Abstract—Transformational leadership is a significant approach to motivate followers beyond expectations and set free the creativity inside them. It aims to transform the personal values and self-concepts of followers and shift them to a new level of needs and aspirations. This research focuses to examine transformational leadership effects on followers’ creativity. By using a questionnaire survey data collected from public sector of Kingdom of Saudi Arabia. Researchers concluded that transformational leadership is positively and significantly related to employee creativity. Furthermore, psychological empowerment and employee learning factors are significantly and positively mediates the relationship between transformational leadership and followers’ creativity. However, intrinsic motivation factor does not significantly mediate the relationship between transformational leadership and followers’ creativity. The research may contribute to the literature of transformational leadership by developing a comprehensive theoretical framework that examines the factors which influence transformational leadership to enhance followers’ creativity in public sector.

Keywords—Transformational Leadership, Followers’ Creativity, Intrinsic Motivation, Psychological Empowerment, Employee Learning

I. INTRODUCTION

Today’s organisations are exposed to a dynamic environment characterised by increasing globalisation, rapid technological change, pace of competition, new management trends and shortening product life cycle. In this situation organisation needs to be more innovative and creative than before to lead, to inspire, to survive, to grow and to compete especially technologically. Thus, leadership has been one of the most crucial and dominant factors in management and organisational psychology. The concept of leadership has been considered the act of influencing the activities of an organised group in its efforts toward goal setting and goal achievement [49]. In literature leadership is considered a process of influencing leading to achieve desired purposes [13]. This notion leads to influencing activities of an organised group towards organisational goal setting and their achievements [49], [50]. Leadership has been considered one of the most examined but least understood phenomenon which is related to a stream of evolving interrelationships in which they are continuously evoking motivational responses from followers and modifying their behaviours as they meet responsiveness or resistance, in a constant process of flow and counter flow [12].

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From the leadership literature transformational leadership it is seen as: “leaders and followers raise one another to higher levels of morality and motivation”. According to Bass and Riggio [9], transformational leaders are those who “stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity”. Transformational leadership raises followers’ maturity-level and ideals, concerns for achievement, self-actualisation, and the well-being of others, the organisation, and society [11]. According to Howell and Avolio [26], transformational leadership encourages innovation and creativity and creates advantages for organisational performance. Literature advocates that leaders can directly affect followers’ creativity [31], [4], [51], [23]. Many empirical studies also reveal that perception of support for innovation and psychological empowerment is a main source of employee creativity [51], [24]. Based on this relationship Gumusluoglu and Ilsev [24] claim that there is a research gap in examination of mediating roles of empowerment and innovative climate in the relationship between transformational leadership and followers’ creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity. This study extends above conceptualisation and proposes that an employee psychological empowerment, intrinsic motivation, and follower’s creativity.

II. LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Leadership is an emerging field in the organisational behavior which considers the influencing of behavioral activities to induce followers to work hard. However, transformational leadership reflects a kind of leadership in which leaders move their followers beyond immediate self-interests through idealised influence (charisma), inspiration,
intellectual stimulation, or individualised consideration. Based on transformational leadership, employee’s behaviour approaches can enable reforming the followers’ values and norms, encourage both individual and organisational changes, and support their followers to perform beyond performance expectations [30]. In the leadership domain, creativity and innovation are important values to understand the follower’s motivation and organisational innovation. According to Amabile et al [6] “all innovation begins with creative ideas”.

