinder innovation, reduce organisational efficiency, and weaken leadership capacity. As noted by Ronald Heifetz, adaptive leadership requires confronting complex challenges and mobilizing individuals to address them collectively [2]. However, achieving this requires supportive institutional frameworks and a willingness to embrace change.

Given these challenges, there is a growing need for a comprehensive understanding of how creativity in policy formation, leadership initiatives, human relations, and managerial attributes interact to influence organisational effectiveness. This study seeks to address this gap by examining the interrelationships among these key variables within educational and organisational contexts [3]. Specifically, the study aims to explore how innovative policy-making enhances institutional performance, how leadership initiatives influence staff motivation and productivity, and how positive managerial attributes contribute to sustainable organisational development. The significance of this study lies in its potential to inform policy reforms, leadership development programmes, and organisational governance frameworks. By integrating insights from leadership theory, human relations, and organisational behaviour, the study provides a holistic perspective on effective management practices. It also offers practical implications for leaders, administrators, and policymakers seeking to improve institutional performance in an increasingly complex environment [4].

2. Methodology

This study adopts a conceptual and theoretical research design to examine the interrelationship between creativity in policy formation, leadership initiatives, human relations, and managerial attributes in enhancing organisational effectiveness. The research is based on a systematic review and synthesis of secondary data, drawing from established literature in leadership theory, organisational behaviour, human resource management, and public administration.

Data for the study were obtained from peer-reviewed journal articles, academic books, and institutional reports, including works by leading scholars such as Drucker, Northouse, Mayo, and Hackman and Oldham. These sources were selected based on their relevance, credibility, and contribution to the understanding of leadership effectiveness and organisational performance.

The study employs a thematic and conceptual analysis approach, whereby key themes—such as policy creativity, leadership effectiveness, job design, and human relations—are identified, categorized, and critically examined. This approach enables the integration of diverse theoretical perspectives into a coherent analytical framework.

Furthermore, the research is guided by an interdisciplinary framework, combining:

1. Leadership theory
2. Human relations theory
3. Job design theory
4. Innovation and policy studies

This framework facilitates a holistic understanding of how structural and behavioural factors interact to influence organisational outcomes.

The study does not rely on primary empirical data; rather, it aims to develop theoretical insights and conceptual linkages that can inform future empirical research and practical policy development.

3. Results and Discussion

Results

Creativities in Policy Formation for Administrative Leadership Initiatives, Good Human Relations, and Positive Managerial Attributes

Creativity in policy formation has emerged as a central requirement for effective administrative leadership in contemporary organisations. Rapid socio-economic change, technological advancement, and increasing stakeholder expectations demand policies that are not only efficient but also innovative, flexible, and context-sensitive [5]. Traditional policy approaches that rely on rigid frameworks and routine decision-making are increasingly inadequate in addressing complex

institutional challenges. Instead, organisations require creative policy processes that integrate strategic thinking, participatory governance, and adaptive leadership. As Peter Drucker emphasizes, innovation is a critical tool for organisational effectiveness, highlighting the need for originality and forward-thinking in policy development [6]. Therefore, creativity in policy formation serves as a foundation for administrative leadership initiatives, effective human relations, and positive managerial attributes.

