# Transformational Leadership and Employee Creativity: The Mediating Role of Intrinsic Motivation and Moderating Role of Employee Relational Identification and Employee Empowerment

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**ABSTRACT**

This study uncovers the relationship between the impact of determinants such as transformational leadership and intrinsic motivation on employee creativity, where intrinsic motivation is a mediating party between their relationship and with other variables such as employee relational identification playing a moderating role between transformational leadership and intrinsic motivation and employee empowerment playing the moderating role between intrinsic motivation and employee creativity in the organizational culture of Pakistan. The sample data of two hundred respondents was collected from a well know leather exporting company in Pakistan, named Nova Leather Factory which is located in Lahore a city of Pakistan. All the people who are either in a leadership and/or managerial role or are currently working in an organization at various positions were eligible to fill the questionnaire as the instrument developed for the research. This research has validated the argument that transformational leadership is positively related to employee creativity while intrinsic motivation plays a mediating part and other factors such as employee relational identification and employee empowerment play a moderating part through statistical analysis i.e. Variable Measurement, Descriptive Statistics, Reliability Analysis, Correlation Analysis, Regression Analysis, of the data gathered through the means of statistical software i.e. SPSS 16.01. The results showed that transformational leadership can lead towards employee creativity and when these factors have an influence of intrinsic motivation, employee relational identification and employee empowerment these factors still have a positive significant contribution towards employee creativity. This research will help the managers and organizations to focus on aspects holding the most significance for the employee creativity and would became a valuable literature for further research and exploration.

## 1. Introduction
### 1.1 Overview

The exploration reported in this proposition is on "Transformational Leadership and Employee Creativity: The Mediating Role of Intrinsic Motivation and Moderating Roles of Employee Relational Identification and Employee Empowerment". The motivation behind exploration is to study the different variables that have been noteworthy in confirming employee creativity and their vitality concerning the workers of Pakistan. The auxiliary information was gathered by Internet and likewise from the material printed by distinctive Scholars from everywhere throughout the internet.

This topic "Transformational Leadership and Employee Creativity: The Mediating Role of Intrinsic Motivation and Moderating Roles of Employee Relational Identification and Employee Empowerment" amalgamates the factors of transformational leadership that are a cause and source or increasing employee creativity. The primary reason for this study is to highlight the factors that are the motivators for the employees and help them perform at their best, in order to help and facilitate the organization in the future so they know the means to adopt so they can make their employees performance better as well as creative.

Transformational leadership and Employee Creativity. Creativity refers to the capacity or ability to create new thoughts and constructive outcomes to problems (Amabile, 1983, 1988). The capacity to deliver an innovative result requires the assurance to confront organizational and environmental challenges (Bandura, 1986). A great number of studies have been conducted endeavoring to comprehend the connection between various leadership styles and their effect on promoting creativity among employees (Mumford et al., 2002). While the greater part of these studies and researches have given significant and valuable insights, the most encouraging direction has been given by studying the part transformational leadership plays in promoting employee innovativeness and creativity; this leadership style has gained tremendous prominence among researchers because of its select method for inspiring employees (Gardner and Avolio, 1998 ; Wang and Cheng, 2010).

As indicated by Elkins and Keller (2003),a transformational leader has a close connection to other determinants that help in manufacturing a creative working environment, these incorporate having a clear vision, encouragement, self-sufficiency and promotion of innovation and challenges.

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The way of intellectual stimulation from a transformational leader motivates the employees to begin thinking in new ways to accomplish tasks and goals (Bass and Avolio, 1995; Sosik et al., 1997). These behavioral attributes of a leader can produce employee creativity. This outcomes ultimately results in intrinsically motivated employees and thus proves to be a vital source for promoting their creativity (Tierney et al., 1999).

The leadership style plays an important role upon creativity and the different types of leadership's impact creativity and innovation in different ways. However, there are several other factors which play their part in fostering creativity and developing innovative ideas. Creativity is what keeps an organization ahead of its competition because it is something which is not usual and an out of the box idea which fills the demand gap or the demand for which never existed before. People who are creative make their own position within a company because they add value by not what was already achieved but what value they added by contributing towards a company in a meaningful way. (Goldstein, 2010)

There can be different leadership styles which affect creativity including transformational, transactional, empowering and pseudo leadership styles. Transformational leadership style is when leader aligns the employee's individual goals with the company's goals.

Transactional leadership has to do with the exchange of resources. It involves three aspects. One being the contingent leadership which is setting goals for the employees and then rewarding them accordingly then is the exception active which involves determining the work behavior of employees in order to determine where and when they are likely to make errors so as to pre-determine how handle the potential errors and avoid any serious problem. The third dimension of transactional style of leadership is exception-passive style of leadership which involves handling with the issues after they have occurred.

Then comes the pseudo style of leadership which involves possibly acting to bring about leadership but in reality not actually bringing it. It is a harmful style of leadership in nature because it is resistant to change and what may seem to be not actually be so in reality as the leader may be not adaptable to change, is not flexible with time or can be unaware of what the change might be in the situation. Such type of leaders neither themselves see the change nor have their employees see it because as they are the ones driving the employees forward and leading them towards a direction so unless and until they themselves are not sure or not going towards the right direction then their employees as already following hence they also do not become creative and bring about change in the company. Such leaders are called pseudo leaders.

Another type of leadership is the empowering style of leadership. In this style of leadership the leaders put their confidence in their employees and delegate their own tasks to their subordinates till a certain extent which can be because of several reasons comprising the leaders want to make their subordinates believe that they are valuable to the company and attain a sense of self-actualization which in turn will bring the element of self-ownership in them and also at the same time make them more responsible by enabling to take ownership of their work so as to increase their level of motivation and also develop their interest in work. This increases their productivity and inculcates in them a sense of being valued. (Afshari, 2011)

Similarly, intrinsic motivation is an integral part of an organization's success equation as the motivated workforce will be capable of bringing forward out of the box ideas and remain competitive in the industry, company is operating in, and intrinsic motivation is the aspect of motivation in which a person draws motivation from within self and internal cues triggers it. It can also be triggered through the factor of employee empowerment which can happen through decentralization of a decision making structure making the employee feel more decisive, important and valued in a company.

Transformational Leadership is among the different styles of leadership which is related to bringing about the needed change for improvement into anything. A transformational leader is someone who not only identifies a gap or an opportunity but also brings fills that gap by bringing about the needed change by working with the subordinates and giving them a vision to work towards. A transformational leader needs to be inspirational for team to believe in him/her and follow. (Pielstick, 1998)

For the employee to follow their manager's or leaders, they should be able to somehow relate themselves with them so that the can put themselves in their shoes and be inspired hence follow them as a role model. Employees can only perform better and a team if they can relate themselves to their leaders having a vision to work towards a common goal. (Wlumbwa & Hardnell, 2011)

Intrinsic motivation is the inner self of a person motivated to work towards something. For intrinsic motivation to be triggered, it is dependent on intrinsic motivational cues for example when on job, an employee can be intrinsically motivated by the interesting nature of job, the prestige associated with the work they do, having a sense of physiological, esteem, social and self-actualization/recognition needs. There are two types of motivation. One is the intrinsic motivation which comprises internal motivational factors mentioned previously. The second type of motivation is extrinsic motivation which comprises factors from the external environment which trigger the motivation of a person. With regard to this article, intrinsic motivation is being considered to be an integral part of transformational leadership as the employee empowerment and employee relational identification both are a part of internal motivational factors. An employee when empowered will only feel it when they can actually realize that they are capable enough to operate in their own capacity. As for the employee relational identification, an employee can only feel motivated to perform with the same vision as their leader if they can relate themselves with their leader. (Deci, 2000)

Employee empowerment refers to decentralizing, i.e. empowering the employee to take decisions on their own. This has several benefits associated as the employees will now feel motivated that they are being valued and have a say in decision making. This enables the employees to work more effectively and efficiently towards organizational goals. Employees sometimes are in a better position to take decisions than their senior management because they are more closer to the action and are better able to understand the situation at had in operations. (Doughty, 2004).

Employee creativity refers to the creativity of the employees to perform their tasks in a more creative way which can happen to be more efficient and effective. This involves several aspects comprising out of the box thinking, and activities such as brainstorming and group thinking.

Employee creativity is an integral part of an organization's growth in order to remain competitive and outrun the competition. For every organization the customers come first, the employees come second to the customers and the shareholders come third. Companies invest on employees so that they can perform well and creatively. (Zhou, 2003)

## 1.2 Background

Creativity and Innovation are two most prominent aspects of thriving organization in today's fast paced competitive environment. Creativity is defined as the ability to generate novel and appropriate ideas which brings something into existence which provides competitive advantage. Considering todays volatile business environment which is more complex and uncertain, Creativity is on top priority for any organization.

Creativity provides unique and unmet benefits to organizations and it is requirement of almost all jobs across variety of industries. It is backbone of any organizational successful performance which fulfills employee's prosperity and also develops skills at individual level.

Leadership is defined as someone ability to get the right things done by setting up right direction for organization. Leaders thrive to build an inspiring vision by creating new and effective policies to lead the organization. Leaders map out inspiring and exciting things which leads organization towards desired direction. Leadership plays the role of catalyst in organizational development. This sense of creative leadership therefore has a supreme impact over organizational performance in long run.

According to IBM's 2010 Global study which included 1500 CEOs from 33 different industries placed creativity as the most important leadership dynamic and quality for successful business and it outweighed other abilities such as integrity and global thinking.

Putting leadership and Creativity into broader perspective of long run organizational performance makes it a valuable topic to study. The top priority of leadership is to get people engaged in right degree of creative work. Traditional management of compiling work projects and assign to people does not help to strive organization in current competitive environment based on innovation. Considering the example of Google where they categorized the idea generation based on backed idea generation and without support idea generation process. They found out that success rate is higher where people are motivated enough by top management and given autonomy to think and implement the best practices for themselves.This paper main focus is to determine and explore the primary role of leadership in shaping organizational environment to enhance and develop innovation process.

In essence, organizations which are striving to achieve organizational creativity and innovation are profitable which is directly dependent to individual human resources work and creativity.

Many research studies have also been carried out in reference to organizational performance dependent upon environment, creativity, innovation, strategy etc. However there is an untapped and a little work is already done about the role of leadership in developing creative environment and innovation process. The emergence of creative and effective organizations is not the result of an accident but requires leaders to deliberately control the structures, cultures and human resources to transform them into creative, productive and effective ones. Therefore the leaders are considered to be drivers of implanting change process in organizations.

Northouse (2012) described leadership as a process of influencing groups by an individual to achieve desired goals by sharing vision and direction. Amabile (1988) explained creativity as a process of generating new and innovative ideas and products. (West & Far, 1989) defined innovative behaviors at individual level as the implementation of new thoughts.

Innovation support behavior of leader is pre requisite of motivation and creativity;

Arnold (2010) indicated the importance of creative behavior as top class leadership ability or proficiency. Thamain (2004) emphasized that leadership originates from influencing others creative and innovative behaviors. According to Vroom and Jago (2007) those people in organization are considered to be as managers of innovation who exerts power and influence to enhance creative vision of followers and also motivate sub ordinates for collaborative work to achieve creative results.

Reiter, Palmon & Illies (2004) described employee's creativity as the result of encouragement from top management. They concluded that without motivation and encouragement from authoritative people in organization, it is impossible achieve creative results and to enhance innovative behavior in sub ordinates. Similarly Simmons (2011) addressed that creative performance level can be enhanced by encouraging creative routines.

According to Edwards,

The presence of diverse and dissimilar mindsets in the workforce increases creativity, diversity, problem solving, and enhanced innovation.

