

IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEES CREATIVITY: APPLIED STUDY ON THE HEALTHCARE ORGANIZATIONS IN EASTERN PROVINCE, SAUDI ARABIA

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Abstract: This study examined the impact of transformational leadership on employees creativity in healthcare organizations in Eastern Province, Saudi Arabia. A questionnaire was designed and distributed to 250 employees at the level of lower management in the surveyed companies, with a total of (206) fully answered questionnaires returned, representing an 82% response rate. The study revealed no statistical evidence concerning an acceptable level of transformational leadership from the perspective of employees in healthcare organizations, while there was statistical evidence on the existence of an acceptable level of employees' creativity. The results also showed a statistically significant impact of transformational leadership with its dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) on employees' creativity in the surveyed organizations. In light of the previous results, the researchers provided some recommendations that aimed to provide more attention on improving the application of the dimensions of transformational leadership and the elements of employee's creativity in healthcare organizations.

Keywords: idealized influence, inspirational motivation, intellectual stimulation, individualized consideration.

1 Introduction

The healthcare sector in Saudi Arabia has developed considerably for several reasons, including the adoption of effective administrative and leadership styles and encouraging the creativity of human resources, which is one of the most important elements of success in organizations. As part of the Saudi Vision 2030, the Ministry of Health (MOH) has initiated a strategic plan for health providers. The plan concentrates on three main elements to be consolidated. The first two concern the health of the population and improve the quality of their lives. The third element emphasizes enhancing the quality of services given (MOH, 2021).

Healthcare refers to "the prevention, treatment and management of illness and the preservation of mental and physical wellbeing through the services offered by the medical and allied health professions" (Australian Commission on Safety and Quality in Health Care, 2013).

Health providers in Saudi Arabia can be classified into three types: government, private, and semi-government sectors. The government sector represents the sector of the economy owned and operated by the government. ,and this sector naturally does not seek a profit and often provide public services to the general population. The private sector represents the sector of the economy owned and operated by individuals and for-profit companies. Unlike the government sector, companies in the private sector are not government-owned or operated and provide services to gain a profit. The semi-government sector represents the sector of the economy owned and operated mainly by the

government and providing services for a special group of the population while it partially provides services for self-profit (Noor et al., 2020).Rasool et al. (2015) stated that researchers disagreement about the efficiency and role of leaders in organizational success and failure, but most of these researchers agree that leaders and their leadership styles play an important role in organizational success. Leadership style has a significant impact on employee job satisfaction and job performance. Employees with greater job satisfaction and commitment have a higher job performance (Walumbwa & Hartnell, 2011).

In light of the above findings, this study was conducted to find out the impact of a transformational leadership style on employees' creativity in the healthcare sector in Eastern Province, Saudi Arabia. Comparing with foreign studies, there are few Arab studies that researched this topic specially in healthcare sector.

2 Problem Statement

In spite of significant improvements in the Saudi Arabian healthcare sector over the past few decades, the country is encountering several challenges in its primary healthcare system. These challenges include concerns about the quality and safety of care, a low level of cooperation and coordination between other sectors of care, and a highly centralized organizational structure (Al Asmri et al., 2020).

The Saudi Arabian government has created and implemented proposals, including the Strategical Plan of the Ministry of Health 2010–2020, to effectively tackle these challenges. Studies (MOH, 2020) have indicated that any comprehensive health strategy should address

the following major challenges or problems in the health system over the next decade:

- There are large gaps in the capacity and capabilities of the current workforce.
- There is a discrepancy in providing and investing in the service between the many beneficiaries who are supposed to be served and the patients who are actually treated; this may decrease the value of the quality in addition to the lack of efficiency and effectiveness.

As presented in the literature, organizations should follow effective administrative methods as well as provide high-quality services based on the creativity of their employees in order to maximize their performance.

The problem of this study stated in the following main question: What is the impact of transformational leadership on employees' creativity in the healthcare organizations in Eastern Province, Saudi Arabia?

3 Literature Review
3.1 Transformational Leadership

The concept of “transformational leadership” refers to a leadership style that implies motivating, encouraging, and inspiring employees to “step over the bounds and exhibit” better job performance. Ma et al. (2020) defined this notion as “the leadership style that inspires employees to rise above self-interest by changing their ideals, spirit, interests, and values to attain higher performance.” Other researchers working in the field of management claim that transformational leadership implies leaders' self-sacrifice and altruism in an effort to improve employees' performance, and, as a result, contribute to positive changes within organizations (Manzoor et al., 2019). Moreover, Khattak et al. (2020) claimed that this type of leadership implies the enhancement of managerial effectiveness during times of strategic and organizational change.

According to McGregor Burns, transformational leadership is a process by which leaders and their followers raise others to different levels; it is a process that often which often involves messages of motivation and morality (Storey, 2016). Since its inception by McGregor Burns, the concept of transformational leaders has evolved into a process by which leaders and their followers encourage and support each other (Mumford & Hemlin, 2017). Transformational leadership is morally uplifting in addition to being more sustainable than other forms of leadership. People need compelling and inspiring reasons to follow a leader, which makes it important for leaders

to communicate visions that motivate them (Mumford & Hemlin, 2017). Therefore, depending on the strength of their vision and personality, such leaders are expected to inspire their teams while encouraging them to change their expectations, motivations, and perceptions and embrace working towards a common goal.

