



The Influence of the Leadership Style on Managerial Creativeness from the Perspective of Employees within Jordanian Industrial Corporations

Mohammad Al-Mahayreh^[a]; Yanal Mahmoud Kilani^[b]; Faraj Abdullah Harahsheh^{[a]*}

^[a]Assistant Professor, Department of Business administration, Isra University, Amman, Jordan.

^[b]Assistant Professor, Department of Management Information System, Isra University, Amman, Jordan.

*Corresponding author.

Received 20 September 2016; accepted 20 November 2016
 Published online 31 December 2016

Abstract

No one can deny the influence of the leaders and their leadership style on many levels of the organization starting from the performance of the employees, the internal environment and reaching the performance of the organization itself. From that point, the current research study seeks to highlight the degree of influence of the leadership styles on the managerial creativeness among the leaders and what is the most influential leadership style on the managerial creativeness among leaders in the industrial corporations in Jordan. The approach of the study was quantitative in its nature; the researcher distributed a questionnaire on a convenience sample of leaders within the industrial corporations in Jordan. Out of 500 questionnaires, the researcher retrieved 322 questionnaires which was properly filled and can be analyzed through SPSS. The findings of the study revealed that leadership style can influence the level of creativity that leaders and managers have which in its turn can influence the employees themselves. In addition to that, the study reached a results in which the transformational leadership style is the most influential style on the managerial creativeness.

Key words: Leadership; Leadership style; Managerial creativeness; Perspective of employees; Jordanian industrial corporations

Al-Mahayreh, M., Kilani, Y. M., & Harahsheh, F. A. (2016). The Influence of the Leadership Style on Managerial Creativeness from the Perspective of Employees within Jordanian Industrial Corporations. *International Business and Management*, 13(3), 27-39. Available from: <http://www.cscanada.net/index.php/ibm/article/view/8951>
 DOI: <http://dx.doi.org/10.3968/8951>

INTRODUCTION

In case managers wanted to be compelling in their part, it is vital for them to contemplate how they oversee what sort of administration style suits them best and will function admirably in their group and association. Embracing a fitting style helps supervisors to set up affinity, trust, and regard, connect with their colleagues and manufacture great working connections. On the other hand, embracing an unseemly style may prompt workers getting to be separated or de-motivated. Sharma and Jain (2013) see that essentially supervisors who embrace a style that is inconsistent with the ethos of their association are unrealistic to be fruitful. In the twentieth century administration style was seen as basically about how chiefs practiced their power to complete work and effectively meet goals. There was additionally recognition that there was one most ideal approach to oversee which would accomplish the best results in each circumstance (Algahtani, 2014). Prior to the 1980s an 'order and control' style was by and large seen as the standard. Later, more community oriented and training styles started to be favored with the point of advancing inspiration and engagement among representatives. Today there is surely a more grounded accentuation on administration style as the path in which administrators identify with individuals, particularly the individuals who report to them (Lunenbug, 2011). There is currently a developing conviction that directors need to discover a style which is legitimate for them and that they should conform their style as per the connection—the way of life of the association where they work, the nature of the errands to be finished and the qualities and desires of their colleagues (Rad & Yarmohammadian, 2006)

1. PROBLEM OF THE STATEMENT

It is anticipated that leadership styles would be different in accordance with the nature of the industry and the level of the employees that the management is dealing with.

Many studies (Ojokuku et al., 2012; Obiwuru et al., 2011; Iqbal et al., 2015) have aimed at making the connection between leadership styles and employees performance in general. The consequences of the information examination showed that there were without doubt huge contrasts in occupation fulfillment because of the nature of the employees, however there were additionally huge contrasts in authority style because of managerial backgrounds and the nature of leadership that management is following, and that the equitable leadership style was favored among directors, as opposed to proposals that supervisors like to be dictatorial (Bogdaniæ, 2012). In general, the relationship between leadership style and employment fulfillment can be demonstrated, yet there are many gaps that needs to be covered in accordance with the nature of the organization and the orientation of the leadership style that is being followed in that organization. From that point, the current research study aims at examining the influence of the leadership style on the managerial creativeness among employees within the industrial sector corporations in Jordan. So, based on the previous argument, the main question of the study is “Does leadership style influence the managerial creativeness tendency among employees within the industrial sector in Jordan, and in case it does, what is the most influential leadership style among all?”

2. HYPOTHESIS OF THE STUDY

The hypotheses of the study are as following:

Main hypothesis:

Leadership style influences the managerial creativeness among employees within the industrial corporations in Jordan

Sub-Hypotheses are:

H1: Laissez-Faire leadership has an influence on the managerial creativeness among employees

H2: Autocratic Leadership has an influence on the managerial creativeness among employees

H3: Participative Leadership has an influence on the managerial creativeness among employees

H4: Transactional Leadership has an influence on the managerial creativeness among employees

H5: Transformational Leadership has an influence on the managerial creativeness among employees

3. LITERATURE REVIEW

3.1 Introduction

This literature review section of the report explores previous studies on the relationship between leadership styles and managerial creativeness among employees. The researcher started by exploring different conceptualization

of the term leadership. This was aimed at putting the study into context. Next, types of leadership styles were explored. This was followed with the establishing the link between leadership styles and creativity, management and employee performance as identified within the academic literature.