Leadership behavior in terms of respect have been discussed as; organizational leaders must respect, value, and harness the richness of ideas, backgrounds, and perspectives of every employee and allow them to use their unique personal assets and experiences to work for the organization.

Leaders encouraging approach to develop creativity has explained as below;

Yoan and Woodmen addressed that a substantial relationship exists between employee innovation and creative ability and his leader's motivational and encouraging approach. Accordingly Scott (1994) clearly mentioned the importance and supremacy of leadership innovation encouraging behavior for establishing a creative climate in organizations. Leadership and its vital role in developing human resource creativity is prime factor in any organization long term strategic performance and growth.

Transformational leadership is about empowering the employees to think creatively and work towards ideas they believe can improve their efficiency at work. In instances when the transformational leadership style is positively related to employee empowerment, leaders develop an environment for the employees to be self-sufficient enough to work independently when empowered in order to bring a positive change. A transformational leader will work towards creating a fearless environment at office for the employees to not be fearful of thinking out of the box and if the change is beneficial then it should not only be accepted but appreciated by everyone. (Chen, 2002). Other than these leaderships styles people argue that they do not solely contribute towards bringing out the creativity from among the employees and other factors also play their part which comprise for instance the situation in which the employees work which has to be a friendly environment where people do not hesitate to find a gap in performance and seek to fill it without the fear of failure. An environment where innovative ideas are

encouraged and/or may be rewarded hence people will be more motivated to work towards it. Similarly, the act of brainstorming also encourages employees to come up with creative ideas and identify untapped aspects or niches not discussed before hence environments like these encourage the employees to be more creative and then more productive eventually. (Sirkwoo, 2015)

Sometimes working towards common goals encourages the employees to identify different approaches through which they can get the tasks done and that too which ones are being more effective and efficient ways.

Another factor can be of the extrinsic and intrinsic benefits associated with the achievement of targets and for the targets to be achieved one has to walk an extra mile to complete the challenge which in most cases involve being creative.

Creativity has now become more of a need in today's constantly increasing competition in the world. Competition is what makes this world a better place as it not only helps to keep the prices low but also enable the company's to work harder in order to beat the competition or stay ahead of the game. The world has become a global village and now that people are becoming more and more heterogeneous nowadays with their distinct needs hence the ideas of creativity can flow from different perspectives but it will be highly unlikely that an idea of creativity could be generalized over a large population (Vishal Gupta S. S., 2012).

## 1.3 With Respect To Pakistan

The relationship between leadership and employee performance and creativity at work has been one of the broadly investigated concepts in the field of management in connection to distinctive professions, however in Pakistan not many studies have investigated this notion. There have been a few studies but they have shown various entities that are a cause of employee dissatisfaction. As Pakistan is an under developed country and has a lot of crisis so job satisfaction and employee creativity is seen very little with the people of Pakistan which is due to various reasons social, economic, political etc. As Pakistan faces political instability and other problems hence it is a common practice amongst employees to switch jobs etc. Some companies and organizations try to take measures to facilitate the employees to boost their confidence and upraise them in any means necessary to bring out their creative side, but they become restricted to a certain limit because of the rising economic crisis in the country.

This study will serve an important resource for the Pakistani national organizations most of which are currently facing crisis and need innovation and creativity to beat the foreign competition and be capable enough to compete in the international market. The article will be helpful of organizations to have a better understanding of how to achieve creativity within an organization through trans formational leadership.

## 1.4 Research Questions

Q1.What is the effect of transformational leadership on employee creativity?

Q2.What is the effect of transformational leadership on intrinsic motivation?

Q3.What is the impact of intrinsic motivation on employee creativity?

Q4.How intrinsic motivation is playing mediating role between transformational leadership and employee creativity?

Q5.How employee relational identification is playing moderating role between transformational leadership and intrinsic motivation?

Q6.How employee empowerment is playing a moderating role between intrinsic motivation and employee creativity?

## 1.5 Significance of the Study

The fundamental benefit of this research is to determine the impact of transformational style of leadership towards employee creativity and what factors contribute towards strengthen this impact and the research will help determine the right mix of attributes of transformational leadership in bringing about a positive change and boosting employee creativity.

The diversity and multi dimensions of this topic makes it worthy to research. As organizational performance is directly associated with the creativity, innovation, diversity, strategic planning and specifically leadership mindset. A lot of work has already been done to support the idea of creative mindset and its application in organizational set up. The fast paced changing environment of organizational competitiveness requires new models and make previously applied models inadequate to get the desired results. In many sectors, the daily work processes are changing very fast and it requires new models to work on. This research will be applicable accordingly.

The research is significantly important for Pakistan as it will help the national organizations to better understand about the reasons for lagging behind and its causality, and what factors are playing a major part in this causality and how they can actually overcome them in order to be/remain competitive and outrun the competition from international companies.

## 1.6 Research Purpose

The purpose of this research is to measure the impact of relationships leading towards employee creativity. The first relationship of transformational leadership leading towards intrinsic motivation with employee relational identification playing the moderating role, and then the later connecting relationship from within this, intrinsic motivation leading to employee creativity with employee empowerment playing the moderating role. The purpose is to determine how strong this relationship is and whether it is positive or negative. The sole purpose of this research is to validate this argument.

## 1.7 Research Objectives

The Research objectives are as follows:

1. To determine if there is a positive relationship between transformational leadership and employee creativity when intrinsic motivation plays a mediating role.

2. To determine if there is a positive relationship between transformational leadership and intrinsic motivation when employee relational identification plays a moderating role.

3. To determine there is a positive relationship between intrinsic motivation and employee creativity when employee empowerment plays a moderating role.

4. Transformational leadership is positively related to employee creativity, and intrinsic motivation.

## 1.8 Research Structure

Chapter I which is the introduction, incorporates headings like overview, background, research with respect to Pakistan, research questions, significance of study, research purpose, research objectives, research structure and research summary, all of which has been discussed in detail.

Chapter II comprises of literature reviews which incorporates previously available literature regarding the variables that are currently being studied in this research which are employee creativity, transformational leadership, employee empowerment, intrinsic motivation, and employee relational identification.

Chapter III which is a detailed representation of research framework and hypothesis development, incorporate the research model, description of the variables and all the proposed hypothesis.

Chapter IV highlights the methodologies adopted in this research, which incorporates the research type, data type and research period, population and planned sample, choice of sampling technique, sampling frame, instrument description, techniques, and description of demographics and lastly variable measurements.

Chapter V contains data analysis and results: which involves descriptive statistics, and all the statistical analysis that have been performed on the data collected such as reliability analysis, correlation analysis, regression analysis.

Chapter VI contains the conclusion of the research and the sum up of the results, future research strategies that can be adopted to make the research better and productive, the managerial implications of the research, the limitations encountered in the research, recommendation for improvements that can de adopted, acknowledgements.

## 1.9 Research Summary

The research is about the creation of employee creativity through a mix of transformational leadership, and intrinsic motivation playing a role as a mediating party in their relationship, along with the moderating role of employee relational identification in between the relationship of transformational leadership and intrinsic motivation, then the sequential moderating role of employee empowerment in between the relationship of intrinsic motivation and employee creativity, and this research aims to prove the existence of such relationships, which have been mentioned above through the help of various statistical analysis i.e. reliability analysis, correlation analysis, regression analysis performed on the secondary data collected from the questionnaires, by the use of a statistical software i.e. SPSS, this research also incorporates the findings, results and reports the conclusion of these finding to come out to be positive between the variables.

## 2 Literature Review

The literature review is a representation or the presentation of previously available literature by researchers. The main aim of this research is to present a deep understanding of the leadership and employee creativity. The factors or entities that are a causality of creativity in the employees and are the motivators that fuel the employees to perform the best they can and produce the maximum output and do their best effort. There have been studies in the past that have shown that management system tools, leadership styles, intrinsic and extrinsic motivators that are a cause of influence to the employee creativity.

## 2.1 Employee Creativity

Employee creativity refers to the creativity of the employees to perform their tasks in a more creative way than the usual which can happen to be more efficient and effective. This involves several aspects comprising out of the box thinking, and activities such as brainstorming and group thinking. Employee creativity is an integral part of an organization's growth in order to remain competitive and outrun the competition. For every organization the customers come first, the employees come second to the customers and the shareholders come third. Companies invest on employees so that they can perform well especially think creatively. (Zhou, 2003)

The article is written by Lars Tummers and Peter Kruyen. The article states that creativity is something which is developed by people under certain situations which keeps the organization up with the pace this world is changing with. Creativity is basically building upon an innovative idea which has never been brought up before. It is something which is not a part of the routine and involves thinking out of the box. Creativity contributes towards achieving success in both the public and private sectors. In the private sector organizations creativity helps them to remain in the competition and it helps developing unique selling points for the companies which makes them distinctive from the rest of the competition out there in the market and this thus increases brand awareness and uniqueness. Even in the public sector organizations, creativity works in its own way by enabling the public sector employees to develop new ways for effectively dealing with public queries and services and at the same time dealing with the growing pressure from the media industry nowadays. In this research 16 studies were used for the literatures which were specifically experimental. These researches contained records for the buzz keywords comprising creativity, leadership and using experiments for data analysis. (Beheshtifar & Zare, 2013)

Something unique discussed in this article not being found in any of the previous literatures than this comprise the four different types of creativity which it discuss in detail starting with the creativity in the thinking style, the specific task knowledge and the motivation it implies. These are all components of a puzzle and one is actually incomplete without the other for the creativity to be formed. The article further discusses that the creativity may not be regularly implied but whenever it comes forward, it does comes with unique outcomes.

Four dimensions of creativity have been discussed in the article: which comprise responsive creativity, expected, contributory and proactive creativity. Responsive creativity is when the employees are extrinsically motivated to work towards the organizational goals and that too in a creative way. The only difference is that the employees do not themselves have to explore the problems that need to be creatively resolved but the problems have been given to them by the organization instead. The extrinsic motivation can take several different forms e.g. increase in pay, designation or a bonus etc. The employees through these extrinsic benefits thus work towards solving the problems in a creative manner with enthusiasm and motivation. (Goldstein, 2010)

Then there is expected creativity which involves the problem not being identified by the employers and the employees themselves identify the problem and work towards it. In this manner the route to solving the problem is thus also not discovered or else the problem and already been resolved hence the solution becomes a creative idea (Getzels and Csikszentmihalyi, 1976)

In this regard, given an example that the employees themselves came up with an instrument for the measurement of their performance at the end of the day so that the manager can exactly know how much effort the employers had out in and have contributed towards the organization's goals at the end of each day. Then comes the contributory creativity which involves the employees motivated to come up with creative solutions to problems already being identified by the organization just like in responsive type of creativity and the only difference here being that the employees are intrinsically motivated rather extrinsically motivated to come up with creative ideas.

The reasons being comprise the employees want to passionately progress in their field with regard to self-improvement. (Afshari, 2011)

Proactive creativity is another form of creativity which involves the employees identifying solutions to problems which have not been identified by the organizations and the motivation for employees is also intrinsic as they want to make the task they are assigned to become easier for them to carry out easily for example workers come up with processes to do that their jobs more quickly and easily than before but obviously for this purpose they need more wide-range curiosity and autonomy as well as a high level of task engagement and passion for their job. (Sirkwoo, 2015)

This empirical study is about the relationship between employee creativity and innovativeness coupled with authentic leadership. A survey was conducted solely for research purpose in Turkey Marmara region upon the organizations in different sectors e.g. food, clothing, and equipment. The data was gathered either through face to face interviews or questionnaires distributed via email.