Being a transformational leader means being able to encourage motivation, exemplify moral standards, authenticity, cooperation, and open communication, as well as foster an ethical work environment that is anchored in appropriate values and priorities (Storey, 2016).

3.1.1 Dimensions of Transformational Leadership

Transformational leadership has four main dimensions: idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration.

Idealized influence

The dimension of “idealized influence” is a major feature that makes transformational leadership a practical and desirable managerial style in the health sector. According to Rehman et al. (2017), this dimension—also known as charisma—refers to how a manager acts as a role model for subordinates through moral and highly principled standards. This style requires ready, willing, and able managers to lead by example. Consequently, followers are urged to emulate the leader’s behaviors, commitments, and moral standards for better development. Unlike other approaches, transformational leadership requires leaders to act as decision-makers, change initiators, and implementers. Employees often struggle with implementing personal and collective changes as directed by leaders when those same leaders lack insights into how to put recommendations into practice. A leading cause of change resistance in many business-oriented firms, including health institutions, is the lack of role model leaders. This practical dimension suggests that leaders must possess theoretical and pragmatic insights and ethical and principled standards to use these leadership tactics appropriately. Bushra et al. (2011) indicated that followers tend to be inspired spontaneously by their supervisor’s deeds, competencies, and achievements. Consequently, they develop a personal desire to emulate leaders without being coerced and blackmailed. Therefore, the idealized influence of transformational leaders is a differentiating factor that makes this leadership style practical and useful.

Idealized influence enhances individual and collective efforts in workplaces, which is crucial in achieving both short- and long-term objectives. Rehman et al. (2017)

asserted that transformational leaders are equipped with entrepreneurial skills, including a readiness to take risks and maintain ethical standards in their actions and behaviors. The primary rationale for this leadership style is that it focuses on identifying and implementing required organizational changes based on internal and external factors. The nature of these tactics requires creativity, empowerment, and commitment, which can be achieved through diversity. Transformational leaders focus mainly on making structural and operational changes to create an enabling work environment where each individual's abilities and uniqueness can be exploited. As stated previously, transformation-oriented managers lead by example, which means they have to collaborate and be physically present at the workplace to display their actions, moral standards, and competencies—all of which are to be emulated by the followers. In this regard, they try to create a robust relationship with other staff by including them in the decision-making process and other corporate functions. Thus, the idealized influence dimension enables transformation managers to augment individual and collective efforts in workplaces.

Intellectual stimulation

The dimension of “intellectual stimulation” is a central component of transformational leadership that differentiates this management style from many other existing models. Intellectual stimulation can be described as leaders who encourage and teach their employees to approach current and potential problems in new ways (intellectual stimulation) and critically re-test assumptions as they essentially coach their followers. Such behaviors enhance the leader’s commitment to their employees, which helps in building employee trust (Khattak et al., 2020).

In this dimension, a specific method of dealing with employees is followed, by which transformational leaders direct the efforts and competences of their employees to be creative and innovative, by increasing their awareness of the magnitude of challenges and motivating them to solve problems in new, more sophisticated ways—instead of relying on old routines and habits. Intellectual stimulation is a creativity tool that is frequently used in organizations to find solutions to problems, develop a new product, engage in internal reorganization, or build a brand. Moreover, intellectual stimulation is considered a way to find new ideas, especially in an environment characterized by no limit for proposed solutions (Dicová & Ondruš, 2010).

Inspirational motivation

Inspirational motivation is one of the dimensions of

transformational leaders that differentiates them from leaders applying other models. Inspirational motivation could be defined as the way that transformational leaders articulate the organizational goals in an attractive way, thus motivating employees to focus their attention on shared goals and transforming these goals into trust in the leader (Khattak et al., 2020).

The inspirational motivation attribute of transformation leaders helps them exercise direct control of the desired corporate culture. The main rationale is that managerial styles are more significant determinants of how people behave, feel, and act in working environments. Shared mission and vision lead to common goals and objectives—all of which are major components in organizational cultures (Apoi & Latip, 2019).

Inspirational motivation refers to inspiring subordinates by providing a clear vision of the future, showing optimism and enthusiasm at work, and providing a kind of challenge among them. Another aspect of this dimension is that strong relationships are built and flexibility is encouraged in the face of difficulties. Inspirational motivation is evident when a leader identifies the work performed by subordinates as meaningful and recognizes the challenges facing their careers within the organization (Al-edenat, 2017).

Individualized consideration

Individualized consideration is a transformational leadership dimension, whereby leaders check the skills and needs of their subordinates and individual levels. According to Attari (2013), organizational leaders create participatory elements to identify employee requirements and abilities for the purpose of personal development. This feature suggests that change-oriented leaders are competent analysts and investigators. They tend to rely on their observations, especially in identifying those that require emotional intelligence and assistance. Performance appraisals are also used to identify individual weaknesses and strengths. In other leadership styles, leaders tend to showcase little to no concern regarding workers' needs. Most of them focus on the decision-making and oversight roles, and they appear to avoid implementation-related operations. In this regard, they do not engage with their followers at the workplace, which prevents them from understanding employee needs and requirements. Unlike other managerial approaches, the transformation style focuses on worker satisfaction and wellbeing, including their health and psychological state. Change-oriented leaders can quickly help subordinates develop their strengths further and address existing personal deficiencies.

Manzoor et al. (2019), however, argued that leaders also use inspirational behaviors and emotional intelligence to enhance members' self-confidence. Therefore, workers working under transformational management tend to create higher perceptions of their abilities than under other managerial styles.

