Relationship of Leadership styles and Employee Creativity: A Mediating Role of Relational Confidence

Mei Rong Zhen and Dominic Atiga

Abstract — The purpose of this study was to examine the relationship between the style of leadership and the creative employee by acting as trusted mediators in communication. The standard pilot survey included 250 employees from four innovative sectors in Ghana. Several classifications of series were used to test the relationship, prior to multiple regressions, all general assumptions were validated and deemed appropriate. The validity and reliability of the search engines were also tested. The study found that creative workers were positively and more closely involved in changing the fashion of leadership in firms, while the style business was largely associated with creative workers. In addition, reliable communication bridges the bond between style of leadership and creativity of employee, which is why system leadership is more cohesive and mobile. It is believed that trust can increase the relationship between manager and staff.

Index Terms — Leadership, Relational Confidence, Creativity.

I. INTRODUCTION

Creativity, as described by [1], is the expression of human complex capabilities that demonstrate high performance and accomplishments manifested. The consensus in management has not been achieved as to the nature and origin of creative activity, or even in the value of exhaustive study in the field. When creativity is not managed adequately in the organization, it can result in counter-productiveness or be destructive [2]. According to Levitt, in this situation, it’s recommended to first understand the unique differences when it comes to creativity as well as innovation, before perhaps spending time involving employees who are creative to take actions and or suggest solutions. Leaders might resist even the most innovative contributions, preferring instead to carry on with old formulas or familiar patterns of thinking and behavior no matter how inconsistent those patterns thinking might be with current findings [3]. In today’s business environment, winning entails creative individuals [4]. These innovators are building reputations for the problems they solve as well as reaping financial benefits and aids for research and development, learning, as well as increased profitability and stakeholder satisfaction. Companies are known to invest large sums of money and resources each year in research and development, demonstrating the added value of new developments in products, technologies, systems and overall profits and equity markets. [5] completed after researching 30 companies from different industries and discovering that creativity is the only key to growth.

Leaders use a variety of methods to promote creativity in the organizations they lead. Many startups have embraced the new learning model [6], and helped guide them through the change process using a common visual approach by guiding them through the transformational process of adopting a shared vision, increasing pro-activity and enhancing environmental sustainability. At Bell Laboratories, adopting training programs in creativity were implemented with huge improvement in job performance, productivity, and profitability [7]. According to [8], there was a significant effect of fiscal creativity on local governments in developing countries. According to [9], the most successful firms tend to systematize their creativity process, indicating that clearly articulated structures and systems are often effective in promoting organizational advancement. The generic study’s purpose is to expand the learning of what prompts creative behaviors, as empowering the creative conduct of employees is fundamental to proceeding with development in organizations.

II. CREATIVITY IN ORGANIZATIONS

The most present meaning of creativity was called attention to by [10]. Creativity as indicated by its definition, both curiosity and value are an essential prerequisite for a thought or an idea to be made into a decision. Thus, creativity in the work environment is characterized as the generation of novel and valuable thoughts or arrangements [11]. Hardly any individuals would scrutinize that thought must contain some component of oddity or innovation to be viewed as creativity. Nonetheless, with regards to creativity at work, curiosity isn’t sufficient; thoughts should likewise be helpful to be viewed as creativity. Thought that has no potential esteem is bizarre however not creative. That’s, an idea must contain a sufficient component of being valuable to be referred to as creative. Creativity can go from a minor change in a working technique or an idea to a noteworthy leap forward in science, innovation, and management. Consequently, though customarily just people whose principle work assignments are characterized by creativity (e.g., researchers, examine designers, and specialists) were viewed as creative at work. For instance, [12] explained
that under ideal conditions, creativity can be supported in employees who are not dispositional and strive to be creative. Organizations would not have endured, thrived, and progressed to their current performance state without employees’ creativity. Put to some degree in an unexpected way, when left to their very own tools, employees can be extremely creative, problem solvers, and perform highly. The conduct of a leader is a vital factor in the workplace that decides employees’ creativity and performance [13]. Earlier, management researchers recommend that leaders and their leadership styles have a profound relevant effect on an employees’ executions to change into creativity and creative outcomes [14]. Leadership styles, among others, transformational leadership is put ahead of or rises uniquely amongst the best ones. These researchers especially focus on the essential job of transformational leadership style in light of this fact, these leaders have critical and positive effects on many key results of firms, for example, development and promoting performance [15]; authoritative leadership, tasks and process advancement [16], and organizational equity and confidence [17]. Therefore, investigating the component that transformational leadership impacts creativity conduct is exceptionally essential. However, in this study, we looked at the total effect of each of the selected leadership style, and not the separate effects of its component. We also link the mediating role of relational confidence between the leader-employee on creativity. As it stands now, a few research have demonstrated that relational confidence among leader and employee decidedly bolsters exercises of sharing information among people which is essential for creativity [18]. Leader-member confidence is relationally built dependent on the explicit relationship, purposes and implications of job performance [19,] [20]. Relational confidence is the establishment for building and creating creative capacity for firms. To be sure, the connection between relational confidence and creative ability has not been researched in a vast consideration from earlier studies [20], the relationship among these variables is additionally clarified by a few researchers, for instance: as per [21], relational confidence is included with the creativity procedure. It mirrors the anticipation that the organization considers one’s ideas important to emphatically actualize those ideas. [22], showed that creativity limits or development capacity needs leadership to believe in the employees, delegate responsibilities and expect higher performance. [23], assumed that the level of creativity relies upon the dimension of relational confidence. The research likewise demonstrated that confidence in a leader-member relationship is decidedly connected with a subordinate’s creative conduct. High amounts of relational confidence between leader-member positively affect the employees’ creativity practices.