Through the survey authentic leadership was measured using a sixteen item scale including four dimensions namely internalized moral perspective, relational transparency and balanced processing creativity. Creativity was measured by thirteen items adopted from Zhou and George (2001). Innovativeness was measured by nine items (process and administrative, product) adopted from Jimenez and Valle (2011)

The article talks about authentic leadership and its urgent need in organizations because the dynamically changing new and turbulent environment. Authentic leadership thus is now considered to be an emerging pillar of leadership since the last decade. Authentic leaders help the employees find a meaningful connection at work.

The effect of supervision and effective leadership has attracted substantial research upon its link with creativity and how it breeds creativity among the employees and to what extent. (Rego et. al, 2012).

George & Brief, 1996 have theorized that performance, productivity and creativity is influenced by employees' ability to use emotions to facilitate performance, one of the four defining dimensions of emotional intelligence (EI). Employees could use both positive and negative emotions to their advantage to improve performance. For example, positive emotions, such as excitement or enthusiasm, could stimulate employees to provide better customer service, complete their work assignments, or contribute to the organization. Conversely, negative emotions, such as anxiety, could facilitate employees' ability to focus on their work tasks. Employees with high emotional intelligence should be more adept at regulating their own emotions and managing others' emotions to foster more positive interactions, which could lead to more organizational citizenship behaviors that contribute to performance and high levels of creativity (Mossholder,Bedian, & Armenakis, 1981;Wong & Law, 2002).

The role of creativity and innovation is very vital and it brings prosperity to the economy of the country the organization is operating in because creativity leads organizations to success as it brings about unique outcomes and takes organizations towards success by keeping ahead of their competition. (Büşra Müceldili, 2013)

The research states that there exist thirteen innovative behaviors in the world. Although innovative behavior is a must in some firms relying heavily on technology, it has received very little attention from the research field. Leaders are able to boost innovative behavior among their employees through both their actions aiming to bring out their idea generation and its practical implementation as well as through their general every day behavior. The journal article focuses on leadership, employee behavior, innovation, ideas generation and knowledge organizations. (Beaman, 2010)

An emphasis should be put on the innovative behavior of the employees and the role of leaders in enhancing such behavior. Previous researches have proved that an employee's creativeness and innovativeness is greatly dependent upon their interaction with their colleagues at the workplace and then comes the moderating role of leader's influence over the employees' wok behavior at office. (Yukl, 2002).

To bring about innovativeness among the employees employers should engage them in behaviors to explore new and untapped opportunities without the fear of failure, they should be able to identify the gaps in performance or be able to come up with solutions to problems. Opportunities arise and creativity takes up position when the predetermined things do not fit in the existing patterns any longer. For example unfilled needs of the customers and existing problems in working methods or the indications of changing trends. The article gathered data through 12 participants through a purposive sampling. (Jeroen P.J. de Jong, 2007).

Creativity is developed through a combination of specific variables comprising task specific knowledge, motivation, and a creative thinking style, which may be used collectively or in a set of two or more, and in some cases even one variable may trigger the creativity. Hence it can be said that creativity is not a singular entity but rather can take various different forms of which some are mentioned earlier. There are four different types of creativity, comprising responsive creativity, expected creativity, contributory creativity, and proactive creativity. Responsive creativity can be achieved intrinsically and/or extrinsically; intrinsic creativity is developed from within, hence the employee believes they have the right set of resources and capabilities to do particular tasks in a different way than usual. Then the extrinsically developed creativity can be achieved through a set of different attributes e.g. through pay, monetary and nonmonetary benefits. Both the intrinsic and extrinsic approaches to creativity will have different outcomes. But creativity will be a common element of result. Examples of responsive creativity include arrangement of focus groups, employees from different departments brought together to solve specific problems by bringing along their own set of expertise and having different technical backgrounds to brainstorm and find solutions to problems in a more effective and efficient way, probably a likely creative approach than the usual.

Expected creativity refers to bringing solutions to problems to the problems which are not already discovered by the managers but discovered by the employees and their solution is yet to be found. The problem is identified but the arrangement of objects to solve the problem is not in order and the driver for their arrangement is external i.e. for the employees to solve as they are considered to be closer to the action. Total quality management and quality circles are some examples of expected creativity.

Contributory creativity refers to employees finding solutions to problems which are already identified by the managers in an expectedly creative way. The managers are able to identify the problem in this scenario because the employees are not directly involved in the problem and hence

the managers in this case are better able to understand the issue at hand. Examples of contributory creativity include contribution by non-project employee in an organization.

Proactive creativity refers to finding solution to problems which are not identified by the managers, but are by the employees who are extrinsically motivated but rewards provided by the company comprising pay, promotions, bonuses, and other monetary and non-monetary rewards for the employees motivating to work harder and that too in a more creative way. (Sirkwoo, 2015).

Numerous Researchers have thought about intrinsic motivation as an imperative and important element in creativity (Amabile, 1990; Barron and Harrington, 1981). Simon (1967) recommended that the fundamental function of motivation was to control attention. Without a doubt, a significant part of the present research about motivation in industry rotates around attentional self-control (Kanfer, 1990). In addition, numerous researchers have proposed that objectives influence motivation through their impact on self-administrative systems (Kanfer and Ackerman, 1989).

**2.2 Transformational Leadership**

Transformational Leadership is among the different styles of leadership which is related to bringing about the needed change for improvement into anything. A transformational leader is someone who not only identifies a gap or an opportunity but also brings fills that gap by bringing about the needed change by working with the subordinates and giving them a vision to work towards. A transformational leader needs to be inspirational for team to believe in him/her and follow. (Pielstick, 1998).

Transformational leadership is also recognized as a participative leadership-style which depends on the existence of mutual trust and commitment. Transformational leaders can make their followers or subordinates perform past self-desire, because of the way that transformational leaders concentrate on the present needs and also on future needs of their followers or subordinates' internal drivers. Transformational leadership appears to incorporate several elements of charismatic leadership and the dimensions of transformational leadership that are distinguished are recognized as: idealized impact, inspirational motivation, intellectual uplifting and stimulation and individualized attention towards the followers or subordinates.

Discussed in the article is the relationship between transformational leadership and employee creativity with employee relational identification playing its part as mediator; The article suggests transformational leadership cannot bring about employee creativity unless the employee can somehow relate themselves with the leaders which can be in any possible form, be it the employee getting inspiration from the employer, the employee attaching personal goals with the organizational goals upon the leader's directions or believing in the leader's vision. Summing it up the leader has to boost employee creativity by taking the team along and bringing them on the same page. This also takes into account the capability of the leader to perform as the leader will first have a belief on self and clarity on the vision to head to team towards, as only then the leader can show that path to the team. (Rujie Qu a, 2015).

Susanne Braun et.al (2013) deliberate the differentiation between individual and team levels of analysis, leadership research based on well-grounded theory referring to multiple levels is scarce. They explain and analyzing the relations between transformational leadership, trust in supervisor and team, job satisfaction, and team performance via multilevel analysis. They show that the Transformational leadership was positively related to followers' job satisfaction at individual as well as team levels of analysis and to objective team performance. The relation between individual perceptions of supervisors' transformational leadership and job satisfaction was mediated by trust in the supervisor as well as trust in the team. Yet, trust in the team did not mediate the relationship between team perceptions of supervisors' transformational leadership and team performance. Implications for theory and research of leadership at multiple levels as well as for practice are discussed.

Five leadership styles are discussed in the article and their impact on employee creativity. The leadership styles are transactional, transformational, empowering and authentic leadership. Transformational leadership is a style of leadership in which the leader aligns goals of employees with the organizations' needs. The leader in this way develops intrinsic motivation among the employees and it also inculcates self confidence among the employees to perform well because they actually see their own personal goals being met now. A leader with high transformational leadership quality is a visionary for the employees and gives them a sense of direction by leading the way and being the first to set an example for the employees as to how they need to work efficiently and effectively. In this manner the leader also inspires the team and at the same time develops intellectual stimulation among the employees to be innovative and creative. Transformational leaders enable the employees to feel important within the company by putting individual level attention towards them and also through mentorship.

Then there is another style of leadership which is transactional leadership. It basically involves an emphasis on exchange of resources. Transactional leadership style has three set of dimensions. One being the contingent leadership which involves setting goals for the employees and then rewarding accordingly as per who meets the goals. The second dimension is management by exception-active which involves determining the work behavior of employees to analyze when they can make errors so as to pre-decide how to deal with the possible upcoming serious problems or to avoid them. Then the third dimension management by exception-passive is about dealing with the serious problems after they have occurred through the employees.

Another leadership style is empowering leadership which involves empowering the employees so as to make them feel important and an integral part of the organization. This also involves participative leadership in which the employees delegate authority to their subordinates and this also creates a concern for the needs of subordinates. This style of leadership also involves the importance of delegation and coaching in situational leadership.

An instrument was developed by Ahearne et al. (2005, cf. Arnold et al., 2000) in the context of empowering leadership style to measure it having four dimensions: 1. The participatory decision making (involving the employees in the important decision making process) develops a sense of self-actualization among the employees as they feel valued for the organization and this increases their intrinsic level of motivation. 2. The increase in meaningfulness of work is done by the relation with the goals of the organization. 3. The realization shown to employees for their high performance within the organization really boosts the moral of the employees. 4. Then comes providing autonomy to the employees.

Lastly, the fourth style of leadership is the distinction between pseudo and actual transformational leadership. Some leaders pretend to be transformational but don't actually bring about the transformation which can be because if several reasons as them being change resistant or unawareness and such leaders are referred as Pseudo but the actual transformational leaders really bring about the change they vision for and make the employees see too. (Kruyen, November 16th-18th, 2014).

The article talks about relationship between the various types of leadership styles comprising the transformational leadership, the transactional leadership, and empowering the employees, bringing employee creativity.

Liping Gao, et.al (2011) presented the view that the worker's trust in their leader communicated with empowering leader practices in advancing workers voice. Utilizing information gathered from 314 workers in the media transmission industry in China, they found that the connection between leader trust and workers voice turned out to be more positive while empowering leadership was higher instead of lower. They discovered this directing impact of empowering leadership in the connection between leader trust and worker voice for three distinct sorts of empowering leader practices, in particular, participative decision making, educating, and training.

The teams or work groups which increment the performance as each representative become more acquainted with each other and enhances connection on the working and floor which makes the environment more friendly as team works dependably increment the efficiency (Dick , R. v., and Kerschreiter, R.2007). Trust amongst colleagues and managers is a source of increment in the level of trust which in result will build the level of satisfaction amongst the employees (Organ d.w 1994).

Leadership also plays an essential role when it comes to motivation of the employees. The affective the leader the better the results or the outcome can be expected. In this study the author has not only presented the view that affective leadership has a positive impact and on the employees performance but also highlighted leadership as a means to job satisfaction. As an employee shares a good environment with his managers or higher ups there is an assurance of a healthy and productive work or job performance. Leadership is considered as one of the important types of motivators when it comes to employee performance and job satisfaction. Martin (1995).

**2.3 Employee Empowerment**

Employee empowerment refers to decentralizing, i.e. empowering the employee to take decisions on their own. This has several benefits associated as the employees will now feel motivated that they are being valued and have a say in decision making. This enables the employees to work more effectively and efficiently towards organizational goals. Employees sometimes are in a better position to take decisions than their senior management because they are more closer to the action and are better able to understand the situation at had in operations. (Doughty, 2004)

This article discuss the relation between a set of behaviors of a traditional leader and empowered leadership work environments, how they relate and does there any relationship exists between the two or not and if it does then is it helpful. The research says that the traditional form leadership style does not go well with empowered work environments because a traditional leader is more autonomous in nature while an empowered work environment

requires a leader to be distributing authority along their subordinates and delegating authority among them so as to be able to focus on those issues which are more serious in nature and there more attention, but an autocratic leader will be willing to delegate any task to the subordinates which can be because of several reasons as e.g. the employer may not trust the subordinates with certain responsibilities and/or may want to hold the power in their own hands and at the same time keep the subordinates with as lesser and lesser information as possible. The data was collected from 52 interviews with scientists of five items which represent meta-categories of behavior having high potential of promoting creativity among the employees a set of variables contextually were identified which moderate the impact of leadership on the creativity of employees. A list of final 52 items were finally generated which portrayed a high potential promoting the creativity among the employees which can also moderate the impact of leadership among employee creativity. The study is first of its type and it identifies leader behaviors which can enhance creativity of research and development professionals. (Vishal Gupta S. S., 2010).