3.2 Leadership

The importance of leadership in an organization cannot be underestimated. It is a life blood of organizations. Researchers have overwhelmingly studied leadership. However, no consensus has been reached regarding the definition of leadership. There is also no paradigm for studying this phenomenon. Similarly, there is little agreement with regard to the best strategies for exercising and developing leadership (Vroom & Jago, 2007; Bennis, 2007). Some scholars (Lappalainen, 2012) see a leader as an individual who directs, motivates, and influences other people to perform specific tasks. According to Lappalainen (2012), a leader inspires his/her subordinates to accomplish the stated corporate objectives in an efficient manner. Keller (2006) believes leadership is the direction that an individual gives to people or a group of people working under her/him in such a way that another group or individual's behavior becomes influenced. Ngodo (2008) views leadership as a reciprocal process in which the leaders and subordinates socially influence each other with a view to meeting organizational goals and objectives. Breen (2006) perceive leadership as managerial behavioral pattern aimed at integrating organizational and personal interest and effect with a view to pursue some objectives. Jeremy et al. (2011) citing Ngambi et al. (2010) indicate that leadership involves influencing commitment of other people toward achieving their full potential in realizing shared vision, added value, with integrity and passion. According to Jeremy et al. (2011) the influence is such that team members voluntarily cooperate in order to realize the objectives set by the leader for members and the group to achieve. Clearly, the definition and conceptualization of leadership and leadership styles differ from one situation or person, to another.

These differences in the conceptualization of the term leadership have impacted the use of the term in different scenario and aspect of human endeavors including business, politics, social work, and academics. It has been previously viewed as a personal ability. In view of Messik and Kramer (2004) the degree to which a person demonstrates leadership depends on his personal abilities, characteristics, and the characteristics of the environment and situation in which the person finds himself. Michael (2011) argues that humans can only achieve personal objectives after they have joined an organization. According to Michael (2011) the extent to which these members become active members of such organizations largely depends on how the leaders of the organization

convince them that they will achieve predetermined objectives due to their membership. Michael (2011) holds that leadership may have a direct effect and cause relationship on organizations and the organization's success. Leaders determine culture, values, employee motivation, and change tolerance. Leaders also shape organizational strategies including their effectiveness and execution. Leaders cannot be exclusive to management. They appear at all levels of an organization. Leadership is also considered a critical management skill. It involves an individual's ability to encourage individuals or a group towards achieving a common goal (Ismail et al., 2009). In fact, the common feature about successful leaders is that they have the ability to influence people around them to achieve maximum benefits from the institution's resources.

3.3 Leadership Styles

Like leadership, leadership style construct have different definitions. For some interpreters, leadership styles is perceived as involving a combination of characteristics, traits, behaviors, and skills that leaders use while interacting with subordinates (Jeremy et al., 2011). Others (Lussier & Achua, 2010) leadership style encompasses a range of terms and that it is a combination of behaviors, skills and skills used by leaders to interact with subordinates (Northouse, 2011). Northouse (2011) defines leadership style as an approach and manner of implementing plans, providing direction, and motivating people. Leadership styles are a determinant of the failure or success of any institution. Northouse (2008) further indicates that leadership is an in-born personality trait. Others (Lussier & Achua, 2009) believe that leadership style refer to the relationship in which an individual uses his methods and ways to make other people work as a team to accomplish a common task. Five leadership styles are identified in modern leadership theories: transformational leadership, charismatic leadership, visionary leadership, culture-based leadership, and transformational leadership (Sosik, Kahai, & Avolio, 1999; Bass, 1990). Four other types of leadership styles identified and widely used and accepted are centered on assumptions Mc Gregor's Theory "X & Y" namely: dictatorial, autocratic, laissez faire, and democratic leadership styles. Some common leadership styles, their relative usefulness, and impact on a group are discussed below. Worth noting is that there is no clear-cut boundaries between these leadership styles (Judge & Piccolo, 2004; Avolio, Walumbwa, & Weber, 2009).

3.3.1 Laissez-Faire Leadership

Laissez-Faire leadership style is embraced by extremely laid-back leaders who allow their group to take the action that the members feel is necessary (Kippenberger, 2002). Laissez-Faire leadership is considered as an ineffectual style at the point when connected to peace promotion circumstances. Supervisors utilized an evasion peace promotion style to avoid testing issues inside their retail workplace. Laissez-Faire leaders show authority

abilities that pull in an evasion refereeing style. Today's leaders are relied upon to utilize successful initiative systems to intervene and encourage clashes that affect the inward workplace. At the point when associations pick a contention determination procedure, for example, trade off peace promotion, pioneers must ensure that the right systems are picked and advantageous to all vested gatherings (Gray & Williams, 2012). According to Gopal and Chowdhury (2012) Laissez-Faire leadership is a detached sort of leadership style, seen as not thinking about other's issues. There is no relationship trade between the pioneer and the adherents. It speaks to a non value-based sort of administration style in which fundamental choices are not made, activities are deferred, initiative obligations disregarded, and power unused.