III. THE EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE’S CREATIVITY

 Transactional leadership refers to leadership that focuses on benefits between managers and their employees [24]. This type of leadership manifests itself in important signals, control of other actions and unified management [25]. Managers and Consultants guide moral leaders to exchange values with employees in order to promote their own goals and those of their employees. The study indicates that negotiating leaders are useful because they are just as effective employees as managers should be. Importantly, for creative workers, leadership change can have mixed effects. While potential risks can undermine the deep and independent motivations of employees [26] which should hamper their creativity, they can be external stimuli. give personal ideas and what to do, result and how to get it, which facilitates your participation. in creative activity. This seemingly obvious puzzle, however, can be solved and understood when a creative worker thinks he or she is not a single entity; While the behavior pattern can weaken employee behavior beyond what is necessary and deserved and may not allow for fulfillment and growth, it can lead to higher levels of employee engagement, display repeat. Live. Controlling and managing behavioral actions solves problems before asking employees to be creative. Indeed, employees who undergo leadership discussions can develop a clear understanding of the behavior’s purpose and reward procedures. Therefore, an ethical leadership model should encourage employee innovation, rather than creative delivery, creative reliability, and creative growth. Transformation style is a management system in which an individual (leader) can work with others (employees) and build relationships that increase employee motivation and morale. [27] have proposed four approaches to manage and modify the behavioral leadership models of employees: (1) charismatic impact, (2) high-level communication and inclusion of employees in the organization (3) encourage them to be competent and innovative, and (4) provide financial support, which, therefore, the management of the employer exceeded expectations. In this context, leaders who exhibit transformational behavior alter the capacity of creative workers [12]. In fact, leaders and employees often develop emotional change behaviors, help them acquire knowledge and skills appropriate for the job, and empower them to deal with issues. in a new and appropriate way. The change leader forces employees to work professionally when needed. By working out the details, change-minded employees can effectively demonstrate creative ideas and accomplishments, including creative skills and assistance. However, employees seek to see themselves as a leader of change as an individual with strong strength and follow his example [28], so that their behavior and attitudes depend on their behavior and their actions, ideas. These staff members are not independent and therefore may have difficulty identifying and resolving teacher organizations themselves.

However, the elementary value of the expected creative and creative growth depends on the individual developer. The leadership model can revitalize the workforce, but not mentally
and emotionally [29]. An important part of leadership for change is focusing on developing and developing the best growing team, their peers, and the school side with the goal of developing their creative skills [30]. The goal is to change the leadership style of employees and the organization to achieve its goals. The director is committed to changing the development mindset and has a clear heart, vision, understanding and understanding in target organizations. Herrmann & Felfe [32] said that changing leadership conditions should improve employee productivity. The results of their study concluded that behavior change requires more creativity than practical (values-based) leadership. True behavior style is rewarding behavior, in which the leader assigns tasks and responsibilities and rewards employees based on the completion of the task.

This describes a transactional style of leadership where the goal is task accomplishment rather than establishing relations [33]. Aside from trade-relationships or transactional related behaviors, some leaders focus is on relationship building. The transformational leadership concept is linked with behaviors that are relational building and human focus [27]. In comparison between transactional leadership and transformational styles, there are arguments against a relationship between transactional leadership and creativity. This is because transformational leaders recognize the uniqueness of employees’ individuality and encourage the adoption of individual and diverse perspectives. Firstly, when a problem is ill-defined, creativity is typically required. As stated by [35] however, transactional style is often not effective when tasks are not well defined. Such a situation is less effective, because creativity often requires thinking differently from the norm or perhaps, a deviation from the standard thoughts. It is stated that extensive use of the transactional leadership style may create tension, intimidation and discourage fresh thinking, and creativity. As stated by [36], different leadership styles lead to different performance goals. When the leader displays inspirational motivation, the leader sets standards for creativity and performance. Leading in defining the following hypothesis:

H1: There is a positive relationship between transformational leadership style and creativity

H2: There is a negative relationship between transactional leadership style and creativity.