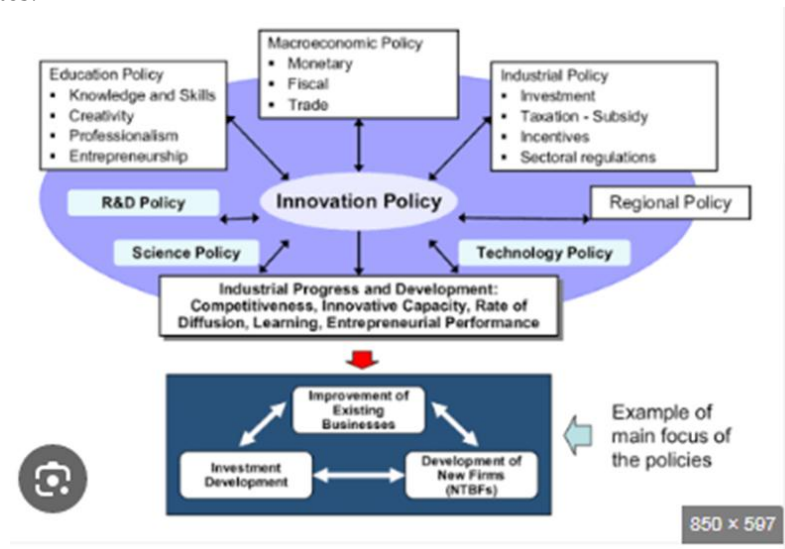


Figure 1. An Innovation Policy Framework.

At its core, creativity in governance refers to the ability to generate novel, practical, and contextually relevant solutions to institutional problems. According to Christian Bason, public sector innovation involves rethinking processes, engaging stakeholders, and designing policies that respond to emerging societal needs [7]. Creative policy-making is characterized by inclusiveness, adaptability, evidence-based reasoning, and strategic foresight. The policy formulation process typically includes stages such as problem identification, stakeholder consultation, policy design, implementation, and evaluation. Each of these stages requires creative input to ensure that policies remain relevant and effective. For instance, problem identification involves reframing issues to uncover underlying causes, while stakeholder consultation ensures that diverse perspectives are incorporated into decision-making [8].

Creativity in policy formation significantly enhances administrative leadership initiatives. Administrative leadership involves coordinating resources, implementing policies, and ensuring organisational efficiency [9]. However, effective administrative leadership extends beyond routine management to include innovation, strategic alignment, and change management. According to Peter G. Northouse, leadership is fundamentally about influencing others to achieve shared goals, which requires vision, communication, and adaptability [10]. Creative policies provide leaders with flexible frameworks that support strategic initiatives and enable timely responses to emerging challenges. Leaders who embrace creativity are better positioned to design programmes that improve service delivery, optimize resource utilization, and enhance institutional performance [11].

Furthermore, creativity in policy formation fosters good human relations within organisations. Human relations theory, rooted in the work of Elton Mayo, emphasizes the importance of interpersonal relationships, communication, and employee morale in determining organisational success [12]. Creative policies that prioritize inclusiveness and participation encourage collaboration and mutual respect among employees. When individuals are involved in decision-making processes, they develop a sense of ownership and commitment, which enhances teamwork and reduces conflict. Open communication channels, supported by innovative policy frameworks, facilitate information sharing and collective problem-solving. As a result, organisations with strong human relations are more likely to achieve higher levels of productivity and employee satisfaction [13].

In addition, creative policy formation supports the development and expression of positive managerial attributes. Managerial attributes such as emotional intelligence, ethical integrity,

accountability, and adaptability are essential for effective leadership. According to Daniel Goleman, emotional intelligence enables managers to understand and manage interpersonal relationships effectively, thereby enhancing leadership performance [14]. Creative policies provide managers with the flexibility to exercise these attributes in decision-making and problem-solving. For example, policies that encourage innovation and experimentation allow managers to demonstrate initiative and strategic thinking. Similarly, transparent and ethical policy frameworks reinforce accountability and trust, which are critical for organisational credibility [15].

Job design plays a crucial role in facilitating creativity in policy formation and its impact on leadership, human relations, and managerial attributes. Job design refers to the structuring of roles, responsibilities, and workflows within an organisation. According to J. Richard Hackman and Greg Oldham, well-designed jobs enhance motivation by providing autonomy, task significance, and feedback [16]. In the context of policy innovation, job design should enable employees and leaders to contribute ideas, collaborate effectively, and take initiative. Flexible and enriched job roles create an environment where creativity can flourish, thereby supporting innovative policy development and implementation [17].