3.3.2 Autocratic Leadership

Autocratic leaders are typically the classic types of the "do as I say" These leaders retain decision-making rights for themselves (Kaplan & Kaiser, 2003). They are inexperienced with leadership that has been entrusted in them by others in form of new assignment or position involving people management. These types of leaders force their subordinates to execute services and strategies in their way based on the subjective view of what success are believed to look like. They coerce their followers to follow their decisions rather than motivating those (Visser et al., 2013). They do not embrace a shared vision. Innovation, commitment, and creativity are eliminated by this leadership style. Followers of autocratic leaders are believed to bide their time as they wait for the failure of their leaders (Michael, 2010). Autocratic leadership style is largely determined by the power of the leader since the absolute power rests in the leader. The leader makes decisions single-handedly; take responsibility for the results, achievement, and conduct of the organization. Co-workers are required to exclusively follow the leader's directives and instructions. The co-workers are also required to implement and respect the leader's orders and decisions. The leaders communicate in written form and formally with subordinates. The autocratic leadership style is believed to be appropriately applicable to tasks that require urgent completion.

This style of leadership is characterized by unidirectional communication channels. The leaders who embrace this leadership style are less interested in employees' feedback (Kaplan & Kaiser, 2003). Employees do not have control and influence over the decision-making process. This leadership style can be represented in a pyramid with the leader at the top of the pyramid or hierarchy with employees below the hierarchy.

3.3.3 Participative Leadership

In the participative leadership style, decision-making is shared and decentralized by subordinates. Leaders and the subordinates participate equally in the decision-making process. Leaders allow the group to make some

decisions. Participative leaders achieve the organizational goals with followers (Visser et al., 2013). This leadership style emphasizes the role of the leader in encouraging followers to achieve the organizational goals. This style of leadership is characterized by two-way channel of communication and involves the exchange of feedback between the leader and followers. It also involves leaders delegating authority and work (Stam, Van Knippenberg, & Wisse, 2010). The leader in the participative leadership style encourages associates to take part in determining methods, setting goals, and providing suggestions and ideas for solving problems, and participate in decision-making (Stam, Van Knippenberg, & Wisse, 2010). The leader refrains from providing detailed instructions to associates. The leader does not either control associates. The associates are given the freedom to exercise and plan their work activities. As such, the leader is characterized as practicing and encouraging teamwork and participative decision-making. They also share power with their associates and strive to increase the associate's sense of autonomy and belonging (Bennis & Townsend, 1995). Srivastava et al. (2006) believe that participative leaders allow power sharing with subordinates and raise the associate's level of intrinsic motivation. Arnold et al. (2000) and Ahearne et al. (2005) came up with a measure for participative leadership behavior categorizing them into four dimensions: participation in decision-making, providing autonomy from meaningfulness of work and showing how work and the goals of the institution are related, offering autonomy from bureaucratic constraints, and expressing confidence in performance.

3.3.4 Transactional Leadership

Howell and Avolio (1993) define transactional leadership styles as involving exchange of targets and rewards between the management and employees. Transactional leaders reward employees when they meet the set targets (Humphreys, 2002; Howell & Avolio, 1993; Bass, 1990). Pounder (2002) believes that transactional style of leaders involves the transaction of fulfillment of needs from the employees and both sides of an organization. Transactional leadership focuses on the exchanging of resources (Avolio, 1993; Judge & Piccolo, 2004). This leadership style consists of dimensions: management by exception-passive, and exception-active, and contingent reward. Contingent reward involves setting goals and rewarding employees when meet the goals. Transactional leaders also manage exception and actively monitor the behavior of participants and take action their behaviors can create serious difficulties. Some transactional leaders also passively manage exceptions by waiting until problems have been noted before taking action. The wheeler-dealers of transactional leadership styles show their willingness to give their follower a reward for following them. This leadership style can involve various things including a good raise, good performance review, new responsibilities, desired change in duties or

a promotion. The key problem with leaders who exercise transactional leadership is expectations.

3.3.5 Transformational Leadership

Transformational leaders try to stimulate participants' self-confidence and intrinsic motivation to perform by try to align their goals with organizational needs (Piccolo & Colquitt, 2006; Judge & Piccolo, 2004). According to Bass (1999) transformational leadership constitute four dimensions: inspires employees through inspirational motivation (compelling vision), idealizes influence and acts as the role model to employees, intellectually stimulations workers to be innovative and creative, and provides individualized consideration by mentoring employees.

This leadership style focuses on developing followers and their skills and needs, Leaders exercising this leadership style tend to focus on developing value system of followers, their moralities, and motivational level by developing their skills (Ismail et al., 2009). Transformational leadership style acts as the bridge between the leaders and their followers enabling them to develop an understanding of the values, motivational level, and interests of followers. This style encourages followers to be adaptive and expressive of improved and new changes and practices in the environment (Bass, 1994). Managers who exercise transformational leadership style often focus on developing moralities in employees, skills, their motivational level, and value system (Ismail et al., 2009). This leadership style helps followers to work within the organizational setting to achieve their goals (Azka et al., 2011).