Literature supports the leaders’ direct influence on creativity come across the followers’ intrinsic motivation and need level, while leaders’ indirect affect can support creativity by developing a work environment [6], [51]. In the creativity literature, intrinsic and extrinsic motivation plays dominant role [4], [51], [23]. In this regard different models relating to perceived work environment and psychological impression affect employee motivation to develop new ideas [51]. Many empirical studies also reveal that perception of support for innovation and psychological empowerment is a main source of employee creativity. Gumusluoglu and Ilsev [23] suggest that transformational leadership has important effects on creativity at both the individual and organisational levels. At the individual level there is a positive relationship between transformational leadership and employees' creativity. Moreover, transformational leadership influences employees' creativity through psychological empowerment. Results reveal that transformational leadership is positively associated with organisational innovation, which is measured with a market-oriented criterion developed specifically for developing countries and newly developing industries. Another empirical study conducted by [45] found that transformational leadership was positively related to follower creativity; followers’ “conservation” a value, moderated that relationship, and intrinsic motivation mediated the contribution of the interaction of transformational leadership and conservation and partially mediated the contribution of transformational leadership to creativity. Garcia-Morales [21] examined a positive relation between transformational leadership and organisational innovation, between transformational leadership and organisational performance and between organisational innovation and organisational performance.

The literature review reveals that transformational leaders empower their followers, organisational performance and develop an innovative climate. Gumusluoglu and Ilsev [24] witnessed less research work on the relationship between transformational leadership and followers’ creativity through mediating factors. Following the literature, researchers extend above conceptual framework and propose that an employee psychological empowerment, intrinsic motivation and organisation learning is a way of underlying the effects of transformational leadership on followers’ creativity (See Figure 1).

A leader has generally been treated as an important influence factor towards the attitudes and behaviours of followers. In this domain transformational leader has been found as creative and innovative towards the employee development. Burns [12] defines that transformational leader looks for potential motives in followers, seeks to satisfy higher needs, and engages the full person of the follower. The creation of organisational environment may be a better strategy to foster individuals’ creativity where followers may have to spend enormous amount of time and efforts to increase their intellectual capacity, expertise, and creative thinking skills. Literature supports the transformational leadership for transformation of followers’ creativity at the workplace which involves creation of new ideas concerning products, services, processes and procedures in organisations [5], [40], [56]. The dominant focus of behaviour of transformational leaders is consistent with the determinants of creativity at the workplace. However, different factors were found to affect followers’ creativity at the workplace. Several factors like personality traits, intrinsic motivation, intrinsic and extrinsic motivation, perceived work environment, psychological empowerment, perception of support of innovation, self-efficacy, organisational environment and psychological factors have been pointed out in prior research to support individuals in increasing their level of creativity in an organisation [1],[6],[3],[17],[39],[31],[51],[23]. In a recent study Gumusluoglu and Ilsev [24] found positive relationship between transformational leadership and employees' creativity and through psychological empowerment more influences found between them. Furthermore, this study didn’t find the influence between transformational leadership and creativity through intrinsic motivation. The study investigates the relationship of transformational leadership and followers’ creativity in a public sector organisation. According to Gumusluoglu and Ilsev [24]. Few studies have been examined this relationship empirically and have been used data from the US in experimental settings, and majority of them used student samples. This study suggests investigating real settings of collective culture to find the effect of transformational leadership towards the followers’ creativity.

**H1:** Transformational leadership is expected to be positively associated with followers’ creativity.

**H2:** Followers’ psychological empowerment is expected to be positively mediated between transformational leadership and followers’ creativity.
H3: Intrinsic motivation is expected to be positively mediated between transformational leadership and followers’ creativity.

H4: Organisational learning is expected to be positively mediated between transformational leadership and followers’ creativity.

III. RESEARCH METHODOLOGY

This is a co-relational research to examine relationship between transformational leadership and followers’ creativity and effects of psychological empowerment, intrinsic motivation and organisation learning between them in public security sector organisation of Kingdom of Saudi Arabia. Researchers propose to conduct a survey questionnaire for data collection.

A. Sample and Procedure

The population of this study is the employees of public security sector in Saudi Arabia from which random sampling was done by the researchers. Collecting data permission was granted from the authorities of respective sections. The process has been adopted like before issuing a survey to the participants, researchers confirmed the voluntary participation for the study. All participants were informed that they can participate freely and if any participant wants to withdraw at any time they will be allowed to do so. This procedure took five months. Researchers prepared a plan that after two weeks, a reminder will be sent to remind them to respond. This will be repeated three times. If participants fail to respond on either of the request their name will be excluded from the study.