Lam, Chen and Schaubroeck (2002) Coworker relationship this term broadly refers to the relationship the employees have with one another or the relationship all the associates, colleagues or fellow workers have with one another. The environment provided to the employees has an influence on their performance, the environment matters a lot if the environment is calm and nice which results into a relaxed and peaceful and healthy environment which is beneficial for both the employees and the firm as well which results in to excellence in performance by the employees hence becoming a source of empowerment. Through research it has been shown that the quality relationship between the managers and the employees have a huge influence on the job performance and is also an essential element for the employee empowerment.

There are many advantages of empowerment applications to the employees as well as for the organization. On the account of empowerment, employees feel as though they owned their own job, their trust to their organization, self-improvement and job satisfaction rises. Also, their inspiration, imagination, creativity, organizational loyalty and willingness to assume control over some work also rises. Employment diminishes work stress and increases hope and positive thinking (Akın, 2010).

Elements that are fundamental for an effective employee empowerment can be clarified as (Çavuş and Akgemci,2008):
• Accepting employee empowerment as a theory instead of a system,
• Being open and practical while assessing,
• Being imperative of comprehension and learning,
• The need of desires' being practical,
• Failure's being an open door for learning,
• Requiring tolerance of employee empowerment process,

Transformational leadership is about empowering the employees to think creatively and work towards ideas they believe can improve their efficiency at work. In instances when the transformational leadership style is positively related to employee empowerment, leaders develop an environment for the employees to be self-sufficient enough to work independently when empowered in order to bring a positive change. A transformational leader will work towards creating a fearless environment at office for the employees to not be fearful of thinking out of the box and if the change is

beneficial then it should not only be accepted but appreciated by everyone. (Chen, 2002)

Morelan R.I (2001) talked about the importance of the element of socialization as it has a great value which in an organization is an important part of its culture, values in order to insure a working environment that not only proves to be beneficial for the employees but also become a source of empowerment for them and for the whole company. The author also highlights the importance of attitudes both inside and outside the company and its positive effect on the employee performance and employee empowerment.

Zhang X (2007) talked about employee creativity and employee empowerment with the mediating roles of creative process engagement and intrinsic motivation. Results demonstrated that leaders' support of innovativeness and creativity connected with psychological empowerment motivates employees to take part in creative processes. In addition, employees' proactive characteristics fortified the positive impact of creative process engagement and intrinsic motivation on innovativeness and creativity.

## 2.4 Intrinsic Motivation

Intrinsic motivation is the inner self of a person motivated to work towards something. For intrinsic motivation to be triggered, it is dependent on intrinsic motivational cues for example when on job, an employee can be intrinsically motivated by the interesting nature of job, the prestige associated with the work they do, having a sense of physiological, esteem, social and self-actualization /recognition needs. There are two types of motivation. One is the intrinsic motivation which comprises internal motivational factors mentioned previously. The second type of motivation is extrinsic motivation which comprises factors from the external environment which trigger the motivation of a person. With regard to this article, intrinsic motivation is being considered to be an integral part of transformational leadership as the employee empowerment and employee relational identification both are a part of internal motivational factors. An employee hence empowered will only feel it when they can actually realize that they are capable enough to operate in their own capacity. As for the employee relational identification, an employee can only feel motivated to perform with the same vision as their leader if they can relate themselves with their leader. (Deci, 2000)

The idea of intrinsic motivation was initially found in results of test studies by White (1959) where he found that creatures, referring to animals; participate in exploratory, fun loving and interest driven practices even without reinforcement or reward. Consequently, intrinsic motivation mirrors the inborn inclination to search out curiosity and challenges, to degree and exercise one's abilities, to investigate, and to learn (Ryan and Deci, 2000-b). Intrinsic motivation is from inside the individual or from the movement itself and the motivation is not drive-based or a component of outside control (Deci and Ryan, 1985). A man will deal with a task in light of the fact that, for instance, he or she thinks that it's agreeable, not on the grounds that he or she will be rewarded or punished. Thus, the perfect motivating force is in the work content itself, which must be fulfilling and satisfying for the representatives (Osterloh and Frey, 2000).

Theories and empirical studies have helped to uncover that intrinsic work motivation is principally identified with undertaking qualities, for example, work self-sufficiency, skill variety, task identity, task importance, and input from the employment (Houkes, Janssen, Jonge and Nijhuis, 2001).

Here, the connection can be made with the higher level needs of Maslow (1943).

Osterloh and Frey (2000) express, that under particular conditions, intrinsic motivation is better than different types of motivation in conditions significant for the organization. Intrinsic motivation is likewise also referred to personality thought processes or ego motives (Reiss, 2004).

Intrinsic motivation is inside driven – it arouses from inside the individual or from the work itself – and along these lines, certain assignment attributes are critical as in representatives must see the work content as being acceptable and satisfying.

The research study involved conducting a focus group interview for which employees from different management levels were selected comprising ten from the middle management level, two from the upper management level, and two members from the continuous improvement department and heard opinions of each the sub groups from the levels. These groups play their part in forming an organizational climate within which the entire organization works. The survey questionnaire was circulated among 182 respondents along with the additional focus group interview. As according to the article the success in 21st century can be possible by achieving the state of continuous improvement through innovation and creativity. For the manufacturing concern companies struggle to lower their productions costs in order to remain competitive or else rely heavily on marketing which can only be done through the right mix of strategies triggered with innovation and creativity to beat the competition so adaptability and flexibility can be maintained. Here the leadership role in handling the team successfully and stimulating creativity among them through serval means comprising extrinsic and intrinsic employee motivation. (Vishal Gupta S. S., 2012).

Pugno & Depedri (2009) Reported that job performance is initiate to be positively related to job satisfaction. They also pointed out that the key elements that are of great importance are the intrinsic motivations and also self-esteem which help in explaining both job satisfaction as well as job performance. And suggest that the employers can find other means like friendly actions, other than only going for incentives to control or enhance performance of the employees. M.D. Pushpakumani (2008) Work showed that if the employee or worker is satisfied and happy he will be a productive worker. A satisfied workforce will lead to a friendly and healthy atmosphere in the organization which will help them perform at their best. This study also highlights the influences of entities like age, sex and experience of the employees on the level of job satisfaction and also evaluates that which rewards may they be intrinsic or may they be extrinsic determine the employees job satisfaction. Ryan & Deci (2000) they presented the view point that employees who are motivated more are self-driven with contrast to the employees who are less motivated hence the variation in performance comes to measure in these scenario's also. Employee performance is also termed as job performance it is what he or she contributes to the company and on which scale it also refers to the means of measure of work done by the employee which can be either good or bad, poor or worse, high or low. Job performance can be influenced by the individual's ability to use emotions and perform. Many employees use their emotions either positive or negative to gain advantage in order to improve performance. They also talked about the high role of performance and its influence on the work performed by the employees.

Bruce & Trence (1997) Job satisfaction in terms of power can be seen in two dimensions horizontally as well as vertically in this case you give the employees the opportunity to participate and give suggestions that not only is a means of motivation but also gives the employees the feeling of being a part of the organization or company. This gives them a sense of motivation and ensures them the authority to make decisions. This study works around both the vertical effects and the horizontal effects on the performance of the employees which can be highlighted through their output, productivity as well as the existence of satisfaction in them. The results forecasted through this study presented that power has a significant role or it can be said that it has a noticeable effect on employee satisfaction. Heilman & Block (1992) conjugated the view that the means to measure job satisfaction is through three items 1. Like to work in a company 2. Like the job 3. Satisfied with the job, responses were taken by the employees on these items. In order to measure job satisfaction. To insure what are the basic means that allows the employees to work and perform better basically the motivators present.

According to Ahearne, Mathieu, and Rapp's (2005) conceptualization, for the creativity and innovation to work at the right place and time there needs to be a suitable environment for it too. The employee should work with passion and enthusiasm towards the organizational goals as it the goals are their own. The employee should come up with creative and innovative ideas and work towards them rather than the fear of failure and rejection from the management and should also have this believe that they will be rewarded accordingly and will get recognition for the effort they put in. only then they will be able to think creatively along with the support from the empowering, proactive leadership. (Amabile, 1988; Amabile et al., 2004). The leaders should be empowering enough to enable the employees to take certain decisions they are deemed to be capable enough to take on their own and hence they take come up with new ideas to resolve the issues pertaining to them as they are more closer to the action and know the issue better than their senior management hence they may be able to perceive the issue from a different perspective.. Delegation of tasks would be more beneficial for the management itself as they will now be able to concentrate on the issues which are more serious in nature and require more attention.(Amabile et al., 1996). There should also be brainstorming and sharing of knowledge among teams from different departments as to streamline the flow of ideas as two are better than one and employees from different backgrounds will be able to see issues from different perspectives. (Ahearne et at., 2005; Arnold, Arad, Rhoades, & Drasgow, 2000; Kirkman & Rosen, 1997, 1999). (Bartol, 2010).

Osterhloh and Frey (2000), express that it is more troublesome for leaders to change the intrinsic motivation of their employees than the extrinsic motivation. This can be clarified by the way that intrinsic motivation will happen just for activities that hold intrinsic importance and interest for an individual – those that have the interest of challenge, value or reward full incentive for that individual (Ryan and Deci, 2000-a). However, there are numerous potential outcomes to grow the intrinsic drive of an individual. For instance, this can be accomplished by: positive performance criticism and feedback (Harackiewicz, 1979), decision and the free will for self-direction.

Employees should really feel they are being valued by the organization for their efforts and the benefits the organization has for them and they are being rewarded accordingly, only then the employees will be high on intrinsic motivation so that they can pursue their goals with passion.

Once the employees are intrinsically motivated then he management can come up with strategies to align the personal goals of the employees with the organizational goals and give them a sense of direction by leading them the way.

The leadership role plays a moderating role between creativity of the employee towards achieving organizational goals as there are a lot of other factors that also need to be taken account before an organization is able to progress through an employees work.

The survey was an instrument used to collect information from professionals work in the field of software engineering in the United States of America. The whole survey questionnaires were then translated from English to Chinese and then evaluated by bilingual individuals to ensure that they are error free.

The study focuses on how the transparent behaviors of leaders stimulate creativity among the employees and make them work towards the organizational goals. The employees are then able to predict how they are required to perform and what is being expected from them in order to work better but along with this the employers should have a well-connected communication with the employees so as to remove any misconceptions and ensure the employees are on the right track. (Han Yi, 2016).

## 2.5 Employee Relational Identification

For the employee to follow their manager's or leaders, they should be able to somehow relate themselves with them so that the can put themselves in their shoes and be inspired hence follow them as a role model. Employees can only perform better and a team if they can relate themselves to their leaders having a vision to work towards a common goal. (Wlumbwa & Hardnell, 2011)

Transformational leadership is the one which not only sparks the idea of change but actually makes it possible to bring about a change in an organization. Leadership is all about leading a group of people towards a specific direction. A leader can only be successful if their employees follow the direction they are shown by their leader. Sometimes employees follow their leaders because they can relate to them in a way for a reason be it intrinsic motivation, drive for success etc. sometimes employees are forcefully led to follow their employers due to the fear of negative consequences which is not as effective as the employees themselves do not have the drive to follow their leaders be it whatever the cause in order to work towards a common goal by working together as a team and not only for the organizational goal but believe to be to associated with a personal goal. (Bass, 1985; Jung et al., 2003).