Historically, policy formation and job design have evolved from rigid, mechanistic approaches to more flexible and human-centered frameworks. Early administrative systems, influenced by Scientific Management, emphasized efficiency and control, often at the expense of creativity [18]. However, the Human Relations Movement introduced a greater focus on employee motivation and social interaction, recognizing the importance of human factors in organisational performance [19]. Contemporary approaches integrate these perspectives with innovation and adaptability, reflecting the complexity of modern institutions. As Edgar Schein notes, organisational culture plays a critical role in shaping behaviour and supporting innovation [20]. This historical evolution underscores the increasing importance of creativity in governance and leadership.

The relationship between creativity in policy formation and organisational effectiveness is particularly significant. Organisational effectiveness refers to the extent to which institutions achieve their goals through efficient resource utilization and stakeholder satisfaction. According to Richard L. Daft, effective organisations align their structures, processes, and strategies with their objectives [21]. Creative policies enhance organisational effectiveness by promoting adaptability, innovation, and responsiveness. When policies are designed to accommodate change and encourage experimentation, organisations are better equipped to navigate uncertainty and achieve sustainable growth [22].

Moreover, creativity in policy formation supports innovation-driven governance, which emphasizes continuous improvement and learning. According to the Organisation for Economic Co-operation and Development, innovative governance involves experimentation, collaboration, and evidence-based decision-making [23]. Institutions that adopt innovation-driven approaches are more likely to develop policies that address complex challenges effectively. Such approaches also promote a culture of learning, where organisations continuously refine their strategies based on feedback and evaluation [24].

Stakeholder participation is another critical dimension of creative policy formation. Inclusive policy processes that engage employees, communities, and external partners lead to more comprehensive and contextually relevant solutions. According to Bryson, Crosby, and Bloomberg (2014), stakeholder engagement enhances policy legitimacy, trust, and sustainability. Participatory governance also aligns with democratic principles that emphasize transparency and accountability. By incorporating diverse perspectives, organisations can develop policies that are both innovative and socially responsive [25]. Evidence-based decision-making further strengthens creativity in policy formation. Effective policies are not only innovative but also grounded in empirical data and rigorous analysis. According to Head (2016), evidence-informed governance improves decision-making by integrating research findings, performance data, and stakeholder input. Data-driven approaches enable leaders to assess policy outcomes, identify trends, and make informed adjustments. This ensures that creativity is balanced with practicality and effectiveness [26].

Finally, policy evaluation and continuous improvement are essential for sustaining creativity and organisational performance. Evaluation mechanisms provide feedback on policy outcomes, enabling organisations to identify strengths and areas for improvement. According to Michael Quinn

Patton, evaluation supports learning and innovation by generating actionable insights [27]. Continuous improvement models emphasize iterative processes, where policies are refined based on feedback and changing conditions. This approach ensures that organisations remain adaptive and responsive over time.

Thus, creativity in policy formation is a critical driver of administrative leadership initiatives, good human relations, and positive managerial attributes. By fostering innovation, inclusiveness, and adaptability, creative policies enable leaders to navigate complex challenges and achieve organisational objectives. The integration of effective job design, stakeholder participation, evidence-based decision-making, and continuous evaluation further enhances policy effectiveness. Institutions that embrace creativity in governance are better positioned to promote collaboration, build trust, and sustain long-term performance. Ultimately, the ability to generate and implement innovative policies is not only a competitive advantage but also a necessity for organisational success in an increasingly dynamic world [28].

Positive Managerial Attributes and Organisational Performance

Positive managerial attributes are decisive determinants of organisational performance in both public and private institutions. Contemporary organizations operate in environments marked by uncertainty, technological disruption, and heightened accountability demands. In such contexts, managerial effectiveness extends beyond technical competence to encompass integrity, emotional intelligence, strategic foresight, and adaptive capacity [29]. As Drucker (2007) observed, "Management is doing things right; leadership is doing the right things," a distinction that underscores the ethical and strategic dimensions of managerial responsibility. Positive attributes, therefore, function as catalysts for institutional stability, credibility, and sustained growth.