3.4 Leadership and Management

3.4.1 The Concept of Creativity in Management

Creativity is an individual's ability to think in new and different forms and ways that have not been observed in other people. Creative achievement may be achieved when a leader focuses on divergent thinking, creation of new ideas, and sees the world outside the conventional thinking. Puccio, Mance and Murdoch (2011) believe that leadership inspires change, but creativity is a process that leads towards change. Stimulating other people in a creative way and involving them into creative thinking are hallmarks of leadership that may spur organizational transformation. Creative leaders tend to stimulate their subordinate to be creative, and use their imaginations to offer new and focused directions of development to employees, and creatively build a conducive organizational culture.

Creative leaders also share a range of behavioral patterns and characteristics that enable them to promote and lead the organization innovatively. They invest their efforts into examining challenges in the business environment, improve operational efficiency, and seek new opportunities. They improve business by researching, selecting, and implementing different and unconventional ideas about new markets. They also offer new

communication styles aimed at attracting and motivating talent from workers, and improving the interpersonal relationships. They encourage productivity and purpose to maximize the organization's collective skills. There are various ways that creativity can be operationalized. The two key ways through which creativity can be operationalized are convergent and divergent thinking. According to Cropley (2006) a creative process constitutes these two phases. The divergent-thinking phase involves people being challenged to create different ideas. Depending on the dimensions (i.e., fluency (number of ideas generated); elaboration (details added to the idea), the originality and uniqueness of the generated ideas, and the flexibility (diversity of ideas presented). The person convergent thinking phase needs to have the ability to select the most useful and the best idea.

The concepts of creativity and leadership have been studied in the wider and different contexts, in different organizations with diverse ethnic and cultural backgrounds. Many researchers confirm that leaders' creativity is a valuable trait. Leaders' creativity involves creating useful and valuable products, ideas, procedures, processes, services, and individuals working as a team in a social system (Woodures, Sawyer, & Griffin, 1993).

Bosiok and Sad (2013) investigate the relationship between leadership and creativity within the South Korean context, and found that workers with proactive personalities tend to demonstrate higher creativity especially where their leaders support their work and their work assignment require them to be creative.

Mousavi, Heidary, and Pour (2011) investigated the contrasts of leadership and creativity within the Iranian contexts. Their findings suggested that there the concept of leadership styles and creativity are statistically and significantly corrected. These findings confirmed the research theoretical underpinnings in which styles of leadership acts as stimulators and facilitators of indirect and direct effect on individual's creativity.

3.4.2 Leadership in Management

The leadership style used by a leader significantly influences the relationship between that leader and his employees (Jeremy et al., 2011). Such a relationship influences the motivation and performance of the employees. The leadership style of an organization has a great role to play in retarding and enhancing the commitment and interest of the individuals within an organization (Obiwuru et al., 2011).

A study conducted by Shin and Zhou (2003) established a link between transformational leadership and the creativity for a specific employee. The study argued that transformational leadership yields positive impacts on an individual creativity. It conserves the value of an individual and favors harmony and correctness of the human relations and the relationship between a group and person while reinforcing this relationship. On the other hand, intrinsic motivation has a double role to play. It offers individual creativity something that

transformational leadership does not offer. It has the ability of fulfilling the same function on the moderated relationship between individual creativity, conservation, and leadership.

Gong, Huang, and Farha (2009) asserted that the positive relationship between creativity and learning orientation, and between creativity, and transformational leadership are facilitated by self-efficacy. A mode of learning that is based on the employee's creativity increases over time just like the positive effect of transformational leadership that combines the exchange based on contingent reward management (Judge & Piccolo, 2004).

Qu, Janssen, and Shi (2010) made an observation that the management by exception adversely influences the employees' creativity. The relationship was further strengthened by variables like leader identification. Such an interaction was made up of transactional leadership, identifying the leader, and a climate that is conducive. Wang and Rode (2010) argued that a climate that is conducive to innovation has huge effect on the employee's creativity. Specifically, from the employees' point of view, the link between creativity and transformational leadership is high in an innovative climate. Kollman, Stockmann, Krell, and Buchwald (2011), reported that transformational leaders influence the creativity because of all the subordinates depending on the leader. The subordinates who are empowered will minimize their dependence on the leader. They will transform the negative impact of the dependents into a positive impact. A study by Shin, Kim, Lee, and Bian (2012) reported that transformational leadership will regulate how other factors in the organization affects creativity. As such, the link between cognitive diversity of the team, the differences in thinking style, skills, knowledge, beliefs, and values of the members of the team, and the team members' creativity may be controlled by the creativity of self-efficacy.

According to Wu, McMullen, Neubert, and Yi (2008), a huge positive relationship was observed between the focus of the supervisor on the promotion, and employees' creativity. Mesdaghinia, Atwater, and Keller (2010) pointed out that management using exception skills may be negatively related to the creative task effectiveness. The study also argued that transformational leadership influences the efficiency in implementing the creative tasks, and that using the *laissez-faire* leadership style influenced the creative task effectiveness. The quality subordinate leader relationship was found to have some positive effect on the creativity of an individual (Akinlade, liden, & El-Akremiti, 2011). The self-efficacy in creativity was also reported to be the intervening variable in employee dependence.