The employees can see their leaders as a role model. Work environment should be favorable enough for the employees to learn from their leaders and follow a clear direction and instructions. (Dierdorff, 2007) Their learning should never stop and that they can learn from their leader in order to work more efficiently and effectively so as to not only be more successful but also add value towards the company goals. In such favorable environment, the employees will only learn from their leader but also learn from other colleagues as well and this would inculcate team building attribute among the employees, hence they will work collectively, towards achieving the company goals.

Lam, Chen and Schaubroeck (2002) highlighted that when discussing employee relationships in an organizational

environment it can broadly described as the relationship the employees have with one another or the relationship all the associates, colleagues or fellow workers have with one another and their superiors. The environment provided to the employees has an influence on their performance, the environment matters a lot if the environment is calm and nice which results into a relaxed and peaceful and healthy environment which is beneficial for both the employees and the firm as well which results in to excellence in performance by the employees hence becoming a source of empowerment. Through research it has been shown that the quality relationship between the managers and the employees have a huge influence on the job performance of the employee.

Liping Gao, et.al (2011) presented the view that the worker's trust in their leader communicated with empowering leader practices in advancing workers voice. Utilizing information gathered from 314 workers in the media transmission industry in China, they found that the connection between leader trust and workers voice turned out to be more positive while empowering leadership was higher instead of lower. They discovered this directing impact of empowering leadership in the connection between leader trust and worker voice for three distinct sorts of empowering leader practices, in particular, participative decision making, educating, and training.

When talking about team work the first word that pops up in to our minds is work groups through studies it has been seen that work groups have always been a source that causes increase in performance as all the employee working in the organization get to know each other and develop a bond or connection which results in improvement of relations on the working level and personal level which makes the environment more friendly as team works always increase the efficiency and the effectiveness (Dick , R. v., & Kerschreiter, R.2007). When trust is found amongst coworkers and managers then this level of trust becomes the route cause, that eventually leads to the increase in level of satisfaction and in result the organization benefits both on a internal and external level (Organ d.w 1994).

Discussed in the article is the relationship between transformational leadership and employee creativity with employee relational identification playing its part as mediator; The article suggests transformational leadership cannot bring about employee creativity unless the employee can somehow relate themselves with the leaders which can be in any possible form, be it the employee getting inspiration from the employer, the employee attaching personal goals with the organizational goals upon the leader's directions or believing in the leader's vision. Summing it up the leader has to boost employee creativity by taking the team along and bringing them on the same page. This also takes into account the capability of the leader to perform as the leader will first have a belief on self and clarity on the vision to head to team towards, as only then the leader can show that path to the team. (Rujie Qu a, 2015).

One study by (Shin, 2003) explains an employee follows the leader better if the leader uses the SMART goals model. Only if the employee believes his/her leader's goals and work towards a direction is specific rather than rambling from one point to another then the employee will be more focused towards a clear direction. Secondly, if an employee considers the leader's actions and goals to be measurable only then the employee will be more sure if he/she can become the example his/her leader is setting for the team to follow or not. Thirdly, the employee has to be a bit sure and motivated if the goals

and example the leader is setting is achievable or not which greatly, affects the performance of the employees as e.g. if they perceive the goals to be unattainable then will not at all be motivated to work towards the goals set by their leader but if they are made to believe that the goals are achievable then will work towards it with motivation. Fourthly, if the employee believes what the leader is doing or the example leader is setting is relevant to be learned or is what they can do too so as to achieve better results and performance at work place then the leader's goals should be relevant enough. Lastly and fifth, the goals set by the leaders should be timely as certain tasks have deadline beyond they no longer remain required hence the leaders should represent their goals and leadership should give the idea of importance for time.

## 3 Research Framework and Hypothesis Development
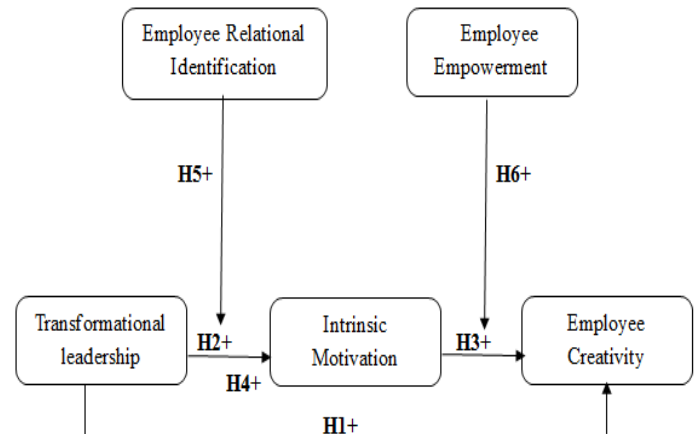### 3.1 Research Model



**Figure 3.1. Conceptual Framework.**

Employee Creativity is the dependent variable upon the independent variable of transformational leadership; Whereas intrinsic motivation plays a mediating role in the relationship between transformational leadership with employee creativity; furthermore the variable employee relational identification plays the moderating role between transformational leadership and intrinsic motivation, and employee empowerment play its part as a moderating variable upon the relationship between intrinsic motivation and employee creativity.

### 3.2 Transformational Leadership and Employee Creativity

Transformational leadership enables the leader to give their employees a direction to work towards by encouraging to work towards the goals in a different way than the usual and fostering in them the concept that the fear of failure is just another step towards achieving the goals and it's the experience from the failure which enables a person to learn. Creativity cannot be achieved unless the employee is not afraid of being failed. Its then on the part of the leader to make their employees believe that they can think and act upon creative ideas without thinking of end result as a failure. (Amabile, 1996).

Studies on leadership have uncovered positive connections amongst leadership and employees' creative conduct according to (Amabile, 1996). Bennis and Nanus (1985) recommended that employees of transformational leaders have much confidence and trust in their leaders. This trust would in the end urge them to take risks in order to achieve and fulfil the assigned tasks. Mayer et al. (1995) revealed that transformational leaders empower critical thinking and urge their employees to go out on a limb and take risks more frequently. Transformational leaders

guarantee that employees have their support for risk taking activities and they own the outcomes and the consequences of the activities of their employees. This kind of support and motivation changes the employees' state of mind and urges them to include themselves in creative and innovative works (Hartog, 2003). Transformational leaders develop new patterns for the achievement of goals and tasks, and they have desire to face increasing and more prominent difficulties, which builds up the creative capabilities of their employees (Howell and Avolio, 1993), through inspiration ,motivation and intellectual stimulation (Mumford et al., 2002; Jung et al., 2003). Inspiration among employees urges them to put more exertion into critical thinking and they include themselves energetically in creative work practices (Avolio and Bass, 1988). Cheung and Wong (2011) announced a positive connection between transformational leadership styles and employees' creativity because leadership style challenges employees and invigorates them to look for novel ways to deal with their work (Yunus and Anuar, 2012). Podsakoff et al. (1990) argued the notion that, when leaders play a supportive role with the employees in critical thinking, it encourages and urges them to become involved in novel activities. Oldham and Cummings (1996) found that employees turn out to be more involved in creative and innovative activities when they are regulated in a supportive manner or conduct. Sosik et al. (1997) found out that, compared with different types of leadership, transformational leadership was more effective at urging and encouraging employees to think out of the box and critically and to adopt exploratory thinking processes that yielded more creative ideas and outcomes. The above written literature led to the formation of the following hypothesis:

**Hypothesis 1:** Transformational leadership is positively related to employee creativity.

### 3.3 Transformational Leadership and Intrinsic Motivation

When discussing transformational leadership and intrinsic motivation, there is by all accounts a great amount of similarity; both ideas are internally centered and focus on the process or the task as a whole, not only focusing on the result. This statement is further strengthened by Barbuto (2005), who expresses that: "Intrinsic motivation also known as internal motivation incorporates the individual and his or her feelings and emotions, including trust, and self-esteem, all of which are brought to existence through the individuals internal or intrinsic influences. These qualities are like those required for transformational behaviors." (Barbuto, 2005, p. 31).

Kalar and Wright (2007) expressed the point of view that when the followers or subordinates' values and beliefs are in accordance with the goals and objectives of an organization, this is what is known as the transformational leaders' specialty, when they are required to uplift or motivate their followers or subordinates. This works towards expanding the intrinsic motivation of the subordinates, since they see the organizations prosperity as their own (Kalar and Wright, 2007).Shamir et al. (1993) express that transformational leaders inspire their subordinates by improving and uplifting their self-esteem and this adds to their performance and as well as the organizations overall performance on a large scale. The conclusion here is that transformational leadership affects intrinsic motivation on a very high level and is at a lot of points a key element in the whole process for an organization to prosper.

**Hypothesis 2:** Transformational leadership is positively related to Intrinsic Motivation.

### 3.4 Intrinsic Motivation and Employee Creativity

A great part of previously done research has declared that intrinsic motivation has a sure impact on creativity. For instance, Amabile (1983) recommended that intrinsic motivation impacts employees or subordinates creative practices and behaviors, on the grounds that it is considered to be a well indicator of employee creativity. The principle function of intrinsic motivation is to control people's attention. At the point when the employees are intrinsically motivated to participate in a given task, they have a high chance or possibility to give careful consideration and attention to the issues they go up against, and will probably go out on a limb to investigate new pathways. That is to state, that intrinsic motivation impacted and influenced the employee's creativity. Numerous Researchers have thought about intrinsic motivation as an imperative and important element in creativity (Amabile, 1990; Barron and Harrington, 1981). Simon (1967) recommended that the fundamental function of motivation was to control attention. Without a doubt, a significant part of the present research about motivation in industry rotates around attentional self-control (Kanfer, 1990). In addition, numerous researchers have proposed that objectives influence motivation through their impact on self-administrative systems (Kanfer and Ackerman, 1989). So it would not be wrong to deduce that creativity is a phenomenon that has to be triggered and one of the means that can be adopted to trigger creativity in an employee is through providing him with internal or intrinsic motivation which is a self-driven desire in him or her to perform a task or achieve a goal for his internal desire to do so.

**Hypothesis 3**: Intrinsic Motivation is positively related to Employee Creativity.

### 3.5 Mediating role of Intrinsic Motivation

Previous literature has shown that when discussing employee creativity with reference to, intrinsic and extrinsic motivation it is common to assume that they play a dominant part. In such manner many literatures identifying that with a healthy workplace and good leadership influence employee's motivation to new thoughts increase and hence enhances their creativity. Numerous studies have additionally uncovered that transformational leadership is an essential for advancement and has an important impact on employee creativity. Gumusluoglu and Ilsev gave the view point that trans formational leadership has always efficiently and effectively played its role in creativity at both the individual level and organizational level. At the individual level there is a positive connection between transformational leadership and employees' creativity. Thus this gives light to the view that when a transformational leader wants to explore or enhance the creativity of his employees he should adopt all the means necessary to arouse, an internally driven desire in the employees to achieve their goals and tasks.

**Hypothesis 4:**There is a positive relationship between Transformational leadership and Employee Creativity when Intrinsic Motivation plays a mediating role.