B. Measurement scale

Testing hypotheses needed data and a survey questionnaire and was developed on the basis of reviewed literature [46], [31], [42], [21], [22], [36] Following variables have been selected for the survey questionnaire.

Transformational Leadership. Researchers used the Multifactor Leadership Questionnaire (MLQ) form 5X-Short [10]. This questionnaire has four dimensions such as: idealised influence, inspirational motivation, intellectual stimulation and individual consideration. Each dimension has four questions with five point likert scale ranging from 1, “not at all,” to 5, “frequently, if not always”, employee indicated how frequently each statement fitted their immediate supervisors.

Intrinsic Motivation. Employee intrinsic motivation was adapted from the work of Amabile [2] and used by Teirney et al [51] in this variable five items were used with five point likert scale.

Psychological Empowerment. In this variable four dimensions of empowerment were used. Three items were taken from Tymon [53] and used by Spreitzer [48]. For competence three items were adapted for confidence from Jones’s [28].Third dimension is self-determination for three items adapted from Hackman and Oldham’s [28] and used by Spreitzer [48]. Finally the impact was measured by taking three items from Ashforth’s [8] and used by Spreitzer [48]. For all four dimension research used five point likert scale from very strongly disagree to strongly agree.

Employee Learning. We adapted Elliot and Church’s [19] six item learning orientation scale to work setting studied here. All items were rated on a five point likert scale ranging from 1 (very strongly disagree) to 5 (very strongly agree).

C. Data Analysis Techniques and Statistical Packages

Three main stages have been proposed for data analysis. Firstly, the content and the relevance of the multi-item scales were -defined. Secondly, scales were validated using confirmatory factor analysis (CFA). Finally, hypotheses were tested using Hierarchical Multiple Regression Analysis through SPSS (17 version) software.

IV. RESULTS

A. Descriptive Statistics, Reliability And Correlations

Researchers distributed 1000 samples out of them 541 surveys collected showing response rate 54.1%. From these questionnaires, 11 questionnaires were discarded due to uncompleted or having large number of missing data. Researcher also found 11 missing data and 16 outliers. After taken out from the main study finally, 503 samples were selected for the main study data analysis. The results of demographic data are shown in Table 1.

Demographic results showed that all respondents were male 503 (100%) most of them were aged between 21 to 30 years old 194 (38.6%). The majority of the participants was married 359 (71.4%) and graduate 221 (43.9%). However, the majority of the participants had work experience of less than 5 years 143 (28.4%) and their experience with present employer was less than 5 years 289 (57.5%). According to sample characteristics results the majority of participants have less than 5 employees under supervision 285 (56.7%) who have any contact with direct manager every day 274 (54.5%). Finally, the majority of the respondents have leadership training for 1-4 weeks 313 (62.2%).

Reliability

By applying Cronbach’s Alpha reliability test through SPSS (17.0 version) software, researcher found highly correlated items with their respective variables. All variables were above .7 showed high internal consistency of items of variables. Overall reliability of scales used in this survey questionnaire was found 0.931 that shows higher internal consistency among the scales. However, the reliability of individual scales was found different from each other and varied from 0.698 to 0.887. Researchers found positive and significant relationship among the variables through Pearson’s Correlations. Results showed that all variable are likely linear with each other (see Table2)

| TABLE I | DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS (N=503) |
TABLE II