An essential structural factor shaping managerial effectiveness is job design. Job design refers to the systematic configuration of tasks, authority, and responsibilities to optimize performance and employee well-being. According to Griffin, Phillips, and Gully (2020), effective job design integrates task clarity, autonomy, and interdependence to enhance productivity. Contemporary scholarship further emphasizes the alignment of role expectations with organisational strategy, arguing that well-designed positions enable managers to exercise accountability and initiative [30]. In this sense, job design establishes the operational context within which managerial attributes are enacted. Historically, job design has evolved significantly in response to changing organisational philosophies. Early industrial models, influenced by Scientific Management, emphasized efficiency through standardization and supervisory control [31]. However, dissatisfaction with purely mechanistic systems led to the incorporation of social and motivational considerations, particularly through job enrichment and participative management models. More recent approaches integrate flexibility, digital tools, and collaborative networks, recognizing the complexity of modern institutions. This historical evolution reflects an increasing appreciation of human agency and managerial discretion in achieving organisational effectiveness.

The relationship between job design and organisational effectiveness is particularly evident in the exercise of positive managerial attributes. Clearly defined roles reduce ambiguity, enhance accountability, and support strategic alignment [32]. According to Yukl (2020), managers who operate within coherent structural frameworks are better positioned to motivate teams and implement innovation. Conversely, poorly structured responsibilities may hinder decision-making and weaken performance outcomes. Thus, effective job design provides a foundation for the expression of credibility, ethical conduct, and strategic thinking.

Leadership credibility and trust-building constitute core managerial attributes influencing organisational performance. Credible leaders demonstrate competence, consistency, and transparency, thereby earning stakeholder confidence [33]. Trust fosters cooperation, reduces resistance, and strengthens organisational cohesion. Covey (2006) argues that trust is the "glue of life," enabling productive relationships and shared commitment. Managers who cultivate credibility enhance morale and facilitate the smooth implementation of policies and reforms. Ethical governance and compliance further define positive managerial conduct. Ethical managers adhere to professional standards, regulatory frameworks, and moral principles in decision-making. According to Brown and Treviño (2006), ethical leadership positively influences employee behavior and organisational culture. Governance mechanisms that emphasize transparency and accountability protect institutional

reputation and ensure legal conformity. Ethical attributes, therefore, safeguard long-term organisational legitimacy and stakeholder confidence.

Strategic thinking and innovation are equally vital for sustaining performance in competitive environments. Strategic managers anticipate trends, allocate resources prudently, and foster creativity within teams [34]. Innovation-oriented leadership encourages experimentation and continuous improvement. As Schumpeter (1934) noted, economic and organisational development stems from “creative destruction,” highlighting the transformative power of innovation. Managers who combine foresight with calculated risk-taking strengthen institutional adaptability and relevance.

Crisis management and adaptability represent additional dimensions of positive managerial attributes. Contemporary organizations frequently encounter disruptions ranging from economic instability to technological change. Effective managers demonstrate resilience, rapid decision-making, and emotional composure during crises. Adaptability ensures continuity of operations and reinforces stakeholder trust during uncertain periods. Resilient leadership thus contributes significantly to organisational survival and renewal. Ultimately, positive managerial attributes exert a profound influence on institutional sustainability. Sustainability encompasses financial stability, ethical governance, stakeholder engagement, and environmental responsibility. Managers who integrate strategic vision, ethical awareness, and adaptive leadership cultivate institutions capable of enduring change [35]. Sustainability is therefore not an isolated outcome but the cumulative result of credible, innovative, and principled managerial practice.

Challenges Affecting Effective Leadership and Policy Creativity

Effective leadership and policy creativity are essential for institutional growth, adaptability, and long-term sustainability. However, despite their importance, many organisations encounter significant barriers that limit the realization of innovative leadership and creative policy development. These challenges are often rooted in structural, cultural, political, and resource-related constraints that shape organisational behaviour and decision-making processes. As Ronald Heifetz, Alexander Grashow, and Marty Linsky observe, adaptive leadership requires confronting entrenched norms and systemic resistance, which many institutions struggle to overcome [36]. Understanding these challenges is critical for designing effective strategies that promote leadership effectiveness and policy innovation.