### 3.6 Moderating role of Employee Relational Identification

Transformational leaders can set an example for employees to follow by taking the first step towards achieving the organizational goals in a creative way. This can now take several forms; A transformational leader can uplift the moral of his employee by giving him chance to express himself as an integral part of the organization and hence in return will arouse the self-driven desire in the employee to

work more efficiently and effectively; giving him a self-generated internal motivation to accomplish the task,

An employee can become a follower only if their own ways of working correlate with the leader's ways of working and/or the employee takes the leader a role model at work. The employee may not become a follower if their own style of working is not the related in any way with the leader. The employee should also care for the ideas and cause the leader is working for only then as to adopt it as their own or at least then work in the similar way. Sometimes the employers who act as the leader of a certain group of employees make sure that the employees work in the way required by them. In this regard the employees are less positively able to work in the way required because they would then lack motivation. (Carmeli, 2007). Thus at this stage a transformational leader who the employee identifies as a role model and who is capable of arousing the internal desire a self-driven desire in the employee to achieve a task or goal is the most efficient one.

**Hypothesis 5**: There is a positive relationship between Transformational Leadership and Intrinsic Motivation when Employee Relational Identification plays a moderating role.

### 3.7 Moderating role of Employee Empowerment

Employee empowerment plays a moderating role on the relationship between employee creativity and the intrinsic motivation that arises in the employee, hence empowering him, and arousing the feeling of being a vital and integral part of an organization, as high intrinsic motivation in increased employee empowerment encourages the employees to use their own approach to get the work done in their own way and this boosts creativity as everyone has their own style of getting the job done. (Madjar, 2011).

Through employee empowerment, the employees get a degree of freedom to choose the method they deem best to complete their tasks. As they are sometimes more closer to the action hence they are better able to determine which method to choose in order to do the task in a more effective and efficient manner. Chances are more; employees with work in a creative manner when the task is more challenging coupled with empowerment because most employees have certain unique working habits and attributes from their environment which it is more immune towards learning and growth with creativity. (Cross, 2000). Thus it would not be wrong to say that employees are creative when they are given the opportunities and means to make a difference, when they are allowed to think out of the box, when they are internally motivated and see their own goals aligned with the organizations goals, hence giving them a self-driven desire to perform, and this kind of phenomenon is only achievable through adopting the right means to empower the employees.

**Hypothesis 6:** There is a positive relationship between Intrinsic Motivation and Employee Creativity when Employee Empowerment plays a moderating role.

### 4 Research Methodology
### 4.1 Type of Research

The research that is being conducted is known as fundamental research which is also known as basic or applied research. It is exploratory in nature. It is driven by information assembled from the employees and basically wishes to clarify and recognize connections between variables. Additionally the expression "applied" recommends that research is based on practical hardcore data gathering. The strategy used for doing research is quantitative in nature. This strategy was used because the quantitative part is the best solution to support the theme of the theoretical explanations the data represents.

It also enables to use a broader extent of the questions asked in the questionnaire in order to eliminate or reduce the respondent biasness.

### 4.2 Data Type and Research Period

The previous studies on employee creativity and leadership from a employees point of view generally utilized a sample size of around 200 respondents according to Rook, Fischer, 1995 and O'Guinn, Faber, 1989. In this reseach it is quite adequate that the same number of respondents was chosen. The questionnaires were distributed among various employees in Nova leather factory Lahore, Pakistan. A total number of 200 questionnaires were distributed.

### 4.3 Population and Planned Sample

Only one type of sample was drawn which was through a accessible sampling study from the population working specifically as corporate employees in the organization and hence became eligible for becoming a part of the survey. The respondents were based in Lahore, Pakistan and one more consideration that was taken into account was that the employee behavior can slightly vary from one country to another. The total population was all the employees working in the Nova leather factory. The sample size was of 200 employees out of 632 employees in the organization.

### 4.4 Choice of Sampling Techniques

Random sampling was adopted, because it was the best technique for this research as the questionnaires that were filled by the employees of the organization were not targeted to a specific department.

The sampling frame was done using one method namely:
● Printed Questionnaires

### 4.5 Instrument Description
#### Table 4.1. Instrument Description.

| Instrument | Creator | Year | No. Of Items |
|---|---|---|---|
| Transformational Leadership | Robert J. Alban-Metcalfe and Beverly Alimo-Metcalfe | 2000 | 5 |
| Employee Relational Identification | Jeroen P.J. de Jong and Deanne N. Den Hartog | 2007 | 5 |
| Employee Creativity | Jeevan Jyoti and Manisha Dev | 2015 | 5 |
| Employee Empowerment | Jeevan Jyoti and Manisha Dev | 2015 | 5 |
| Intrinsic Motivation | Sharon L. Beaman | 2010 | 5 |

The instrument is developed by taking factors from studies previously used for research purposes. This study determines the impact of these factors collectively on each other. These factors have never been used before to determine their impact collectively on each other. The response to these questions cannot be confirmed to be 100% accurate as there will always be an element of 5% error and there is also a possibility that the respondents may also not give accurate answers and lie or take a biased approach towards it. Hence these considerations should be taken into view when deriving results from the questionnaire.

The validity of the questionnaire is also an important concern as the items used in each variable represent a complete picture of the variable or not. The tests once run can give some measure of this representation as the previous studies from which these items were taken for the attributes can be based upon factors and scenarios which might have changed now. The validity of the questionnaire is very important and should be given more weightage than the rest of the aspects of an accurate instrument for research.

## 4.6 Techniques

The techniques that were used for the purpose of conducting the research were that SPSS software which was used to analyze the gathered information through running various analysis and tests i.e. Reliability test, Correlation test, Regression analysis, Variable measurement and Descriptive statistics on the variables in the study. The reliability of the data was measured with the help of the Cronbach's Alpha value which too was calculated using the SPSS software.

A 5-point Likert scale item from 'strongly disagree' to 'strongly agree' was used in the questionnaire. Cronbach's alpha reliability test was run on a sample size of 200 respondents.

This signifies that both the dependent and independent variables are closely related to each other and results obtained from the sample population are consistent with each of the variable. This also proves that the results obtained are reliable and are credible with reference to the questions asked to carry out the research.

## 4.7 Demographics

Respondents Gender, Respondents Age, Respondents Educational Background, Respondents Income, Respondents Position in the Company and Respondents Time at Position were taken as demographic variables which are analyzed through the tables below.

### Tabel 4.2. Respondent Gender.

| S.No | Gender | Frequency | Percentage |
|------|--------|-----------|------------|
| 1 | Male | 145 | 72.5% |
| 2 | Female | 55 | 27.5% |
| | Total | 200 | 100% |

Out of total 200 respondents which depicts a percentage of 100%, 55 were female which depicts a percentage of 27.5% out of 100% and 145 were male which depicts a percentage of 72.5% out of 100%.

### Table 4.3. Respondent Age.

| S.No | Age | Frequency | Percentage |
|------|-----|-----------|------------|
| 1 | 20-30 | 92 | 46% |
| 2 | 30-40 | 78 | 39% |
| 3 | 40-50 | 16 | 8% |
| 4 | 50-60 | 14 | 7% |
| 5 | 60 above | 0 | 0% |
| | Total | 200 | 100% |

Most of the respondent in the sample were in the age bracket of 20 to 30. Out of 200 respondents which depicts a percentage of 100%, 92 were in the age bracket of 20 to 30 which depicts a percentage of 39% out of 100% whereas 78 were in the age bracket of 30 to 40 which depicts a percentage of 72.5% out of 100%. 16 respondents were of the age bracket of 40 to 50 which depicts a percentage of 8% out of 100% whereas only 14 respondents were from the age bracket of 50 to 60 which depicts a percentage of 7% out of 100% and no respondents were above 60 which depicts a percentage of 0% out of 100%.

### Table 4.4. Respondent Education.

| S.No | Education | Frequency | Percentage |
|------|-----------|-----------|------------|
| 1 | Bachelors | 36 | 18% |
| 2 | Masters | 27 | 13% |
| 3 | PhD | 16 | 8% |
| 4 | M.Phil | 10 | 5% |
| 5 | Other | 111 | 56% |
| | Total | 200 | 100% |

Out of sample of 200 respondents which depicts a percentage of 100%, 36 respondents which depicts a percentage of 18% out of 100% had an educational background of bachelors, 27 respondents which depicts a percentage of 13% out of 100% were of the educational background of masters whereas 111 respondents which depicts a percentage of 56% out of 100% were of other educational backgrounds and 16 respondents which depicts a percentage of 8% out of 100% were of PhD background and 10 respondents which depicts a percentage of 5% out of 100% were of MPhil backgrounds respectively.

### Table 4.5. Respondent Income.

| S.No | Income | Frequency | Percentage |
|------|--------|-----------|------------|
| 1 | 15000-25000 | 58 | 29% |
| 2 | 25000-35000 | 30 | 15% |
| 3 | 35000-45000 | 39 | 19% |
| 4 | 45000-55000 | 40 | 20% |
| 5 | 55000 or above | 33 | 17% |
| | Total | 200 | 100% |

Out of sample of 200 respondents which depicts a percentage of 100%, 58 respondents which depicts a percentage of 29% out of 100% were of the income bracket of 15000 to 25000 whereas 30 respondents which depicts a percentage of 15% out of 100%, were of the income group of 25000 to 35000, 39 respondents which depicts a percentage of 19% out of 100%, were of the income group of 35000 to 45000, 40 respondents which depicts a percentage of 20% out of 100%, were of the income bracket of 45000 to 55000 and furthermore 33 respondents which depicts a percentage of 17% out of 100%, were of the income of 55000 and above.

### Table 4.6. Respondent Position in the Company.

| S.No | Post | Frequency | Percentage |
|------|------|-----------|------------|
| 1 | High Level Manager | 31 | 15% |
| 2 | Middle Level Manager | 41 | 21% |
| 3 | Low Level Manager | 39 | 19% |
| 4 | Employee | 46 | 23% |
| 5 | Other | 43 | 22% |
| | Total | 200 | 100% |

Out of sample of 200 respondents which depicts a percentage of 100%, 31 respondents which depicts a percentage of 15% out of 100%, held the position of high level managers, 41 respondents which depicts a percentage of 21% out of 100%, held the position of middle level managers, 39 respondents which depicts a percentage of 19% out of 100% held the position of low level managers, 46 respondents which depicts a percentage of 23% out of 100% were employees and 43 respondents which depicts a percentage of 22% out of 100% were of other positions in the organization respectively.

### Table 4.7. Respondent time at position.

| S.no | Years | Frequency | Percentage |
|------|-------|-----------|------------|
| 1 | 1 Month-1 Year | 50 | 25% |
| 2 | 1Year-3 Year | 52 | 26% |
| 3 | 3 Year-6 Year | 30 | 15% |
| 4 | 6 Year-9 Year | 32 | 16% |
| 5 | 9 Year Above | 36 | 18% |
| | Total | 200 | 100% |

Out of sample of 200 respondents which depicts a percentage of 100%, 50 respondents which depicts a percentage of 25% out of 100%,were spending time at current position (1 month to 1 year), 52 respondents which depicts a percentage of 26% out of 100%, were spending time at current position (1 year to 3 years), 30 respondents which depicts a percentage of 15% out of 100%, were spending time at current position (3 years to 6 years), 32 respondents which depicts a percentage of 16% out of 100%, were spending time at current position (6 years to 9 years), 36 respondents which depicts a percentage of 18% out of 100%, were spending time at current position (9 years or above) respectively.

## 4.8 Variable Measurement

Balck, Anderson, Babin, & Tatham, 2006 stated that

Instruments that possess loadings less than 0.4 are usually removed. Factor loadings have been represented in the Table below. According to the Factor Analysis no items were deleted from any of the variables. Overall, out of the 25 instruments all 25 items were retained in the final model as all the instruments were above 0.4.