A transformational leader understands that employees have different needs and abilities, which require individual consideration. These tactics enhance organizational structures and methodologies that are largely based on assumptions. In diverse workforces, workers tend to have different backgrounds, traditions, and abilities, suggesting that most workers require special consideration. For example, some employees can have mental, emotional, and physical disabilities that prevent them from executing their tasks. However, the work conditions must have special considerations to create an equitable work environment that creates equal opportunities for all members. The dimension of individualized consideration encourages diversity and inclusivity, which can only be achieved when all employees are satisfied. Often, change-oriented managers use a responsibility-centered approach to place people in their areas of expertise for higher productivity. Individual considerations are subsequently observed and effected at departmental levels. Compared to other approaches that differ based on organizational, industrial, and market factors, this approach ensures that all workers are satisfied with the decisions made and amendments implemented at the corporate level. Therefore, the individualized consideration perspective largely focuses on workers satisfaction through diversity and inclusivity.

3.2 Creativity

Creativity entails the inclination towards devising or developing opinions, alternatives, or ideas with the intention of solving problems, engaging others, and entertaining oneself and other people (Harrington, 2018). Based on this definition, three factors encourage creativity: addressing the status quo; communicating values and ideas; and desiring novel, complex, and varied stimulations. In some cases, creativity is considered as the capacity and disposition to generate novelty; however, as a complex human behavior, creativity might be influenced by various experiences including social, developmental, and educational factors (Suifan et al., 2017). Creativity involves expressing unusual thoughts, experiencing the world in original and novel ways, and fostering perceptions with fresh and insightful judgments (Harrington, 2018). Originally, definitions of creativity were based on the concepts of creative individuals, but the view has evolved

to mean the ability to generate, create, or discover new ideas, solutions, and possibilities for addressing emerging challenges. Creativity has been linked to an array of behavioral and mental characteristics such as relations between remote ideas that exist semantically and factors that promote creativity, including contexts, integration of diverse views, curiosity, and flexible thoughts and actions.

Creativity has five key dimensions: Originality, flexibility in ideas, elaboration of details, synthesis of unrelated objects, artistic value (Chamorro-Premuzic, 2016).

3.3 Previous Studies

Many studies have been conducted on how transformational leadership impacts creativity. This section introduces previous studies that are relatively close in focus to the current study.

Shafi et al. (2020) evaluated the impact of transformational leadership on employee creativity. Data were collected from 164 supervisor-employee dyads. The study concludes that transformational leadership can promote employee creativity by constantly motivating employees to be open-minded.

Stanescu et al. (2019) explored the relationship between transformational leadership and employees' innovative work behavior (IWB), specifically examining the mediating effect of psychological empowerment. The study sample was collected from 139 employees. The study found a positive significant relationship between transformational leadership and both IWB and psychological empowerment.

Mahmood et al. (2019) investigated the impact of transformational leadership on employees' creative process engagement. The study sample consisted of 400 multi-level employees. The results showed that transformational leadership has a significant impact on employees' creative process engagement. The results also show that task complexity and support for innovation moderate the relationship between transformational leadership and employees' creative process engagement.

Saleem and Mahmood (2019) examined the relationship between transformational leadership and employee creativity through the mediating role of trust and job autonomy. The study sample was collected from 187 employees working in the construction and banking sectors of Pakistan. The results revealed that transformational leadership promotes employee creativity through trust and job autonomy.

Li et al. (2019) explored how transformational leaders

develop the innovativeness of their followers. The study sample included 281 employees from multinational organizations. The study pointed that leaders need to establish trust, empower, and engage effectively with their followers. They found that transformational leadership and the engagement of workers enhance innovative behaviors by cultivating trust.

Apoi and Latip (2019) researched the impact of transformational leadership on workers' reactions to performance. The study established that employees' reactions are anchored on the relationship between transformational leadership and work performance.

Massan and Pahi (2019) evaluated the relationship between employee creativity and transformational leadership. The study sample included 349 employees. The study also evaluated how this association is influenced by a commitment to change. The study indicated that transformational leadership is positively related to both employee creativity and commitment.

In another study, Ma and Jiang (2018) proposed that transformational and transactional leadership could influence creativity among employees of entrepreneurial firms. The study sample included 260 employees and supervisors. The researchers established that transformational leadership had no significant relationship with the creativity of employees and that transactional leadership positively influences the followers' creative behaviors.

Kark et al. (2018) conducted their study to evaluate how transformational leadership influences employee creativity. The study sample included 179 employees. The study found that transformational leadership promotes creativity among employees but that the relationship between these two constructs is complex.

Khattak et al. (2017) explored the relationship between leadership styles and employee creativity through a mediating role of creative self-efficacy and a moderating role of organizational climate. The study sample consisted of 400 managers from the commercial banking sector of Pakistan. The study showed that a transformational leadership style was positively and meaningfully corelated with employee creativity. Furthermore, creative self-efficacy mediates the relationship between leadership styles and employee creativity. Moreover, organizational climate and its dimensions—namely intrinsic recognition, support and impartiality (ISI), and cohesion—were positively and meaningfully corelated with employee creativity, while the organizational climate dimension of pressure was

negatively associated with employee creativity.