IV. MEDIATING ROLE OF RELATIONAL CONFIDENCE

Relational confidence is said to be high when leaders can delegate job roles to employees with no skepticism. The relationship that exists between specific leader-member creativity, be that as it may, as inspired by information exchange and the confidence to undertake a creative initiative, can be brought out increasingly or compelled by the social setting in which leader-member operate. This is because exchanging ideas, thoughts and creative practices include confidence, confidence, chance, which uneartns the eagerness to go for risk [37], is basic if such conduct is to happen. Leaders have the responsibility and ability to evaluate employees and determine the consequences within organizations and thus, often have the most power. Relational Confidence expects that others will behave as expected, take initiative in the right direction and emotional investments in confidence relationships, express concern for the welfare of the organization and thus, be creative. Relational confidence is a key component in defining leadership and sustaining effective leader-member relations. Organizations become ineffective when there is a conflicting relationship between leader-member. For example, relational confidence has been proven to influence how satisfied and or the perceived competence level of the leader [38]. When there is a confident relationship between leader-employee, the employees go the extra mile in performing their duties. They do what it takes to complete their task on time, be more creative and productive [39]. A solid confident relationship with the leader implies a low seen helplessness with respect to individuals. As McAllister indicated, employees will make concentrating on trades. Individuals are probably going to see their leader be facilitative of their endeavors to be inventive and feel better coordinating their consideration and endeavors toward such exercises. This safe social setting would thus be able to all the more likely draw out the potential for original thoughts and creativity. Additionally, when there is confidence in the leader, employees’ positive work outcomes increase. According to [40], the leader’s actions and practices are important for employees to build confident relationships in him/herself. While inspiring employees to set goals and to decide by delegating authority, both parties generate mutual confidence. Relational confidenceexerts a mediating mechanism for many positive behaviors at work. Creativity is a positive employee outcome provided by empowering leadership that relational confidence mediates. The above reasoning suggests that relational confidence with the leader mediates the relationship between leadership styles and creativity, such that at a stronger level of relational confidence, it is stronger.

H2a: Relational confidence mediates the relationship between transformational leadership style and employees’ creativity.

H2b: Relational confidence mediates the relationship between transactional leadership style and employees’ creativity.

V. METHOD

This study adopted both the qualitative and quantitative techniques in order to understand the relationship between leadership styles and employees’ creativity. The data for the study was collected using questionnaires consisting mainly of structured or close-ended questions to collect the primary data for the study. The validity of the data collected was established through questionnaires administered to the respondents. Also, fundamental questions which are related to the topic under study was pre-discussed with the supervisor, and the managers of selected firms to ascertain ambiguities and the scope of possible responses for each question. Quantitative analysis was

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done using the ‘The Statistical Package for Relational Sciences (SPSS) for regression analysis and testing of the hypotheses and to identify relationships between variables. Structural Equation Model (SEM) was used for the mediation analysis.

[40], [30], [10], [8]. Responsible for (1) insignificant in every sense (5) with six possible meanings from 11 to 65. None The reliability of the alphabet of this formula was established through an extensive review Zhou and George measure 0.96 and [11] 0.95.

Recent studies show that there is a relationship between age and fitness [41]. TL was measured by the MLQ subject of the multi-head questionnaire, module 5X [42]. MLQ products show good build, and researchers have shown MLQ-Form 5X to be a very powerful tool for measuring change. [42], examining change leaders who appear to be a higher order build, incorporating the following MLQ components: motivated consolidation, (4 categories, e. g. "Talk optimistically about the future"); important characteristics of positive influence (4 categories, e. g. "encourage pride in involving others"); Mobile Thinking (4 articles, eg "review key ideas to see if they are relevant"); and individual conclusions (4 aspects, for example, "He thought everyone else had different needs, qualifications and needs"). Response groups ranged from 1 (why) to 5 (always). Since transformational change is a predetermined premise in which outcomes are more structured but with a common connection, four by-products are grouped to reflect change leadership. It is compatible with existing functions. In measuring TS, employees rated their supervisors on the five elements of the Leadership Guide of [33]. This measure measures the extent to which leaders lead it defines and defines roles, responsibilities and priorities. Here are some examples of stories: "To what extent does the leader provide direction and set priorities" and "To what extent does the leader explain key roles and responsibilities?". Employees registered their supervisors using the 5-point response rate (1 = very satisfied, 5 = very satisfied). To measure the credibility of leadership, we used a group of five elements based on trust.