**Table 4.8. Variable Measurement.**

| S. No | Variable Measurement | Factor Loading |
|---|---|---|
| | Transformational Leadership, Robert J. Alban-Metcalfe and Beverly Alimo-Metcalfe (2000) | |
| 1 | Transformational leadership is important for being competitive in the industry | 0.641 |
| 2 | Transformational leadership should comprise traits of decisiveness, determination and self-confidence | 0.623 |
| 3 | Transformational leadership encourages critical and strategic thinking | 0.709 |
| 4 | A transformational leader is networker, promoter ad communicator | 0.689 |
| 5 | A transformational leader classifies boundaries | 0.722 |
| | Employee Relational Identification, Jeroen P.J. de Jong and Deanne N. Den Hartog (2007) | |
| 6 | My team leader sets high standards for my work | 0.789 |
| 7 | My team leader is a role model for me | 0.681 |
| 8 | My team leader gives a path for me to follow | 0.407 |
| 9 | I feel proud to be associated with my team leader | 0.677 |
| 10 | My team leader has a sense of mission which he/she transmits to me | 0.821 |
| | Employee Empowerment, Jeevan Jyoti and Manisha Dev (2015) | |
| 11 | My team leader makes me back up my opinions with good reasoning | 0.792 |
| 12 | My team leader appreciates when I do a good job in the best way possible | 0.715 |
| 13 | We employees are viewed as partners in charting the direction of the business unit | 0.788 |
| 14 | My team leader encourages us to be a part of the important decision making processes | 0.661 |
| 15 | My team leader encourages the team to feel being an integral part of the company | 0.661 |
| | Intrinsic Motivation, Sharon L. Beaman (2010) | |
| 16 | This is the type of work I choose to do to attain a certain lifestyle | 0.536 |
| 17 | This is the type of work I choose to attain my career goals | 0.624 |
| 18 | This is the type of work I choose for the income it provides me which is satisfactory | 0.674 |
| 19 | This is the type of work I choose for the satisfaction I experience when I am successful at doing difficult tasks | 0.662 |
| 20 | This type of work provides me with security | 0.772 |
| | Employee Creativity, Jeevan Jyoti and Manisha Dev (2015) | |
| 21 | My leader suggests new ways to achieve goals | 0.755 |
| 22 | My leader exhibits creativity on the job, when given the opportunity | 0.653 |
| 23 | My leader develops adequate plans and schedules for the implementation of new ideas | 0.733 |
| 24 | My leader often has a fresh approach to his work | 0.645 |
| 25 | My leader is not afraid to take risks | 0.613 |

## 5 Data Analysis and Results

The statistical software utilized for the investigation and analysis of the data was SPSS. SPSS was used for Variable measurement, Descriptive statistics, Correlation analysis, Regression analysis of the collected data as well as to test the data for reliability and validity.

Interpretation of the data is one of the last steps of the research process and accompanying it is the reporting of the results concluded from the interpretation of the data. To interpret the data, different tables were utilized in order to aid in visual representation of the data or information.

### 5.1 Descriptive Statistics

Descriptive statistics clarified the descriptive coefficients that summarizes a given informational index, which can be either a portrayal of the whole populace or a sample of it. Descriptive statistics are separated into measures of central tendency and measures of variability, or spread.

Test Variables: Transformational Leadership, Employee Relational Identification, Employee Empowerment, Intrinsic Motivation, Employee Creativity

**Table 5.1. Descriptive Statistics.**

| Variable | N | Minimum | Maximum | Mean | S.D |
|---|---|---|---|---|---|
| Transformational Leadership | 200 | 3.00 | 5.00 | 4.00 | 0.42 |
| Employee Relational dentification | 200 | 3.20 | 5.00 | 3.94 | 0.39 |
| Employee Empowerment | 200 | 3.00 | 5.00 | 3.93 | 0.46 |
| Intrinsic Motivation | 200 | 3.00 | 5.00 | 3.92 | 0.47 |
| Employee Creativity | 200 | 3.00 | 5.00 | 3.93 | 0.44 |

The group statistics show the number of respondents in the "N" Column and then the mean scores which fluctuate from 3 to 4 whereas in this case they are 4.00 for Transformational Leadership, 3.94 for Employee Relational Identification, 3.93 for Employee Empowerment, 3.92 for Intrinsic Motivation and 3.93 for Employee Creativity

### 5.2 Reliability Analysis

To check the reliability of the construct Cronbach's Alpha is used .It should be greater than 0.6,if the value is less than 0.6 so items of the construct will be deleted by looking on the table to increase the reliability of the construct.

**Table 5.2. Reliability Analysis.**

| Variable | No of Items | Alpha (α) |
|---|---|---|
| Transformational Leadership | 5 | 0.675 |
| Intrinsic Motivation | 5 | 0.761 |
| Employee Creativity | 5 | 0.706 |
| Employee Empowerment | 5 | 0.727 |
| Employee Relational Identification | 5 | 0.625 |

In statistics, Cronbach's is a coefficient of internal consistency. It is commonly used as an estimate of the reliability of a psychometric test for a sample of examinees. It is a measure of internal consistency, that is, how closely related a set of items are as a group.

(Moss & Prosser, 1998) has indicated 0.6 to be an acceptable reliability coefficient. This result compared with mentioned above construct i.e. employee relational identification, intrinsic motivation, employee creativity and employee empowerment as well as transformational leadership, Cronbach's Alpha value is greater than prescribed by Moss & Prosser. So the construct are reliable to run further tests on them.

According to Reliability test conducted it is found that the Cronbach's Alpha value of Transformational leadership comes out to be 0.675, Intrinsic motivation Cronbach's Alpha value is 0.761, Employee Creativity Cronbach's Alpha value is 0.706 and the Cronbach's Alpha values of Employee Empowerment and Employee Relational Identification are 0.727 and 0.625 respectively.

**5.3 Correlation Analysis**

Correlation between sets of data is a measure of how well they are related. It shows the linear relationship between two sets of data. It shows the relationship between variables and how they are linked to each other like they are positive associated or negative associated.

After taking the averages then the new formed Variable Columns are entered in the Pearson correlation model to check the relationship with each other.

Correlation refers to the strength of connectivity between two variables. A strong, or high, correlation means that two or more variables have a strong relationship and connection with each other while a weak, or low, correlation means that the variables are hardly related and have a weak connection with each other. The Correlation coefficients have a range from -1.00 to +1.00 respectively. The value of -1.00 depicts a perfect negative correlation while a value of +1.00 depicts a perfect positive correlation. A value of 0.00 means that; there is no relationship and connectivity between the variables being tested. Value falling between the ranges of 0.00 to 0.4 signifies poor correlation while 0.4 to 0.5 indicated moderate correlation. 0.5 to 0.9 indicates a strong correlation between two variables.

**Table 5.3. Correlation Analysis.**

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| 1 Age | 1 | | | | | | |
| 2 Educational Background | .105 | 1 | | | | | |
| 3 Transformational Leadership | .022 | .149* | 1 | | | | |
| 4 Employee Relational Identification | .114 | .055 | .647** | 1 | | | |
| 5 Employee Empowerment | .039 | .096 | .623** | .473** | 1 | | |
| 6 Intrinsic Motivation | -.046 | .056 | .291** | .355** | .414** | 1 | |
| 7 Employee Creativity | .114 | .189** | .423** | .471** | .562** | .479** | 1 |

Age and Educational Background are control variables. The correlation between Transformational leadership and Employee creativity is .423**. The correlation between Transformational leadership and intrinsic motivation is .291**. The correlation between Intrinsic Motivation and Employee Creativity is .479**. In this research almost all variables have positive correlation between each other.

**5.4 Regression Analysis**

Regression analysis is a procedure or method used to deduce the relationship between dependent variable and an independent variable. It is considered to be a statistical approach to forecast change in a dependent variable on the basis of change that occurs in one or more independent variables.

In model 1 we put control variable age and education level of the respondent. in model 2 we put first independent variable Transformational Leadership and found that the relationship between Transformational Leadership and Employee Creativity is significant and positive because beta .420*** so 1st hypothesis has been supported. Model 3 the relationship between Intrinsic Motivation and Employee Creativity is also significance because beta is .371***, so the 3rd hypothesis has been supported. We use four steps for mediating variable first we check independent and dependent, independent and mediating, mediating and dependent at last independent + mediating and the result shows that mediating

role of Intrinsic Motivation is also positive and significant because beta is .339***so 4th hypothesis is accepted. In model 5 the results deduced show that Employee Empowerment is playing a moderating role between Intrinsic Motivation and Employee Creativity because beta is .085*** so therefore the 6th hypothesis has been supported.

**Table 5.4. Regression Analysis (Dependent Variable is Employee Creativity).**

| Variable | Model 1 | Model 2 | Model 3 | Model 4 | Model 5 |
|---|---|---|---|---|---|
| Age | .031 | .030 | .037 | .036 | .033 |
| Educational Background | .057 | .038 | .036 | .035 | .039 |
| Transformational Leadership | | .420*** | .302*** | | |
| Intrinsic Motivation | | | .371*** | | |
| Transformational Leadership + Intrinsic Motivation | | | | .339*** | |
| Intrinsic Motivation * Employee Empowerment | | | | | .085*** |
| Observation | 200 | 200 | 200 | 200 | 200 |
| R-Square | .045 | .204 | .345 | .343 | .416 |
| Adj. | .035 | .192 | .332 | .333 | .407 |
| F-Value | 4.620* | 16.736*** | 25.675*** | 34.146*** | 46.614*** |

**Table 5.5. Regression Analysis (Dependent Variable is Intrinsic Motivation).**

| Variable | Model 6 | Model 7 | Model 8 |
|---|---|---|---|
| Age | -.018 | -.019 | -.026 |
| Educational Background | .021 | .006 | .008 |
| Transformational Leadership | | .320*** | |
| Transformational Leadership* Employee relational Identification | | | .057*** |
| Observation | 200 | 200 | 200 |
| R-Square | .006 | .088 | .135 |
| Adj. | -.004 | .074 | .122 |
| F-Value | .583 | 6.312*** | 10.233*** |

In model 6 we put control variable age and educational background of the respondents. In model 7 the relationship between Transformational Leadership and Intrinsic Motivation is positive and significant because beta is .320*** so 2nd hypothesis has been supported. Employee Relational Identification is playing moderating role between Transformational Leadership and Intrinsic Motivation is significance because beta is .057*** so the 5th hypothesis has been supported. In this study, all hypothesis have been proved.

**6 Conclusion**

To sum it all up this research helped to shed light upon the impact of transformational leadership in the arousal of employee creativity, this research also analyzed and examined the role of employee relational identification and employee empowerment as moderating variables in the influence process while intrinsic motivation was playing a mediating role. The present findings show that transformational leadership, yes indeed is a cause of arousal and promotion in employee creativity by enhancing employee relational identification with the leader. However, through this research it is found that mediated relationship of intrinsic motivation on employee creativity for the path from

transformational leadership to employee creativity also holds crucial and vital value. Thus, this present research clarifies and highlights, that why through employee relational identification with the leader (role relationship of the leader with the employee and vice versa) and employee empowerment, transformational leadership is positively related to employee creativity and is a cause of uplift in employee creativity.

Following is a table of results that depict the acceptance and rejection of the hypothesis that were tested and analyzed in the research.

**Table 6.1. Hypothesis Summary.**

| Hypothesis | Results |
|---|---|
| Hypothesis 1: Transformational leadership is positively related to employee creativity. | Accepted |
| Hypothesis 2: Transformational leadership is positively related to intrinsic motivation. | Accepted |
| Hypothesis 3: Intrinsic motivation is positively related to employee creativity. | Accepted |
| Hypothesis 4: There is a positive relationship between transformational leadership and employee creativity when intrinsic motivation plays a mediating role. | Accepted |
| Hypothesis 5: There is a positive relationship between transformational leadership and intrinsic motivation when employee relational identification plays a moderating role. | Accepted |
| Hypothesis 6: There is a positive relationship between intrinsic motivation and employee creativity when employee empowerment plays a moderating role. | Accepted |

The above table shows that all the hypothesis that were put in test and analysis in this research were accepted and were supported with statistical representation of the data.