4 Methodology

4.1 Study Model

The study model shows the study variables. The independent variable is transformational leadership with its dimension, and the dependent variable is employee creativity. The study model is shown in a clear visual format in Figure 1:

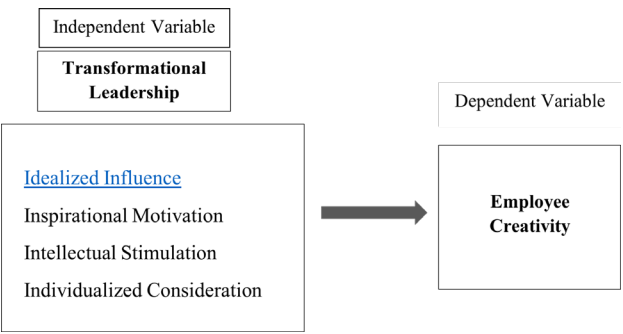


Figure 1. Study Model

Source: Prepared by the researchers in light of the literature.

4.2 Hypotheses of Study

H1: There is statistical evidence (at the level of significance $\alpha \leq 0.05$, $\mu=3.5$) of the existence of an acceptable level of transformational leadership from the employees' perspective in the healthcare organizations in Eastern Province, Saudi Arabia.

H2: There is statistical evidence (at the level of significance $\alpha \leq 0.05$, $\mu=3.5$) of the existence of an acceptable level of employee creativity from the employee's perspective in the healthcare organizations in Eastern Province, Saudi Arabia.

H3: Transformational leadership has a significant impact on employees creativity.

From the third main hypothesis, the following four sub-hypotheses have emerged:

H3a Idealized influence has a significant impact on employees creativity.

H3b Inspirational motivation has a significant impact on employees creativity.

H3c Intellectual stimulation has a significant impact on employees creativity.

H3d Individualized consideration has a significant impact on employees creativity.

4.3 Population and Sample Size

The study population consisted of the healthcare organizations in Eastern Province of Saudi Arabia. Suitable sample was selected randomly totaling (28) healthcare organizations in number. A total of 250 questionnaires were distributed. The response rate was 82% with 206 questionnaires considered valid for analysis, after excluding 12 questionnaires which were not completed correctly. The analysis unit centered on employees at the

lower management level in the surveyed organizations with the aim of identifying reality of transformational leadership and employee creativity in these organizations.

4.4 Statistical Analysis

4.4.1 Descriptive Statistics

The following tables summarize the findings, showing the frequencies and percentages that represent the characteristics of the study sample.

Table 1: Characteristics of study sample

Statistics								
		Gender:	Age:	Educational Qualification:	Present Experience in Your Company:	Total Experience:	Sector of Employment:	Position Title:
N	Valid	206	206	206	206	206	206	206
	Missing	0	0	0	0	0	0	0

From Table 1, it is clear that all respondents answered the questions and that there were no unanswered questions (missing values) of the study sample with the size 206. The following tables show the characteristics of the study sample according to each demographic factor.

1. Gender

Table 2: Characteristics of study sample according to gender

Gender:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	129	62.6	62.6	62.6
	Female	77	37.4	37.4	100.0
	Total	206	100.0	100.0	

2. Age

Table 3: Characteristics of study sample according to age

Age:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20–30 Years	21	10.2	10.2	10.2
	31–40 Years	101	49.0	49.0	59.2
	41–50 Years	70	34.0	34.0	93.2
	Above 50 Years	14	6.8	6.8	100.0
	Total	206	100.0	100.0	

3. Educational Qualification

Table 4: Characteristics of study sample according to educational qualification

Educational Qualification:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school	10	4.9	4.9	4.9
	Diploma	37	18.0	18.0	22.8
	Bachelor	105	51.0	51.0	73.8
	Master	36	17.5	17.5	91.3
	Ph.D/or equivalent (Fellowship/ medical board)	18	8.7	8.7	100.0
	Total	206	100.0	100.0	

4. Present Experience

Table 5: Characteristics of study sample according to present experience

Present Experience in Your Company					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	36	17.5	17.5	17.5
	5 to less than 10 years	52	25.2	25.2	42.7
	10 to less than 15 years	55	26.7	26.7	69.4
	15 years and more than	63	30.6	30.6	100.0
	Total	206	100.0	100.0	

5. Total Experience

Table 6: Characteristics of study sample according to the total experience

Total Experience:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	16	7.8	7.8	7.8
	5 to less than 10 years	31	15.0	15.0	22.8
	10 to less than 15 years	59	28.6	28.6	51.5
	15 years and more than	100	48.5	48.5	100.0
	Total	206	100.0	100.0	

6. Sector of Employment

Table 7: Characteristics of study sample according to the sector of employment

Sector of Employment:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Government	105	51.0	51.0	51.0
	Private	33	16.0	16.0	67.0
	Semi-Government	68	33.0	33.0	100.0
	Total	206	100.0	100.0	

7. Position

Table 8: Characteristics of study sample according to position

Position Title:					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative or Support	86	41.7	41.7	41.7
	Nursing / Clinical	36	17.5	17.5	59.2
	Medical	31	15.0	15.0	74.3
	Technical	53	25.7	25.7	100.0
	Total	206	100.0	100.0	

4.4.2 Validity and reliability of the study tool

To verify the validity of the questionnaire as a study tool, the researchers relied on the questionnaires that had been used in several previous studies. These questionnaires were reviewed and aligned with the goals of the current study. To ensure reliability of the questionnaire, Cronbach's alpha was used to measure the stability coefficient. The results are presented in Table 9.