A number of studies on transactional leadership have a focus on setting of goal (Akinlade, liden, & El-Akremiti, 2011). Goal setting is linked to a specific part of transactional leadership, which is contingent reward, where a vital element involves setting of clear goals.

Leaders need to provide their subjects a goal of creativity requesting them to be creative and ask them to come up with useful and novel solutions. In essence, creative goals would have no influence on creativity hence no harm may be done in an organization.

One way of ensuring that the leaders are empowered is allowing them to take part in decision making. It allows the subordinates to have a space in the process of decision making (De Hoogh & Den Hartog, 2008). A study by Anderson and Baler (1991) established that the employees came up with creative solutions once their team leader gave them an opportunity to speak their minds out. A similar study by Streicher et al. (2014) argued that with time the employees would be more creative once they were given a chance to push forward their creative ideas.

The other way of empowering leaders involves the provision of autonomy. A study by Shalley (1991) and Zhou (1991) reported no variability between employees who were provided much autonomy in the task and the employees placed on tight leash. On the other hand, a well-motivated and aligned team with increased expertise requires a democratic and participative leadership style. Such a style needs to meet the goals and objectives of the team and balances the team members and followers' interest directed by the leader. In addition, autocratic style of leadership may be used in situations where the division between the workers and leaders need to be defined. In many cases, autocratic leaders are known to be confident in making decisions and use little or no opinion from the employees. Leaders of this type are sure of their decision making process and try to be comfortable with the company operation and strategy plans. However, studies conducted on autocratic leadership report that autocratic leaders display minimum creativity when compared to other leaders (Milgron & Holmstrom, 1991).

Adair (2002) reported that a single person may have the whole authority and power over workers. In this case, his decision may be taken as the golden rule and may never be questioned or interrupted by any other person. Such leaders come up with the plan of every milestone and their followers will be bounded to follow the set rules and work. As such, an autocratic leader may have full control of the people around him and may believe that he has full authority of treating the employees the way he wants. Autocratic leadership may be needed when quick performance and decisions are needed.

Another study conducted by Dawson (2002) highlighted that autocratic leadership style could display huge results within a short period of time. Increased use of authority, however may affect productivity in the long run. People may be bored or dissatisfied and may fall or leave doing repetitive tasks without any kind of creativity thus de-motivating innovation in the short run.

A study conducted on democratic leadership stated that such a style may be beneficial to many companies (Milgron & Holmstrom, 1991). The style focuses on a management that offers guidance while helping the

departments and teams to accept and receive inputs from specific members of the team. The leaders are keen to consult their employees. A similar study in this field reported that democratic leadership style facilitates the sharing of responsibility, exercising delegation and increased consultation (Heneman & Gresham, 1999). Heneman and Gresham (1999) argued that in democratic style of leadership, the recommendations, and suggestions of the manager on major issues and the delegation of roles to the subordinates provides the democratic leaders full responsibility and control for the task encouraging the workers to be not just creative, but involved in employee and leadership development.

According to Waggoner (1999), delegative leaders never make decisions, they leave the decision making process for the employees. Participative leaders in many cases, delegate their responsibilities to their subordinates offering guidance to the trusted members of the team. A study by Graver and Austin (1995) reported that if participative leadership is used for a short period of time, it could turn out to be unproductive. Participative leadership style may be productive if it used in the long run. The productivity will increase as a result of employees feeling empowered and committed to the gals of the department. In participative leadership, a leader encourages or invites the members of the team to have a huge role in the process of making decision. In most cases, the leaders offer guidance to the employees regarding what they need to, and the way of doing it. The employees, on the other hand, offer communication to the leader regarding their recommendations, suggestions, and experience. The greatest merit of this type of leadership is that it leads to motivated, satisfied and skilled employees leading to an optimistic, an open environment that encourages creativity.

4. METHODOLOGY

The following section represented the methodological approaches which were adopted by the author to form the hypotheses of the study and answer its question. The section represented the methodological approach, population, and sample of the study, the study model, the statistical processing, and the reliability of the tool which was used in the study.

4.1 Methodological Approach

The current research depended on the quantitative approach in reaching the results of the study; normally the quantitative approach depends on the numbers and figure to establish a high level of understanding towards a certain phenomenon (Creswell, 2003). From that point, the current study launched from understanding the most influential type of leadership that might have an influence on the degree of creativeness from a managerial perspective noting that the tool of the study which was expected to answer the questions was the questionnaire.

The tool of the study was a questionnaire which was

built by the author and with the help from previous studies that was attached to the main subject of the research. The following table highlights the main studies which were used to build the questionnaire.