PEARSON’S CORRELATION

<table>
<thead>
<tr>
<th>S. No</th>
<th>Variables</th>
<th>Mean</th>
<th>S. D.</th>
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<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>F.C</td>
<td>37.3539</td>
<td>4.90325</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>T.L</td>
<td>66.5944</td>
<td>9.23479</td>
<td>.324**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I.M</td>
<td>16.3439</td>
<td>2.81130</td>
<td>.223**</td>
<td>.733**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>P.E</td>
<td>47.2565</td>
<td>6.92992</td>
<td>.404**</td>
<td>.440**</td>
<td>.238**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>E.L</td>
<td>20.0497</td>
<td>3.03294</td>
<td>.485**</td>
<td>.254**</td>
<td>.224**</td>
<td>.481**</td>
<td>1</td>
</tr>
</tbody>
</table>

F.C: Follower’s Creativity T.L: Transformational Leadership
I.M: Intrinsic Motivation P.E: Psychological Empowerment
E.L: Employee Learning

V. HYPOTHESES TESTING

This study applied Hierarchical Multiple Regression Analysis where beta and t value were used for hypotheses testing (see Table 3). Researchers also adopted multilevel mediational modelling methods for testing the direct and mediated effects [35]. To assess the mediate effect, Sobel test for multilevel mediational modelling method [35] was used. However, educational level and job tenure of the employees were controlled for in all the hierarchical models (see Table 3).

TABLE III

RESULTS OF THE MULTILEVEL MEDIATED ANALYSIS

<table>
<thead>
<tr>
<th>Education</th>
<th>.098</th>
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</thead>
<tbody>
<tr>
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</tr>
<tr>
<td>Trans. Leadership</td>
<td>.325**</td>
</tr>
<tr>
<td>Education</td>
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</tr>
<tr>
<td>Job Tenure</td>
<td>.046</td>
</tr>
<tr>
<td>Trans. Leadership</td>
<td>.750**</td>
</tr>
<tr>
<td>Education</td>
<td>.098*</td>
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<tr>
<td>Job Tenure</td>
<td>-.061</td>
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<tr>
<td>Trans. Leadership</td>
<td>.358**</td>
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<tr>
<td>Intrinsic Motivation</td>
<td>-.038</td>
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<tr>
<td>Education</td>
<td>.018</td>
</tr>
<tr>
<td>Job Tenure</td>
<td>.105</td>
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<tr>
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<td>.418**</td>
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<tr>
<td>Education</td>
<td>.103*</td>
</tr>
<tr>
<td>Job Tenure</td>
<td>-.100*</td>
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<tr>
<td>Trans. Leadership</td>
<td>.181**</td>
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<tr>
<td>Psychological Empowerment</td>
<td>.336**</td>
</tr>
<tr>
<td>Education</td>
<td>-.091</td>
</tr>
<tr>
<td>Job Tenure</td>
<td>.015</td>
</tr>
<tr>
<td>Trans. Leadership</td>
<td>.270**</td>
</tr>
<tr>
<td>Education</td>
<td>.115*</td>
</tr>
<tr>
<td>Job Tenure</td>
<td>-.040</td>
</tr>
<tr>
<td>Trans. Leadership</td>
<td>.214**</td>
</tr>
<tr>
<td>Employee Learning</td>
<td>.436**</td>
</tr>
</tbody>
</table>

C: creativity; I.M: intrinsic motivation; P.E: psychological empowerment; E.L: employee learning
The result of the transformational leadership indicated a positive and significant impact on followers’ creativity (β = .329, p < 0.00, t = 7.707) after controlling the education and working experience. Therefore, findings support for H1 which states that there is a positive relationship between transformational leadership and individual creativity. Furthermore, the significant relationship also satisfies the condition of the mediation tests for all mediator variables.

In this study, H2 suggests that intrinsic motivation mediates the relationship between transformational leadership and followers’ creativity. Results showed that transformational leadership has a positive and significant relationships with intrinsic motivation (β = .750, p < 0.00, t = 24.280). However, intrinsic motivation negatively relates to creativity (β = -.038, p < 0.541) when entered together with transformational leadership into the equation predicting creativity, where transformational leadership has significant impact (β = .358, p < 0.00). Results of this hypothesis have a partial mediating effect of intrinsic motivation. In this test, Sobel test results showed that intrinsic motivation does not significantly reduce the effect of transformational leadership on creativity (t= - .038, n.s.). Therefore, researchers conclude that intrinsic motivation does not significantly mediate the relationship between transformational leadership and creativity which do not support H2.