One of the most prominent challenges is bureaucratic rigidity. Many organisations, particularly in the public and educational sectors, operate within highly formalized structures characterized by strict rules, hierarchical authority, and standardized procedures. While such systems promote accountability and predictability, they often hinder flexibility and creativity. The classical bureaucratic model developed by Max Weber emphasizes formalization and control, which can limit managerial discretion and slow decision-making processes. Similarly, mechanistic organisational structures, as highlighted by Henry Mintzberg, tend to struggle in dynamic environments due to their resistance to change and innovation [37]. Leaders operating within such rigid frameworks often face procedural constraints that restrict their ability to develop and implement creative policies.

Closely related to bureaucratic rigidity is resistance to change, which represents a significant barrier to effective leadership and innovation. Organisational members may resist new policies or leadership initiatives due to fear of uncertainty, perceived threats to job security, or attachment to established routines. According to John P. Kotter, resistance to change often arises from psychological and emotional factors rather than rational opposition [38]. Employees may lack trust in leadership or feel excluded from decision-making processes, leading to skepticism and passive or active resistance. This resistance can delay or derail policy implementation, reducing the effectiveness of leadership efforts. Overcoming resistance requires clear communication, stakeholder engagement, and the creation of a supportive organisational culture.

Another critical challenge is limited resources, which significantly constrain leadership effectiveness and policy creativity. Resource limitations may include financial constraints, inadequate infrastructure, and insufficient human capital. As John M. Bryson notes, strategic management in resource-constrained environments requires careful prioritization and allocation of available resources [39]. However, when resources are severely limited, leaders may be forced to focus on routine operations rather than innovative initiatives. This reduces the capacity for experimentation

and long-term planning, thereby hindering policy creativity. In many developing contexts, resource scarcity remains a persistent obstacle to effective governance and institutional development. Communication gaps also pose a significant challenge to leadership effectiveness and policy innovation. Effective communication is essential for aligning organisational goals, facilitating collaboration, and ensuring the successful implementation of policies. However, many organisations suffer from poor information flow, fragmented communication channels, and lack of transparency. According to Stephen P. Robbins and Mary Coulter, ineffective communication can lead to misunderstandings, duplication of efforts, and reduced trust among organisational members. When communication systems are weak, leaders may struggle to convey their vision and gain support for innovative initiatives. This, in turn, undermines policy coherence and organisational effectiveness.

Political and institutional interference represents another major challenge, particularly in public sector and educational institutions. External pressures from political actors, regulatory bodies, or influential stakeholders can disrupt organisational autonomy and strategic direction. According to B. Guy Peters, public institutions often operate within complex governance systems where competing interests and policy directives influence decision-making. Such interference may lead to policy inconsistency, short-term decision-making, and reduced professional independence. Leaders may find it difficult to pursue innovative policies when they are constrained by political considerations or external mandates. In addition to external pressures, weak leadership capacity itself can hinder effective leadership and policy creativity. Leadership requires a combination of technical, interpersonal, and conceptual skills. However, in many organisations, leaders may lack the necessary training, experience, or competencies to manage complexity and drive innovation. According to Peter G. Northouse, effective leadership involves influencing others toward shared goals through appropriate use of power and relationships [40]. Without adequate leadership development, managers may struggle to inspire teams, manage change, and implement innovative policies. This highlights the importance of continuous professional development and capacity building in strengthening leadership effectiveness.

Another structural challenge is poor job design, which limits the ability of leaders and employees to perform effectively. Job design refers to the structuring of roles, responsibilities, and workflows within an organisation. According to J. Richard Hackman and Greg Oldham, well-designed jobs provide autonomy, feedback, and task significance, which enhance motivation and performance [41]. However, poorly designed roles characterized by ambiguity, excessive workload, or lack of autonomy can reduce productivity and hinder innovation. When employees are not empowered to make decisions or contribute ideas, policy creativity is significantly constrained. Effective job design is therefore essential for enabling leadership and fostering innovation.