VI. RESEARCH RESULTS AND FINDINGS

The reliability of the research instruments is shown in the table below.

<table>
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<tr>
<th>TABLE 1: CRONBACH’S ALPHAS OF VARIABLES</th>
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As shown in Table 1 above, the values of Cronbach’s alpha and number of items are consistent with previous research. All the values of Cronbach’s alpha are greater than .6 for all the items which shows a high reliability of the items[10]. Therefore, internal consistency of the instrument used for data collection is achieved. We observed that the Cronbach’s Alpha of all variables were above 0.70 which indicates a very high degree of internal consistency.

Table 2 shows two examples that illustrate the relevance of our data analysis site. The Kaiser-Meyer-Olkin scale is a feasibility model of statistics that shows a breakdown of changes in our variables that may be responsible for the underlying causes. Higher levels (near 1.0) often indicate that side analysis can be useful with data. If the price is less than 0.50, the search engine results may not be very useful. Bartlett’s test of sphericity is an example of the idea that our identity is a hallmark, which may indicate that our variables are not categorized and unsuitable for finding structures. Less important (less than 0.05) is the level of value indicated that detailed sections and data can be useful. Table 2 above shows that the KMO and Bartlett tests are more important than 0.05.

<table>
<thead>
<tr>
<th>TABLE 2: KMO AND BARTLETT’S TEST</th>
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<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</td>
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<td>Bartlett’s Test of Sphericity</td>
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The rotated component matrix, sometimes referred to as the loadings, is the key output of principal components analysis. It contains estimates of the correlations between each of the variables and the estimated components. The correlations between the current affairs programs and the first component are very low. As per Table 3 above, all the items of the data collection instrument are grouped in four separate columns which means the items measured a similar construct. Indicating a strong correlation between variables.

<table>
<thead>
<tr>
<th>TABLE 3: ROTATED COMPONENT MATRIXa</th>
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Figure 1 shows how our model is structured where we had two independent variables, TFOR and TSAC which both influenced CPTY and RCON. We can now proceed to the Convergent and validity test.
Convergent validity takes two measures that are supposed to be measuring the same construct and shows that they are related. Conversely, discriminant validity shows that two measures that are not supposed to be related are in fact, unrelated. Both types of validity are a requirement for excellent construct validity. In table 4 above, we can observe that most of the variables converge with TFOR4 having an indicator of 4, TSAC6 and RCON5 having an indicator of 6 and 5 respectively. All variables have an averagely good discriminant of validity.

VII. CONCLUSION

The main research question is the impact of different people's behaviors on employee behaviors. Although many leaders and behavioral styles are suggested by different names [43], little effort has been made to compare and integrate the influence of different behavioral leaders on creative workers. Inspired by believers in the field of creativity and leadership, this study seeks to fill this gap and assess the relationship between behavioral leaders and creative workers. In summary, this article proposes (1) to change leadership and (2) to lead behaviors that encourage creativity. Recent studies have consistently indicated that managers who provide support and expertise to employees are an important aspect of their skills [44]. Integrating creative workers and behavioral leaders into organizations is a professional challenge. However, given the role of creativity in organizations today, it is important to answer the question of how managers make organizations run smoothly. The research seeks to answer by combining the existing literature on creativity and guidance and understanding different behavioral guidance methods that allow creators to identify and compare. With the help of this research, it has been understood that when leaders not only delegate employees but also provide the freedom to make their own task-related decisions and psychologically empower and support them, they tend to generate unique, creative and fruitful ideas and
suggestions. These exclusive ideas, suggestions, and solutions are an absolute facilitator for companies both to survive and gain a competitive advantage over other companies in the sector. So, this study revealed an important factor which is transformational leadership, for companies trying to increase employee creativity. So, managers should lead subordinates by empowering them more, beyond exerting, for example, transactional leadership.

Moreover, if employees have a confidence relationship with leaders, creative behavior increases as employees feel comfortable in the workplace. Based on the results obtained in this study, employees need to have a strong relationship with managers based on confidence, to be more creative. When they believe that their managers act as the way they expect, they seem to come up with new ideas for particular situations or problems. Additionally, when there is a confidence relationship between employees and their leaders, transformational leadership is more effective. This study is limited in the fact that only two leadership styles were considered, and it was also centered among four organizations located in Ghana, therefore, generalization cannot be made. Future research should include other forms of leadership styles and perhaps a larger sample size.

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