This study makes important contributions toward understanding the formation of employee creativity in organizations by keeping in mind that the transformational leadership plays a very important role in achieving it as it serves as initiator of the process towards achieving it. The results proved that the determinants i.e. transformational leadership and intrinsic motivation let alone proved to be significant contributors for employee creativity and if the moderating roles of employee empowerment and employee relational identification are taken into account even then transformational leadership and intrinsic motivation significantly impact employee creativity. These findings were in compliance with the results of (Berry, 2007). The findings show that in order to achieve employee creativity, employees can if relate to their transformational leader can become creative with this appropriate blend of variables. Similarly, on the other hand, if employees are empowered, and they are intrinsically motivated to work and think creatively, then putting their efforts in the right direction, creativity can be achieved.

**6.1 Future Research**

In future studies, a more enhanced model can be formed be considering the influence of demographic characteristics which may lead to a deeper understanding of creativity formation leading employee behaviors in the corporate and public sector e.g. the effect of age and sexual orientation can be considered on the elements influencing employee creativity as females may have inclinations for an alternate arrangement of measurements from the ones examined in this

exploration and besides, individuals in more older age group i.e. over 40 age group may require a different set of motivational triggering cues and preferences for example, group thinking with like-minded, similar aged people rather than a group of young individuals having a different mindset and preferences. Furthermore, just four things were utilized to gauge employee creativity. This may raise the contention about the reliability and legitimacy issue despite the fact that the determination of those things to quantify employee creativity were for the most part in light of past studies with regards to a comprehensive holistic picture of an organizational environment. Thirdly more systems could be utilized to analyze and evaluate the information from various point of views.

**6.2 Managerial Implications**

This research can help team leaders to recognize and identify key elements that might be more vital in a competitive and aggressive market. They ought to understand, oversee and use transformational leadership completely to give corporate pro-active and market-driven strategies. For all intents and purposes, the findings of this research would be imperative in connection to service industries since service employees, to a vast degree, depend on the socio-emotional support and acknowledgment of transformational leaders to develop a long-term and close interactive associations with clients. The research has helped in highlighting the following recommendations for the management as well as for the leaders, and execution of these could bring about positive results at both the employee and organizational levels:

Team leaders must stress on the motivation of their employees to bring important and novel strategies into their work with the goal that it leads to inventiveness and creativity. Leaders should comprehend and understand their employees inside the organization clearly, other than growing their strategic horizons to keep up and increase the levels of business excellence consistently.

Transformational leaders help in advancing, promoting employee's creativity and innovativeness. Thus, the administration should think that its significant and valuable to put resources into transformational leadership training for administrators and team leaders, or utilize personality testing techniques to screen for applicants with high-caliber, who have a high potential of winding up to be great transformational leaders.

It is likewise suggested that the management should encourage learning by developing and maintaining a healthy atmosphere that sustains learning endeavors among individual employees to manufacture a solid relationship between transformational leadership and employee creativity.

Team leaders should be urged to help in advancing learning environments by recommending better approaches to finish assignments and by helping employees to build up their qualities and strengths. They should assign tasks that are within the capabilities and capacities of the employee, clarify the task roles and give sufficient and adequate resources to carry out the job required.

The management should develop such an environment within the organization in which employees can learn by themselves, and share their learning experiences inside the organization, at both the interdepartmental and intradepartmental levels.

Team leaders should openly communicate and interpret their visions into specific goals which they have attached to individual employees, and then promote an open learning

environment and platform for the employees to peruse and effectively complete those goals.

Leaders must consider how they can persuade and motivate their employees to think out of the box and act innovatively whether in the development of new products and/or services, in the planning of new working procedures, processes or frameworks, in solving problems or accomplishing tasks.

Keeping in mind the end goal to secure high level of employee creativity, leaders should supplement their transformational leadership practices with setting and conveying strong expectations for creative role behavior to their employees.

With the help of this research managers will have the capacity to recognize which measurements to put more concentration on, and should be allotted more assets as those particular measurements will prompt a more improved employee creativity than the other measurements. Managers will have the capacity to distinguish which measurements are expending up a greater number of assets than required and need to be cut down to reduce costs as well as save time..

## 6.3 Limitations

In spite of the fact that this research expands our insight and knowledge of the role of intrinsic motivation, employee empowerment and employee relational identification between transformational leadership and employee creativity, the prospects for further research remain.

All conceivable precautionary efforts were made to guarantee and ensure the objectivity, reliability and validity of the research, yet certain limitations were discovered. These limitations should be kept in mind when considered for future reference in regards to the findings and implementations of the research. These constraints or limitations are as following:
•The research was conducted within the geographical boundaries of Lahore, Pakistan in the Nova leather Factory hence the results cannot be generalized to the entire population.
•The respondent may have misreport which may not give the clear picture.
•Questionnaires were filled by the employees of the organization.
•The respondents may not be in the best of their moods while filling out the questionnaires.
•The response may vary between employees working in different departments.
•The research sample consisted of 72.5% male employees and 27.5% female employees, as gender differences may have an effects on the deduced results.

The research was limited by a sample size of 200 and a time constraint was also applicable. The research was also budget constrained. The respondents comprised only from Pakistan having a shared set of values and beliefs. The results from those 200 respondents represent the entire Pakistani population and it may not possibly be generalized over the entire Pakistani population.

## 6.4 Recommendations

The research sufficiently recommends that variables, transformational leadership, employee relational identification, employee empowerment, and intrinsic motivation significantly and positively impact employee creativity which is vital for an organization to remain competitive and also to continue running effectively and efficiently. To give a few other recommendations for a better future research a need to implicate an equal and balanced gender sample should be kept under consideration.

Employee creativity has been found to encourage organizations/companies in adjusting to changing scenarios in unstable and complex situations or environments. (Amabile et al., 1996;Oldham and Cummings, 1996; Shalley et al., 2004;Shin and Zhou, 2003; Woodman et al., 1993). In reality, employees who create new and helpful ideas for products, services, work techniques, or managerial processes give their organization "the raw material for improvement and prosperity" (Oldham and Cummings, 1996). In this manner, in the workplace, which stresses upon constant change, leaders must consider how they can persuade and motivate their employees to think out of the box and act innovatively whether in the development of new products and/or services, in the planning of new working procedures, processes or frameworks, in solving problems or accomplishing tasks.

The outcome of this research proposes that transformational leadership achieves a positive impact on employee creativity through the emergence of employee relational identification with the leader. Transformational leadership practices make employees internalize (through intrinsic motivation) the leaders objectives, goals, and values and display similar qualities (Yukl, 2010). Be that as it may, keeping in mind the end goal to secure high level of employee creativity, leaders should supplement their transformational leadership practices with setting and conveying strong expectations for creative role behavior to their employees. The present outcomes of this research shows that relational identification with the leader inspires the employees to embrace and adopt innovative activities, when they perceive that their leaders have set high expectations for creativity. In this case relational identification develops, then employees are persuaded to take part in innovative processes, keeping in mind the end goal to meet the creativity desires that is a core component of the role relationship with the leader.

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**Appendix**

This is a research survey instrument used to measure the impact of transformational leadership upon employee creativity and how vital it is to help the organization. Several factors play a role in the relationship between transformational leadership and employee creativity and this instrument helps in determining how strong that relationship is.

Kindly, take out a few minutes of your valuable time to fill this questionnaire. It would be a great help, thank you for your cooperation.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | | | | |
|---|---|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | | | | |
| 1. | Transformational leadership is important for being competitive in the industry | | | 1 | 2 | 3 | 4 | 5 |
| 2. | Transformational leadership should comprise traits of decisiveness, determination and self-confidence | | | 1 | 2 | 3 | 4 | 5 |
| 3. | Transformational leadership encourages critical and strategic thinking | | | 1 | 2 | 3 | 4 | 5 |
| 4. | A transformational leader is networker, promoter ad communicator | | | 1 | 2 | 3 | 4 | 5 |
| 5. | A transformational leader classifies boundaries | | | 1 | 2 | 3 | 4 | 5 |
| 6. | My team leader sets high standards for my work | | | 1 | 2 | 3 | 4 | 5 |
| 7. | My team leader is a role model for me | | | 1 | 2 | 3 | 4 | 5 |
| 8. | My team leader gives a path for me to follow | | | 1 | 2 | 3 | 4 | 5 |
| 9. | I feel proud to be associated with my team leader | | | 1 | 2 | 3 | 4 | 5 |
| 10. | My team leader has a sense of mission which he/she transmits to me | | | 1 | 2 | 3 | 4 | 5 |
| 11. | My team leader makes me back up my opinions with good reasoning | | | 1 | 2 | 3 | 4 | 5 |
| 12. | My team leader appreciates when I do a good job in the best way possible | | | 1 | 2 | 3 | 4 | 5 |
| 13. | We employees are viewed as partners in charting the direction of the business unit | | | 1 | 2 | 3 | 4 | 5 |
| 14. | My team leader encourages us to be a part of the important decision making processes | | | 1 | 2 | 3 | 4 | 5 |
| 15. | My team leader encourages the team to feel being an integral part of the company | | | 1 | 2 | 3 | 4 | 5 |
| 16. | This is the type of work I choose to do to attain a certain lifestyle | | | 1 | 2 | 3 | 4 | 5 |
| 17. | This is the type of work I choose to attain my career goals | | | 1 | 2 | 3 | 4 | 5 |
| 18. | This is the type of work I choose for the income it provides me which is satisfactory | | | 1 | 2 | 3 | 4 | 5 |
| 19. | This is the type of work I choose for the satisfaction I experience when I am successful at doing difficult tasks | | | 1 | 2 | 3 | 4 | 5 |
| 20. | This type of work provides me with security | | | 1 | 2 | 3 | 4 | 5 |
| 21. | My leader suggests new ways to achieve goals | | | 1 | 2 | 3 | 4 | 5 |
| 22. | My leader exhibits creativity on the job, when given the opportunity | | | 1 | 2 | 3 | 4 | 5 |
| 23. | My leader develops adequate plans and schedules for the implementation of new ideas | | | 1 | 2 | 3 | 4 | 5 |
| 24. | My leader often has a fresh approach to his work | | | 1 | 2 | 3 | 4 | 5 |
| 25. | My leader is not afraid to take risks | | | 1 | 2 | 3 | 4 | 5 |

**Demographic Questions**

| Gender | Male | | Female | | |
|---|---|---|---|---|---|
| Age | 20-30 | 30-40 | 40-50 | 50-60 | 60 above |
| Educational Background | Bachelors | Masters | PhD | M Phil | Other |
| Income (Monthly) | 15000-25000 | 25000-35000 | 35000-45000 | 45000-55000 | 55000 above |
| Position in Company | High Level Manager | Middle Level Manager | Low Level Manager | Employee | Other |
| Time at Current Position | 1 Month-1 Year | 1 Year-3 years | 3 Years-6 Years | 6 Years-9 Years | 9 Years above |

| | | | | | |
|---|---|---|---|---|---|
| Educational Background | Bachelors | Masters | PhD | M Phil | Other |
| Income (Monthly) | 15000-25000 | 25000-35000 | 35000-45000 | 45000-55000 | 55000 above |
| Position in Company | High Level Manager | Middle Level Manager | Low Level Manager | Employee | Other |
| Time at Current Position | 1 Month-1 Year | 1 Year-3 years | 3 Years-6 Years | 6 Years-9 Years | 9 Years above |