Organisational culture also plays a critical role in shaping leadership effectiveness and policy creativity. A culture that discourages risk-taking, penalizes failure, or prioritizes conformity can stifle innovation and limit leadership initiative. According to Edgar Schein, organisational culture influences behaviour by shaping shared values and norms. In rigid or risk-averse cultures, employees may be reluctant to propose new ideas or challenge existing practices. This limits the organisation's ability to adapt to changing environments. Conversely, cultures that promote learning, experimentation, and openness are more conducive to innovation and effective leadership. Technological limitations and digital skill gaps further constrain leadership and policy innovation in modern organisations. While digital technologies offer significant opportunities for improving decision-making and communication, many institutions lack the infrastructure or expertise required to leverage these tools effectively. According to Wayne F. Cascio and Ramon Montealegre, digital transformation requires both technological investment and human capability development [42]. Without adequate digital literacy, leaders may be unable to utilize data-driven approaches or implement technology-enabled policies. This limits the organisation's capacity for innovation and reduces its competitiveness in a digital economy.

Furthermore, lack of effective monitoring and evaluation mechanisms can hinder policy creativity and leadership effectiveness. Without proper evaluation systems, organisations may struggle to assess the impact of policies or identify areas for improvement. According to Michael Quinn Patton, evaluation is essential for learning and continuous improvement [43]. In the absence of feedback loops, ineffective policies may persist, and opportunities for innovation may be missed.

Monitoring and evaluation systems therefore play a crucial role in supporting evidence-based decision-making and enhancing policy outcomes. Finally, diversity management challenges can affect leadership effectiveness and policy innovation. Modern organisations are increasingly diverse in terms of culture, gender, skills, and perspectives. While diversity can enhance creativity and problem-solving, it also presents challenges related to communication, inclusion, and conflict management. According to Shore et al. (2018), inclusive practices are necessary to harness the benefits of diversity and promote collaboration. Leaders who fail to manage diversity effectively may encounter misunderstandings, reduced cohesion, and limited innovation. Therefore, inclusive leadership practices are essential for maximizing the potential of diverse teams.

Discussion

Strategies for Enhancing Leadership and Policy Innovation

Enhancing leadership and policy innovation has become a strategic imperative for contemporary institutions operating in dynamic and complex environments. Rapid technological advancements, globalization, socio-political pressures, and evolving stakeholder expectations have transformed the context within which organizations function. In such settings, traditional administrative approaches characterized by rigidity and routine are increasingly inadequate. Instead, institutions require adaptive leadership and innovative policy frameworks capable of responding proactively to emerging challenges and opportunities. As Peter Drucker observed, "The best way to predict the future is to create it," emphasizing the proactive orientation required of modern leadership [44]. Consequently, leadership effectiveness and policy innovation must be deliberately cultivated through integrated structural, human, and technological strategies.

A foundational strategy for enhancing leadership and policy innovation is effective job design. Job design refers to the systematic structuring of tasks, responsibilities, authority, and workflows to optimize both organizational performance and employee motivation. The Job Characteristics Model developed by J. Richard Hackman and Greg Oldham identifies autonomy, skill variety, task identity, task significance, and feedback as core elements that foster intrinsic motivation. When employees perceive their roles as meaningful and are granted discretion in decision-making, they are more likely to engage creatively with their responsibilities. Contemporary perspectives extend this view through the concept of job crafting, where individuals proactively modify their roles to enhance performance and satisfaction. Furthermore, strategic job design aligns individual competencies with organizational objectives, thereby creating enabling conditions for innovation [45]. Thus, well-designed roles provide the structural foundation upon which leadership effectiveness and policy innovation can thrive.