In this study, researchers propose H3 where the psychological empowerment mediates the relationship between transformational leadership and followers’ creativity. Results showed that transformational leadership has a positive and significant relationships with psychological empowerment (β = .418, p < 0.00, t = 10.261). Furthermore, psychological empowerment positively and significantly relates to creativity (β = .336, p < 0.00) when entered together with transformational leadership into the equation predicting creativity, where transformational leadership has significant impact (β = .188, p < 0.00). Results of this hypothesis have a full mediating effect of psychological empowerment. In this test, Sobel test results showed that psychological empowerment is significantly increase the effect of transformational leadership on creativity (t= 7.489, p < 0.00). In conclusion, therefore, psychological empowerment significantly and positively mediates the relationship between transformational leadership and creativity which support H3.

In this study, researchers propose H4 that employee learning mediates the relationship between transformational leadership and followers’ creativity. Results showed that transformational leadership has positive and significant relationships with employee learning (β = .270, p < 0.00, t = 6.121). Furthermore, employee learning positively and significantly relates to creativity (β = .436, p < 0.00) when entered together with transformational leadership into the equation predicting creativity, where transformational leadership has a significant impact (β = .214, p < 0.00). Results of this hypothesis have a full mediating effect of employee learning. In this test, Sobel test results showed that employee learning is significantly increase the effect of transformational leadership on creativity (t= 11.159, p < 0.00). In conclusion, therefore, employee learning significantly and positively mediates the relationship between transformational leadership and creativity which support H4.

VI. DISCUSSION

In the organisational behaviour, the leader is an influence factor towards the followers’ attitudes and behaviours. Transformational leadership is creative and innovative towards the employee development through their creativity. According to Bass and Avolio[10] four components of transformational leadership such as: charismatic role modelling (leader inspires admiration, respect, and loyalty), individualised consideration (leaders build one to one relationship with his or her followers), inspirational motivation (leaders articulate an exciting vision of the future) and intellectual stimulation (leaders broaden and elevate the interests of his or her employees). Literature refers to creativity as to how individual approach existing problems and their solutions [6], [3]. It is used as efforts to put existing, conventional ideas together to create new approaches to solving problems [29]. Literature also supports the transformation leadership for transformation of followers’ creativity at the workplace which involves creation of new ideas concerning products, services, processes, and procedures in organisations [5], [40], [56]. This study also supported to previous literature like Gumusluoglu and Ilsev [24], Shin and Zhou [45], Sosik et al [46],[47], Jung [33], Kahai et al. [34] and Jaussi and Dionne [27] who examined this relationship empirically.

Empowerment has been identified as an important source of an employee creativity which is associated with psychological aspects of followers’ towards leadership. In this context mentoring empowerment may be an outcome of transformational leadership. The term empowerment is associated with the employee psychological status which is defined as “a process of enhancing feelings of self-efficacy among organisational members through the identification of conditions that foster powerlessness and through their removal by both formal organisational practices and informal techniques of providing efficacy information” [15]. As an important behavioural approach associated creative and psychological has been proved by many researchers [16], [31] and [56]. According to Jung and Sosik [32], empowered employees have higher intrinsic motivation and that encourage creative endeavours. Furthermore, Sheldon [44] emphasises personal autonomy as a basic trait of creative individuals. Zhou [56] found that when employees work in organisational climate that support task autonomy, higher creative ideas are produced by them. Literature witnessed, empowerment as an intrinsic motivation, encourage creative endeavours, personal autonomy and creative performance which may support to organisational climate to be followers’ creative [20],[18],[24]. In this study researchers also concluded that psychological
emergence has influence between transformational leadership and followers’ creativity.