Table 9: Cronbach's Alpha Test

Area	No. of Questions	Cronbach's Alpha Coefficient
Idealized Influence	7	0.955
Inspirational Motivation	7	0.970
Intellectual Stimulation	7	0.970
Individualized Consideration	7	0.957
Dimensions of Transformational Leadership (combined)	28	0.989
Employees Creativity	16	0.944

Table 9 shows clearly that all the values of Cronbach's alpha of the four dimensions of transformational leadership (separately and combined), as well as “employee creativity,” are relatively high. All the values of Cronbach's alpha are in the acceptable range, with scores ranging from 0.944 to 0.989, which are higher than the acceptable rate of 67% (Sekaran, 2016). This means that the tool will reliably produce the same results under the same conditions; therefore, the questionnaire is reliable for testing the hypotheses of the current study.

4.4.3 Descriptive statistics for items that measure the dimensions of transformational leadership

Based on Table 10, which presents the data from the 5-point Likert scale, the following section discusses the ranking of questions contained under each dimension.

4.4.3.1 Idealized Influence

Table 10: Descriptive statistics for items that measure idealized influence

	Questions		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev	Rank
1	I feel proud to be associated with my manager.	N	83	52	43	10	18	3.84	1.25	2
		%	40.3	25.2	20.9	4.9	8.7			
2	I have complete confidence in my manager	N	69	53	41	23	20	3.62	1.31	4
		%	33.5	25.7	19.9	11.2	9.7			
3	My manager always expresses satisfaction when his/her expectations are met	N	79	61	39	13	14	3.86	1.19	1
		%	38.3	29.6	18.9	6.3	6.8			
4	My manager addresses crises “head on.”	N	47	68	38	27	26	3.40	1.31	6
		%	22.8	33	18.4	13.1	12.6			
5	My manager has a sense of mission which he/she transmits to me.	N	54	72	33	24	23	3.53	1.30	5
		%	26.2	35	16	11.7	11.2			
6	My manager has high moral values	N	94	47	24	19	22	3.84	1.37	2
		%	45.6	22.8	11.7	9.2	10.7			
7	My manager is a role model for me.	N	51	53	38	27	37	3.26	1.43	7
		%	24.8	25.7	18.4	13.1	18			
Weighted Mean			3.62							
Std. Deviation			1.17							

Table 10 presents the descriptive statistics for items measuring Idealized Influence. First, the highest average was given to the question “My manager always expresses satisfaction when his/her expectations are met,” with mean 3.86 and standard deviation 1.19. This is followed by the question “I feel proud to be associated with my manager,” with mean 3.84 and standard deviation 1.25, and “My manager has high moral values,” which shared the same mean and standard deviation. The lowest averages were for the questions “My manager is a role

model for me,” with mean 3.26 and standard deviation 1.43, and “My manager addresses crises ‘head on,’” with mean 3.40 and standard deviation 1.31.

The weighted average for the whole dimension (Idealized Influence) was 3.62, which corresponds to the “agree” level on the Likert scale with standard deviation of 1.17. With the standard deviation of 1.17, the dispersion of the answers is relatively small, which means there is a convergence of views about the importance of this dimension.

4.4.3.2 Inspirational Motivation

Table 11: Descriptive statistics for items that measure inspirational motivation

	Questions		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev	Rank
1	My manager sets high standards for work.	N	56	75	38	15	22	3.62	1.25	2
		%	27.2	36.4	18.4	7.3	10.7			
2	My manager develops ways to encourage work.	N	44	65	41	22	34	3.31	1.36	7
		%	21.4	31.6	19.9	10.7	16.5			
3	My manager presents an optimistic and attainable view of the future.	N	45	73	31	23	34	3.35	1.37	6
		%	21.8	35.4	15	11.2	16.5			
4	My manager creates a sense of priorities and purpose.	N	44	70	39	31	22	3.40	1.27	5
		%	21.4	34	18.9	15	10.7			
5	My manager works enthusiastically towards encouraging an optimism spirit.	N	57	60	33	28	28	3.44	1.38	4
		%	27.7	29.1	16	13.6	13.6			
6	My manager encourages a team spirit at work.	N	73	52	37	21	23	3.64	1.35	1
		%	35.4	25.2	18	10.2	11.2			
7	My manager enhances the employees' confidence in the ability to work.	N	68	53	43	19	23	3.60	1.33	3
		%	33	25.7	20.9	9.2	11.2			
	Weighted Mean			3.48						
	Std. Deviation			1.22						

Table 11 presents the descriptive statistics for items measuring Inspirational Motivation. The highest average was for the question “My manager encourages a team spirit at work,” with mean 3.64 and standard deviation 1.35. This is followed by the question “My manager sets high standards for work,” with mean 3.62 and standard deviation 1.25. The lowest averages

were for the questions “My manager presents an optimistic and attainable view ofthe future,” with mean 3.31 and standard deviation 1.36, and “My manager presents an optimistic and attainable view of the future,” with mean 3.35 and standard deviation 1.37.

The weighted average for the entire dimension of Inspirational Motivation was 3.48, which corresponds to the “agree” level on the Likert scale, with standard deviation

of 1.22. With this standard deviation, the dispersion of the answers is small, indicating convergence of views about the importance of the dimension.