Closely linked to job design is the development of leadership capacity through continuous training and professional development. Leadership is not merely an inherent trait but a set of competencies that can be developed through structured learning processes. Leadership development programmes enhance critical skills such as strategic thinking, emotional intelligence, communication, and ethical decision-making. According to Peter G. Northouse, effective leadership involves influencing others toward the achievement of shared goals, which requires both interpersonal and conceptual skills. Emotional intelligence, popularized by Daniel Goleman, plays a crucial role in enabling leaders to manage relationships, resolve conflicts, and foster collaboration [46]. Additionally, experiential learning approaches such as mentoring, coaching, and simulations enhance the practical application of leadership competencies. By investing in continuous leadership development, organizations strengthen their capacity to generate innovative policies and navigate complex challenges.

Another critical strategy is the adoption of participatory governance models. Traditional top-down decision-making structures often limit the diversity of perspectives and reduce the effectiveness of policy outcomes. In contrast, participatory governance emphasizes inclusiveness, collaboration, and shared responsibility among stakeholders. According to Ansell and Gash (2008), collaborative governance improves policy effectiveness by integrating diverse viewpoints and fostering collective problem-solving. Similarly, Bryson, Crosby, and Bloomberg (2014) argue that stakeholder engagement enhances legitimacy, trust, and policy sustainability. By involving employees, communities, and external partners in decision-making processes, organizations can generate more innovative and context-sensitive solutions. Participatory governance also reduces

resistance to change by fostering a sense of ownership and commitment among stakeholders, thereby facilitating successful policy implementation.

Strengthening communication systems represents another essential strategy for enhancing leadership effectiveness and policy innovation. Communication facilitates the flow of information, ideas, and feedback across organizational levels and units. Effective communication ensures that organizational vision, goals, and policies are clearly understood and consistently implemented. According to Dennis Tourish, transparent communication enhances trust, accountability, and organizational learning [47]. Digital technologies have further expanded communication capabilities, enabling real-time collaboration and information sharing across geographical boundaries. Platforms such as virtual meeting tools and enterprise communication systems support coordination and knowledge exchange. However, the effectiveness of communication systems depends not only on technological infrastructure but also on organizational culture. Leaders must promote open dialogue, active listening, and constructive feedback to foster trust and collaboration. In such environments, communication becomes a strategic tool for aligning stakeholders and refining policy initiatives.

Equally important is the cultivation of an organizational culture that supports innovation. Organizational culture comprises shared values, beliefs, and norms that shape behavior within institutions. A culture that encourages experimentation, learning, and calculated risk-taking is essential for fostering innovation. According to Edgar Schein, leaders play a critical role in shaping and embedding organizational culture through their actions and decisions. Institutions that reward creativity and tolerate failure as part of the learning process are more likely to generate innovative solutions. Conversely, rigid cultures that emphasize conformity tend to stifle creativity and discourage initiative. The concept of the learning organization, advanced by Peter Senge, highlights the importance of continuous learning and adaptation in achieving long-term success [48]. By fostering an innovation-oriented culture, organizations create an environment where leadership and policy innovation can flourish.

Continuous professional development (CPD) is another vital strategy for sustaining leadership effectiveness and innovation. In rapidly evolving environments, knowledge and skills must be continuously updated to remain relevant. CPD encompasses formal training, workshops, seminars, and informal learning activities such as peer collaboration and reflective practice. According to Day (2019), ongoing professional learning enhances competence, adaptability, and performance. Professional learning communities provide platforms for knowledge sharing, collaboration, and collective problem-solving, thereby strengthening institutional capacity for innovation. By promoting lifelong learning, organizations ensure that their workforce remains capable of addressing emerging challenges and implementing innovative policies effectively.

The integration of technology into leadership and policy processes further enhances innovation capacity. Digital tools such as data analytics, artificial intelligence, and information management systems enable evidence-based decision-making and strategic planning. According to Cascio and Montealegre (2016), technology transforms organizational processes by enhancing efficiency, connectivity, and adaptability. Data-driven approaches allow leaders to analyze trends, monitor performance, and identify opportunities for improvement with greater accuracy. For example, predictive analytics can inform policy decisions by forecasting future scenarios. However, effective technology integration requires digital literacy and ethical considerations, particularly in areas such as data privacy and security. Organizations must therefore invest in capacity building to ensure that leaders and employees can effectively utilize technological tools.