Creativeness Management	Oleksandrovych (2014)
Transformational and Transactional Leadership	Politis (2014)
Participative Leadership and Autocratic Leadership	Bosiok and Sad (2013)
Leadership styles	Bosiok and Sad (2013)
Leadership to Creativity and Management	(Holzmann & Golan, 2016)

4.2 Population and Sample of the Study

The population of the current research study consisted

of employees of the industrial corporations in Jordan during the year 2016. A Convenience sample was selected from different industrial corporations which reached 500 individuals from different industrial enterprises. Based on that, 500 questionnaires were distributed on the sample of the study and 322 questionnaires were retrieved and properly filled to be analyzed. The percentage of the responding to the questionnaire reached 64.4% which was seen to be a good percentage for the purposes of analysis.

4.3 Study Model

The study consisted of two types of variables, the dependent variable which was the managerial creativeness, and the independent variables which were the types of the leadership. The following was the model of the study.

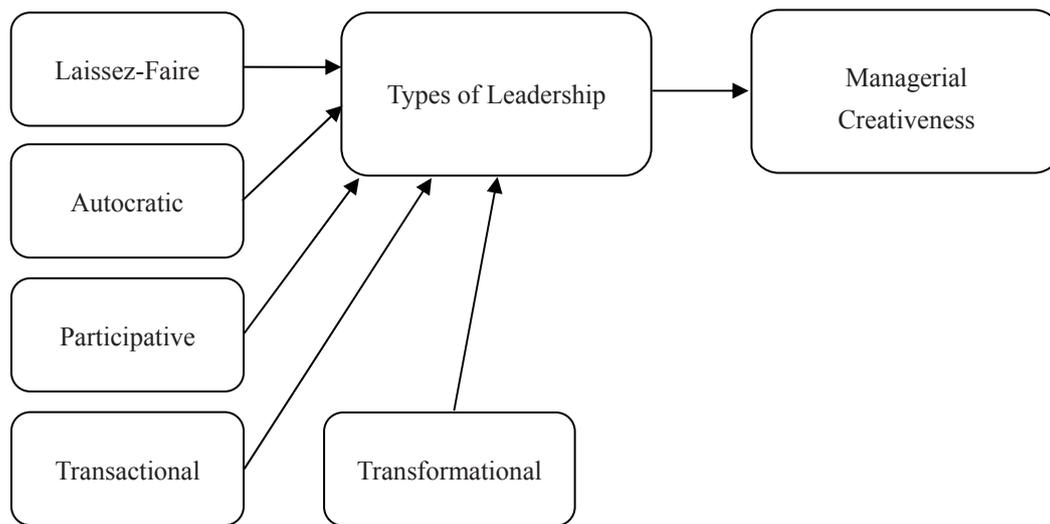


Figure 1
Study Model

4.4 Validity and Reliability of the Tool

A Content validity was tested by giving the instrument to a panel of experts in the same track, where their constructive suggestions regarding instrument amendment were taken in consideration. As well as Cronbach Alpha test was used to find out the instrument reliability. The value was = 0.898. Such value is accepted because it is more than 0.60 according to Malhotra (2004).

5. RESULTS AND DISCUSSION

5.1 Sample Characteristics

The current section presents the statistical results of the SPSS processes which took place on the questionnaires which were retrieved from the sample of the study. The section started with describing the nature of the sample which participated in the questionnaire in terms of the demographic variables including the age, gender, experience, and qualifications. The following are the results and its discussion. Frequency and percentages were computed for the sample's characteristics.

Table 1
Sample's Distribution According to Demographic Information

Category	Frequency	Percentage%
Education		
Diploma	42	13.0
BA	252	78.3
High studies	28	8.7
Total	322	100.0
Gender		
Male	185	57.5
Female	137	42.5
Total	322	100.0
Experience		
less than 5 years	56	17.4
5-less than 10 years	97	30.1
10-less than 15 years	81	25.2
above 15 years	88	27.3
Total	322	100.0
Age		
less than 30 years	72	22.4
30-less than 40 years	146	45.3
40-less than 50 years	88	27.3
50 or above	16	5.0
Total	322	100.0

According to the statistical processes in Table 1 which were computed on the retrieved questionnaires from the sample of the study; it appeared that most of the sample held the bachelors degree (78.3%) with a frequency of 252 individual compared to 13% who held a diploma and 8.7% who held the PhD degree. This indicates that the highest percentage of the study enjoyed the luxury of the university education and was able to go through the idea of the questionnaire without needed help. As for the variable of gender, it appeared that more than half of the sample (57.5%) was males compared to 42.5% of females which is a good indicator of the equality between men and women bearing in mind the low gap between the males and females in the place of application. Going through the analysis, it was found out that 30.1% of the sample had an experience that ranged between 5-10 years compared to 27.3% who had an experience of more than 15 years, these two percentages were the highest two among all which can be seen as an indicator of the nature of experiences that employees had on the place of application. As for the age, it can be read through

the analysis that almost half of the sample (45.3%) ages ranged between 30 and 40 years referring to the fact that the industry which was chosen for the sake of application enjoyed the concept of young efforts.

5.2 Descriptive Analysis

The current section represents the analysis of the questionnaire paragraphs in accordance with the areas of interest which the questionnaire was divided to. The questionnaire in general consisted of 40 questions within 6 umbrellas. The dependent variable was the managerial creativeness while the independent variables were the 6 types of leadership. The following table highlights the analysis of the questionnaire paragraphs in accordance to the answers of the sample.