4.4.3.3 Intellectual Stimulation

Table 12: Descriptive statistics for items that measure intellectual stimulation

	Questions		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev	Rank
1	My manager encourages workers to deal with the problems they face in creative scientific ways.	N	53	70	30	27	26	3.47	1.34	5
		%	25.6	34	14.6	13.1	12.6			
2	My manager always emphasizes use of intelligence to overcome obstacles.	N	56	63	41	21	25	3.50	1.32	4
		%	27.2	30.6	19.9	10.2	12.1			
3	My manager always mobilizes a collective sense of mission.	N	57	59	47	21	22	3.52	1.29	2
		%	27.7	28.6	22.8	10.2	10.7			
4	My manager suggests new ways of completing the tasks assigned.	N	50	65	41	26	24	3.44	1.30	7
		%	24.3	31.6	19.9	12.6	11.7			
5	My manager encourages workers to exchange ideas with each other.	N	66	57	45	17	21	3.63	1.29	1
		%	32	27.7	21.8	8.3	10.2			
6	My manager encourages us to re-examine assumptions.	N	49	72	45	16	24	3.51	1.26	3
		%	23.8	35	21.8	7.8	11.7			
7	My manager always shows how to look at old problems in new ways.	N	45	77	36	26	22	3.47	1.26	5
		%	21.8	37.4	17.5	12.6	10.7			
Weighted Mean 3.51										
Std. Deviation 1.19										

Table 12 presents the descriptive statistics for items measuring Intellectual Stimulation. The highest average was for the question “My manager encourages workers to exchange ideas with each other,” with mean 3.63 and standard deviation 1.29. This is followed by the question “My manager always mobilizes a collective sense of mission,” with mean 3.52 and standard deviation 1.29. The lowest averages were given to the questions “My manager suggests new ways of completing the tasks assigned,” with mean 3.44 and standard deviation 1.30, “My manager

encourages workers to deal with the problems they face in creative scientific ways,”, and “My manager always shows how to look at old problems in new ways,” with mean 3.47 and standard deviation 1.26.

The weighted average for the entire dimension of Intellectual Stimulation was 3.51, which corresponds to the “agree” level on the Likert scale with standard deviation of 1.19. According to Likert-scale levels, this considers a high level.

4.4.3.4 Individualized Consideration

Table 13: Descriptive statistics for items that measure individualized consideration

	Questions		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev	Rank
1	My manager gives personal attention to me when I seem neglected.	N	57	55	44	25	25	3.46	1.33	5
		%	27.7	26.7	21.4	12.1	12.1			
2	My manager finds out what I want and helps me to get it.	N	57	64	34	24	27	3.49	1.35	4
		%	27.7	31.1	16.5	11.7	13.1			
3	My manager appreciates when I do a good job.	N	77	59	34	16	20	3.76	1.29	1
		%	37.4	28.6	16.5	7.8	9.7			
4	My manager spends time in coaching and teaching every staff member.	N	37	60	44	29	36	3.16	1.35	7
		%	18	29.1	21.4	14.1	17.5			
5	My manager treats me as an individual rather than just a member of the group.	N	53	63	49	19	22	3.51	1.26	3
		%	25.7	30.6	23.8	9.2	10.7			
6	My manager promotes self-development.	N	54	53	49	20	30	3.39	1.36	6
		%	26.2	25.7	23.8	9.7	14.6			
7	My manager respects divergent views at work.	N	68	62	40	14	22	3.68	1.29	2
		%	33	30.1	19.4	6.8	10.7			
	Weighted Mean		3.49							
	Std Deviation		1.18							

Table 13 shows the descriptive statistics for items measuring Individualized Consideration. The highest average was for the question “My manager appreciates when I do a good job,” with mean 3.76 and standard deviation 1.29. This is followed by the question “My manager respects divergent views at work,” with mean 3.68 and standard deviation 1.29. The lowest averages were for the questions “My manager spends time in coaching and teaching every staff member,” with mean 3.16 and standard deviation 1.35, and “My manager promotes self-development,” with mean 3.39 and standard deviation 1.36.

The weighted average for the entire dimension of Individualized Consideration was 3.49, which corresponds to the “agree” level on the Likert scale with standard deviation of 1.18. According to Likert scale levels, this is considered a high level.

4.4.4 Hypotheses Testing

Inferential statistics were applied to the study data using the Statistical Package for the Social Sciences (SPSS). The results of the tests are given below.

One Sample T-Test

This test was applied to examine the first main hypothesis, as discussed below.

H1: There is statistical evidence (at the level of significance $\alpha \leq 0.05$, $\mu=3.5$) of the existence of an acceptable level of transformational leadership from the employee's perspective in the healthcare organizations in Eastern Province, Saudi Arabia. The results are as follows:

Table 14: One Sample T-Test: Testing the first main hypothesis

Variable	Mean	Standard Deviation	T	Sig.
Transformational Leadership	3.5257	1.15164	.320	.749
N=206	$\mu=3.5$	df=205	t-tabulated= 1.976	$\alpha \leq 0.05$

From the Table 14, given the value of *T* (0.320) and its significance level (0.749), it is evident that the value of *T* calculated for transformational leadership is very small and was less than the value of *T* tabulated, which indicates that there is no difference between the mean of the variable (transformational leadership) and the assumed value;

therefore, the level of significance (0.749) was more than the value of the approved significance (0.05). Based on this result, the null hypothesis that states the mean of transformational leadership equals 3.5 is accepted.