Another important strategy is the establishment of robust monitoring and evaluation (M&E) systems. Effective policy innovation requires continuous assessment to determine whether initiatives achieve their intended outcomes. According to Michael Quinn Patton, evaluation supports learning and improvement by providing evidence on what works and what does not [49]. M&E systems facilitate evidence-based decision-making, enhance accountability, and promote transparency. Feedback mechanisms are particularly important, as they enable organizations to refine policies and adapt to changing circumstances. By embedding evaluation within the policy cycle, institutions ensure that innovation is sustained and aligned with organizational objectives.

Collaboration and partnerships also play a crucial role in enhancing leadership and policy innovation. In an interconnected world, organizations must leverage external resources, expertise,

and networks to address complex challenges. Strategic partnerships with academic institutions, industry actors, and government agencies provide access to new knowledge, technologies, and funding opportunities. According to Bryson (2018), collaborative networks enhance problem-solving capacity and policy effectiveness. Public-private partnerships, for example, combine the strengths of different sectors to deliver innovative solutions to societal problems. International collaborations further enable organizations to learn from global best practices and adapt them to local contexts. Through collaboration, institutions expand their innovation capacity and achieve more sustainable outcomes. Finally, fostering adaptive leadership is essential for navigating uncertainty and driving policy innovation. Adaptive leadership involves the ability to respond effectively to changing conditions, manage complexity, and guide organizations through transformation. According to Ronald Heifetz and Marty Linsky, adaptive leaders mobilize stakeholders to address complex challenges and experiment with new solutions [50]. Unlike traditional leadership approaches that emphasize control, adaptive leadership prioritizes learning, flexibility, and collaboration. Resilient leaders maintain focus and composure in the face of adversity, enabling organizations to sustain performance during crises. By cultivating adaptive leadership, institutions enhance their ability to innovate and remain competitive in dynamic environments.

4. Conclusion and Recommendations

Conclusion

This study has examined the interrelationship between creativity in policy formation, administrative leadership initiatives, good human relations, and positive managerial attributes as critical drivers of organisational effectiveness. In contemporary institutional environments characterized by rapid change, uncertainty, and increasing stakeholder expectations, traditional leadership approaches are no longer sufficient. Instead, organisations must embrace innovative, flexible, and adaptive strategies that integrate both structural and human dimensions of management. The analysis revealed that creativity in policy formation is not merely an abstract ideal but a practical necessity for institutional survival and growth. Creative policies enhance responsiveness, encourage innovation, and provide leaders with the flexibility required to address complex challenges. As noted by Peter Drucker, innovation remains central to organisational progress, reinforcing the need for forward-thinking governance structures. Institutions that embed creativity within their policy processes are better positioned to achieve long-term sustainability and relevance. Furthermore, strong academic and administrative leadership initiatives play a pivotal role in translating policy ideas into actionable outcomes. Effective leadership requires not only technical competence but also emotional intelligence, ethical integrity, and strategic foresight. Drawing from the insights of Peter G. Northouse, leadership effectiveness is fundamentally about influencing individuals toward shared goals through vision and collaboration. Leaders who adopt transformational and adaptive approaches are more capable of fostering innovation and driving institutional performance.

Recommendations

Based on the findings of this study, the following recommendations are proposed:

1. Organisations should institutionalize innovative policy frameworks that encourage flexibility, experimentation, and continuous improvement.
2. Leaders should adopt evidence-based and participatory approaches to policy development to enhance relevance and effectiveness.
3. Institutions should invest in continuous leadership training focused on strategic thinking, emotional intelligence, and adaptive leadership.
4. Mentorship and coaching systems should be established to support emerging leaders and enhance leadership succession planning.
5. Organisations should adopt flexible and enriched job designs that promote autonomy, accountability, and collaboration.

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