In an organisation employee can be motivated by intrinsic or extrinsic factors to perform their responsibilities. Intrinsic motivation refers to the inspiration in which employees are attracted in a task for its own sake, instead of external outcomes and extrinsic motivation refers to the outside factors of an organisation to inspire employees to perform their responsibilities [17]. In organisational progress knowing employee motivational state is important and intrinsic motivation is one of the key ingredients for employee to perform their duties. Employees having the intrinsic motivation are more likely to be flexible and persevering [37], [38]. Apart of performing responsibilities, employee creativity is also involving with respect to intrinsic motivations in organisations [5]. According to the theory of intrinsic task motivation, employees being attracted to and interested in a task itself allow them to be creative by searching for new and better ways of doing things [6]. Literature confirms that intrinsically motivated employees might be more flexible and attracted towards the outcome because he or she likely to find many alternative approaches, to use non-traditional ways to solve the organisational problems [37],[45]. Thus intrinsically motivated individuals may be more attracted to a task and he or she is more likely to focus and explore to exhibit more creative behaviour [24]. Empirically studies suggest that an intrinsically motivated individual is more likely to exhibit a high level of creative performance [51], [27]. Therefore, the theory of intrinsic motivation has been the basis for research investigating creativity [6], [40], [43], [56]. In this study researchers concluded that in the Middle Eastern culture intrinsic motivation might be not have an influence between the relationship of transformational leadership and followers’ creativity. This suggests that this factor should be examined in other organisations in order to generalise the results of the study.

In an organisation transformational leadership behaviour symbolise an effective form of engaging employees and motivating them to perform their duties [41]. Transformational leadership activates the employee with their skills and knowledge and support to develop the attitudes and behaviours towards the organisation. Organisational learning is a way of developing new skills and knowledge to enhance follower’s creativity. Literature revealed that organisational leaders can influence directly their followers with new ideas and set of specific goals [55]. Thus, transformational leadership is developing a vision and inspiring followers to generate high performance [26], [21]. Many research studies have been supported to this notion like Gong et al [22] and Garcia-Morales et al [21]. Researchers analysed theoretical and empirical the leader’s perceptions of different intermediate strategic variables related to knowledge (knowledge slack, absorptive capacity, tacitness, organisational learning) and innovation influence the relation between transformational leadership and organisational performance. However, transformational leadership affects slack knowledge, absorptive capacity, tacit knowledge, organisational learning and innovation which allow the creation of positive synergies that improve organisational performance [7], [14]. Literature supports the notion that organisational learning can be promoted by transformational leadership which supports repetitiveness to follower’s creativity [52], [21],[54]. Findings of our supported to above literature and concluded that employee learning has influence between the relationship of transformational leadership and followers’ creativity.

The findings from this study provide recommendations for policy and strategy makers to develop policies and strategies rooted in concepts of employee creativity through psychological empowerment and employee learning. This study, however, contributes to human resources management and organisational behaviour literature in general and, in particular in Gulf countries. For future research, therefore, could examine the other factors like employee support for innovation and workplace relationship to understand the effect of transformational leadership towards employee creativity.

VII. CONCLUSION

This research has been designed to examine the effects of transformational leadership on followers’ creativity and organisational innovation. Leaders can encourage follower’s creativity and organisational innovation in their organisations. After reviewing literature in transformation leadership a conceptual approach has been developed to learn now various factors interrelate. By applying a survey questionnaire researchers collected data from employees of public sector security organisation. Results showed a positive relationship between transformational leadership and individual creativity. Furthermore, psychological empowerment and employee learning factors are significantly and positively mediates the relationship between transformational leadership and followers’ creativity. However, intrinsic motivation factor does not significantly mediate the relationship between transformational leadership and followers’ creativity.

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