On answering the questions of the study, the following Table 2 highlights the results.

Does leadership style influence the managerial creativeness tendency among employees within the industrial sector in Jordan, and in case it does, what is the most influential leadership style among all?

Table 2
Descriptive Statistics

No.	Paragraph	Mean	Std. Deviation
Managerial Creativeness			
q1	creativeness management is necessary condition to provide enterprise sustainable development	4.70	.511
q2	It is important to identify workers' intellectual and creative resources and their component	4.06	1.006
q3	There are various directions and tools to diagnose personnel creativeness	3.65	1.093
q4	Every employee owns a certain type of intelligence and a distinctive creativity quotient.	3.89	.918
q5	Every employee or social group offers a particular distribution of the multiple intelligence and emotional intelligence	3.74	1.114
q6	Creativity can be a source of good performance	3.84	1.088
q7	Creativity increases enterprise' "innovative" role in economy	4.02	1.119
Laissez-Faire leadership			
q8	Laissez-Faire leadership puts into consideration the dynamics of time and space	3.77	1.453
q9	Laissez-faire leadership is likely to lead to negative consequences in subordinates' performance and attitudes	3.16	1.376
q10	Laissez-Faire style is not an important style that boosts the motivation level of workers as compare to other leadership styles.	4.24	1.256
q11	Laissez-Faire won't be useful unless the Leader's subordinates are expert and well-motivated specialists	4.20	1.378
q12	In Laissez-Faire leaders let group members make all decision which means a total freedom to be creative	3.95	1.372
q13	Laissez-Faire is based on leaders normally don't want their interference in decision making process to awaken the creativity in their employees	3.98	1.405
q14	Employees are free to do work in their own way and they are also responsible for their decision which helps them be creative	3.66	1.498
Autocratic Leadership			
q15	Autocratic leadership implies little or no input from group members which doesn't support creativity	3.77	1.443
q16	Leaders make the decisions and leaves no rooms for employees to be creative	3.20	1.363
q17	The leader leaders dictate all the work methods and processes regardless of the creativity level	4.25	1.245
q18	Employees are rarely trusted with decisions or important tasks	4.24	1.345
q19	One creative person is enough for the organization	3.97	1.354
q20	Autocratic leadership is beneficial when it comes to making fast decisions	4.12	1.349

To be continued

Continued

No.	Paragraph	Mean	Std. Deviation
Participative Leadership			
q21	The shared influence of decision making in participative leadership supports creativity	4.26	1.289
q22	The followers are allowed to express their opinion in the decision-making process	3.36	1.451
q23	Participative leadership passes the experience from the leader to the employees which supports creativity	3.27	1.284
q24	There is no space for creativity in participative leadership it is just sharing thoughts	3.16	1.333
q25	The sharing of the thoughts give the employees the chance to creative	3.29	1.330
q26	The sharing the decision making process allows the innovative nature in the employees to come to the surface	3.25	1.395
q27	Participative leadership gives more value to the opinion of managers leading to more creativeness	3.36	1.496
Transactional Leadership			
q28	Transactional managers guide and motivate their followers in the direction of established goals by clarifying role and task requirements	3.83	1.431
q29	Transactional manager provides rewards if followers perform in a creative way	3.27	1.385
q30	In transactional leadership, the leader avoids giving directions in the old ways and supports any creative approach	4.34	1.200
q31	transactional leadership has negative effects on employee creativeness through contingent rewards	4.36	1.256
q32	transactional leaders give rewards for the achievement of specific goals only regardless of its creativity	4.05	1.333
q33	In transactional leadership, employees are not expected to go beyond their initial expectations and thus will not engage in creative behavior	4.11	1.343
q34	Transactional leadership negatively relates to employee creativeness, but may have positive effects under certain circumstances.	3.71	1.500
Transformational Leadership			
q35	Transformative managers inspire followers to transcend their self-interests and have profound and extraordinary effect on followers	4.29	1.258
q36	The transformative leader instills pride, faith, and respect in his employees to support their creativity	3.42	1.434
q37	To support creativity, the manager delegates projects to stimulate learning experiences by providing coaching and teaching	3.36	1.271
q38	The transformational manager arouses followers to think in new and creative ways and emphasizes problem solving	3.29	1.317
q39	Transformational leadership is expected to give creative motivation	3.42	1.288
q40	Transformational leadership enhance employee creativeness.	3.39	1.361

Table 2 indicates that there are positive attitudes toward the above questions because their means are above the mean of the scale (3). However, the questions above were listed under the independent and the dependent variables in accordance with the nature of the answers which were retrieved from the sample of the study. The most influential paragraph of the questionnaire appeared to be the first paragraph articulated “Creativeness management is necessary condition to provide enterprise sustainable development” with a mean of 4.70 referring to it as the most influential paragraph of all.