H2: There is statistical evidence (at the level of significance $\alpha \leq 0.05$, $\mu=3.5$) of the existence of an acceptable level of employee creativity from the employee's perspective in the healthcare organizations in Eastern Province, Saudi Arabia. The results are as follows:

Table 15: One Sample T-Test: Testing the second main hypothesis

Variable	Mean	Standard Deviation	T	Sig.
Employees Creativity	4.32	0.63	18.548	0.00
N=206	$\mu=3.5$	df=205	t-tabulated=1.976	$\alpha \leq 0.05$

With the *T* value (18.548) and its significance level (0.00), it can be shown that the calculated value of *T* is more than the value of *T* tabulated, which indicates that there is a significant difference between the mean of the variable (employee creativity) and the assumed value; therefore, the level of significance (0.00) was less than the value of the approved significance (0.05). Based on this result, the null hypothesis that states that the mean of employee creativity equals 3.5 is rejected, and the alternative hypothesis is accepted that states that the mean is different from 3.5.

Linear Regression

Based on the large sample size of 206, regression analysis assumptions are validated according to the central limit theorem; therefore, the data are normally distributed as required by regression analysis. Linear regression was used to examine the third main hypothesis and its four sub-hypotheses that state that transformational leadership and its dimensions have a significant impact on employee creativity.

H3: Transformational leadership has a significant impact on employees creativity in the healthcare organizations in Eastern Province, Saudi Arabia. The results as follows:

In light of the *F* value in Table 16, which is statistically significant, the null hypothesis is rejected and the alternative hypothesis is accepted that states that the linear regression

Table 16: Regression Test: Testing the third hypothesis

Order	Hypothesis	R	R ²	B	Beta	T	Sig.	F	Sig.
H3	Transformational leadership has a significant impact on employees creativity.	0.368	0.135	0.202	0.368	5.65	0.00	31.95	0.00
H3a	Idealized influence has a significant impact on employees creativity.	0.343	0.117	0.186	0.343	5.209	0.00	27.133	0.00
H3b	Inspirational motivation has a significant impact on employees creativity.	0.343	0.118	0.177	0.343	29.590	0.00	27.208	0.00
H3c	Intellectual stimulation has a significant impact on employees creativity.	0.362	0.131	0.192	0.362	28.361	0.00	30.833	0.00
H3d	Individualized consideration has a significant impact on employees creativity.	0.377	0.142	0.202	0.377	28.174	0.00	33.889	0.00
Degree of freedom (n-1)=205		level of freedom (0.05)		F tabulated value=3.811					

model is suitable for the representation of the relationship between the dependent variable (employee creativity) and independent variable (transformational leadership); therefore, the model has the ability to predict the values of the dependent variable by using the independent variable values.

H3 Third main hypothesis

The results in Table 16 show a positive relationship between transformational leadership and employee creativity. Transformational leadership is seen to have explanatory power regarding employee creativity, as it interprets 13% of the variation in employee creativity.

The null hypothesis was tested (“There is not a statistically significant impact for the transformational leadership on employee creativity in the surveyed organizations”) versus the alternative hypothesis (“There is a statistically significant impact for transformational leadership on employee creativity in the surveyed organizations”). It was found that the value of *T* calculated (5.65) was greater than the value of *T* tabulated (1.98), and the level of significance is equal to 0.000, which is less than the value of accepted significance (0.05). Since the value of *F*=31.95 is high and is statistically significant (Sig.=0.000), the null hypothesis is rejected, and the alternative hypothesis is accepted.

For the sub-hypotheses that emerged from the third main hypothesis, the results show a positive relationship between all dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) and employee creativity. These positive relationships between employee creativity and the variables previously mentioned make prediction possible. This was shown in their ability to explain the moderately close proportions of the dependent variable (employee creativity), which are 12%, 12%, 13%, and 14%, respectively.

H3a First sub-hypothesis

Based on the results in Table 16, the null hypothesis was tested (“There is not a statistically significant impact for the idealized influence on employee creativity in the surveyed healthcare organizations”) versus the alternative hypothesis (“There is a statistically significant impact for the idealized influence on employee creativity in the surveyed healthcare organizations”). It was found that the value of *T* calculated (5.209) was greater than the value of *T* tabulated (1.98), and the level of significance is equal to 0.000, which is less than the value of accepted significance (0.05). Since the value of *F*=(27.133) is high and it is statistically significant (Sig.=0.000), the null hypothesis is rejected, and the alternative hypothesis is accepted.

H3b Second sub-hypothesis

As shown in Table 16, the null hypothesis was tested (“There is not a statistically significant impact for the inspirational motivation on employee creativity in the surveyed healthcare organizations”) versus the alternative hypothesis (“There is a statistically significant impact for the inspirational motivation on employee creativity in the surveyed healthcare organizations”). It was found that the value of *T* calculated (29.590) was much greater than the value of *T* tabulated (1.98), and the level of significance is equal to 0.000, which is less than the value of accepted significance (0.05). Since the value of *F*=(27.208) is high, and it is statistically significant (Sig.=0.000), the null hypothesis is rejected, and the alternative hypothesis is accepted.

H3c Third sub-hypothesis

As the results in Table 16 show, the null hypothesis was tested (“There is not a statistically significant impact for the intellectual stimulation on employees creativity in the surveyed healthcare organizations”) versus the alternative hypothesis (“There is a statistically significant impact for

the intellectual stimulation on employees' creativity in the surveyed healthcare organizations"). It was found that the value of T calculated (28.361) was much greater than the value of T tabulated (1.98), and the level of significance is equal to 0.000, which is less than the value of accepted significance (0.05). Since the value of F=(30.833) is high, and it is statistically significant (Sig.=0.000), the null hypothesis is rejected, and the alternative hypothesis is accepted.

H3d Fourth sub-hypothesis

As shown in Table 16, the null hypothesis was tested ("There is not a statistically significant impact for the individualized consideration on employee creativity in the surveyed healthcare organizations") versus the alternative hypothesis ("There is a statistically significant impact for the individualized consideration on employee creativity in the surveyed healthcare organizations"). It was found that the value of T calculated (28.174) was much greater than the value of T tabulated (1.98), and the level of significance is equal to 0.000, which is less than the value of accepted significance (0.05). Since the value of F=(33.889) is high, and it is statistically significant (Sig.=0.000), the null hypothesis is rejected, and the alternative hypothesis is accepted.

In summary, it can be noted that the results of the descriptive statistics in this study coincide with the results of the inferential statistics, and all support the study's assumptions.

5 Conclusions and Recommendations

5.1 Conclusions

In light of the statistical tests for the hypotheses of this study, the main findings can be summarized as follows.

- Regarding the results for the first main hypothesis, the results indicate that there was no statistical evidence of the existence of an acceptable level of transformational leadership from the employee's perspective in the healthcare organizations in Eastern Province, Saudi Arabia, as measured by the four dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration). This result indicates several points that should be considered by the relevant managers in order to improve the application of transformational leadership in the healthcare organizations in Eastern Province, Saudi Arabia. These points will be mentioned in the recommendations section in light of the contents of

the four dimensions of transformational leadership that clarified in the theoretical framework; moreover, the content of the questions of questionnaire designed to measure this variable will be considered.

This result is relatively consistent with previous studies in certain ways. This result generally aligns with the findings of Al Asmri et al. (2020) that identified key missing areas to be improved; one of these areas is the leadership system. Additionally, Li et al. (2019) have argued that leaders need to establish trust, empower, and engage effectively with their followers. Moreover, Jeevan and Manisha (2015) who believe that an effective strategy for promoting creativity among employees can be achieved if leaders adopt a transformational style and promote a suitable environment for learning that encourages innovation and creative problem-solving.

- Regarding to the second main hypothesis, the results indicated that there was statistical evidence of the existence of an acceptable level of employee creativity from the employee's perspective in the healthcare organizations in Eastern Province, Saudi Arabia. It can be concluded that there are effective management practices in the surveyed organizations, which are related to a high level of employee creativity. This result is relatively consistent with previous studies such as Mahmood et al. (2019) and Massan & Pahi (2019), which showed statistical evidence regarding the existence of an acceptable level of employee creativity.
- Based on the statistical results of testing the third hypothesis, the results indicate that there was a statistically significant impact of transformational leadership on employee creativity. This result is consistent with those mentioned in Harbi et al. (2019), who pointed out that there is a significant positive relationship between transformational leadership and the creativity of followers. As well as this result is relatively consistent with the findings of Suifan et al. (2017) that pointed out the transformational leadership is positively significant with some dimensions of employee creativity and not significantly related to some dimensions of employee creativity. Additionally, this result differs with the findings of some previous studies such Ma et al. (2020), who demonstrated that transformational leadership has an insignificant relationship (U-shaped) with employee creativity. The researchers believe that due to the differences in research sectors and study population between these studies.

- The findings from the fourth sub-hypotheses demonstrated that there is a statistically significant impact of the dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) on employee creativity from the employee's perspective in the healthcare organizations in Eastern Province, Saudi Arabia. This finding is relatively consistent with findings from many previous studies, such as Shafi et al. (2020), Saleem and Mahmood (2019), and Ma and Jaing (2018), among others. For instance, Shafi et al. (2020) demonstrated that Idealized Influence, Intellectual Stimulation, and Inspirational Motivation have a significant impact on employee creativity, but Individual Consideration was not found to be significantly related to employee creativity.

5.2 Recommendations

In light of the previous findings, the researchers recommend the following:

- The results demonstrate that there was no statistically significant evidence of the existence of an acceptable level of transformational leadership from the employee's perspective in the healthcare organizations in Eastern Province, Saudi Arabia. According to these findings, there are several points that should be strengthened within healthcare organizations in Eastern Province, Saudi Arabia, in order to improve the application of transformational leadership. The most prominent points that should be taken into consideration by managers: role model; address crises; sense of mission; develop ways to encourage work; present an optimistic and attainable view of the future; suggest new ways to complete the tasks assigned; encourage workers to deal with the problems they face in creative and scientific ways; spend time in coaching and teaching every staff member; and promote self-development.
- The researchers recommend that the relevant people in healthcare organizations give more attention to improving the elements of employee creativity by reviewing scientific facts, knowledge, and best practices. The theoretical part of this study sheds light on the some important points that enhance employee creativity.
- The study results demonstrated that there is a statistical impact of transformational leadership with its dimensions (separated or collective) on employee creativity in the surveyed organizations.

The researchers recommend giving more attention to applying these variables by reviewing scientific facts, knowledge, and best practices to achieve a statistically significant impact of their leadership within healthcare organizations. This matter will enhance the competitive advantage of the surveyed organizations.

- The researchers recommend conducting further studies related to transformational leadership and its effect on employee creativity, either in the same organizations or in other sectors to enrich knowledge on this topic.

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