Table 3
Descriptive Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Creativeness	322	3.00	5.00	3.9849	.54713
Laissez	322	2.14	5.00	3.8514	.77808
Autocratic	322	2.00	5.00	3.9244	.67657
Participative	322	2.00	5.00	3.4219	.83590
Transactional	322	2.14	5.00	3.9521	.79710
Transformational	322	2.00	5.00	3.5280	.86041

Table 3 indicates that there are positive attitudes toward the above variables because their means are above the mean of the scale (3). However, it was seen that the most influential leadership type on the managerial creativeness appeared to be the transformational leadership with a standard deviation of .80641 referring to the fact that this type of leadership is the strongest type of leadership that may influence the managerial creativeness and push it forward. However, the most influential paragraph on the transformational leadership appeared to be the 35th paragraph articulated “*Transformative managers inspire followers to transcend their self-interests and have profound and extraordinary effect on followers*”. This indicates that the transformational leadership influences the managerial creativeness as this result matches what was stated by Gumusluoglu and Ilsev (2006) which stated that the transformational leadership has critical impacts at both individual and authoritative levels. At the individual level, transformational leadership decidedly identifies with supporters’ imagination. Past discoveries were conflicting and advance exploration

in genuine settings was expected to bolster the positive suggestion for this leadership. Also, the results came in accordance with what Shin and Zhou (2003) stated that there is a positive relationship between transformational leadership and devotees' individual innovativeness. This positive relationship supports the fact that transformational leadership will probably rise in collectivist societies than in the nonconformist societies of the West and that collectivists perform better under transformational leadership. Various studies report a more grounded beneficial outcome of transformational administration on the inventive execution of collectivists when contrasted with individualists. From another perspective, Khan and others (2009) also referred to the fact that transformational leadership with their dynamic abilities upgrade authoritative development. In such relationship authoritative size assume part of a facilitator. Bigger estimated associations having plentiful assets can oblige any outcomes of the means taken by the transformational pioneers to upgrade authoritative development. So the pioneers at bigger associations all the more unquestionably take measures to improve advancement inside the associations. Bigger associations have enough assets which help pioneers to display allure, inspiration incitement, and thought that empower authoritative advancement while pioneer may impact the representatives and strategies of the association paying little respect to its size. Also, Solsona (2016) refers to the role of transformational leadership in pushing the creativity and innovation of the organization, the author refers to the fact that one of the essential parts of the transformational leadership is to make a domain that encourages imagination through having a reasonable vision among others. One of the abilities of a transformational leadership according to the author is to effectively change the center of their supporters from moment self-interests to

a separated aggregate vision joining individuals to perform acts that go past their obligations.

**Table 4
Regression**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 ^a	.613	.607	.34311

Note. ^a. Predictors: (Constant), Transformational, Laissez, Autocratic, Participative, Transactional.

According to Table 4 it is found that R (0.783) is the correlation of the independent variables and creative management. Also it is found that R Square (0.613), which is the explained variance, is actually the square of the multiple R (0.783)². What the results mean is that (61.3%) of the variance (R-Square) in the managerial creativeness variable has been significantly explained by the independent variables.

**Table 5
ANOVA^b**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.890	5	11.778	100.050	.000a
	Residual	37.200	316	.118		
	Total	96.090	321			

Note. ^a. Predictors: (Constant), Transformational, Laissez, Autocratic, Participative, Transactional; ^b. Dependent Variable: dep.

The ANOVA Table 5 shows that the F value of (100.05) is significant at (0.05) level. Thus, there is a statistically significant influence of leadership style on the managerial creativeness among employees within the industrial corporations in Jordan.

**Table 6
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	2.186	.123		17.708	.000
	Laissez	.274	.060	.389	4.552	.000
	Autocratic	-.102	.052	-.127	-1.984	.048
	Participative	.248	.049	.379	5.063	.000
	Transactional	.194	.055	.282	3.508	.001
	Transformational	.302	.047	.474	6.364	.000

Also according to the coefficient Table 6 it is found that t-values for the independent variables are significant at 0.05 levels, which mean there is significant effect of each of them on the dependent variable. That means:

(a) Laissez-Faire leadership has a positive influence on the managerial creativeness among employees since t-value is significant at 0.05 level with beta = 0.389

(b) Autocratic Leadership has a negative influence

on the managerial creativeness among employees since t-value is significant at 0.05 level with beta = -0.127

(c) Participative Leadership has a positive influence on the managerial creativeness among employees since t-value is significant at 0.05 level with beta = 0.379

(d) Transactional Leadership has a positive influence on the managerial creativeness among employees since t-value is significant at 0.05 level with beta = 0.282

(e) Transformational Leadership has a positive influence on the managerial creativeness among employees since t-value is significant at 0.05 level with beta = 0.474 with the highest impact on the dependent variable

CONCLUSION

Basically, it is important to choose the most suitable leadership style that has the ability to move the organization into a better status of performance and at the same time support the internal structure in a way that works on the environment.

The current study aims at understanding the most influential leadership style that has the ability to support and encourage the within organizations. 500 individual formed the convenience sample of the study in which a questionnaire was used as a tool. 322 questionnaires were retrieved properly filled and the SPSS was used to analyze the data. The results of the study highlighted that the most influential leadership style appeared to be the transformational leadership as a standout amongst the most vital perspectives in the administration of innovative groups is to have clear thoughts. This implies having an unmistakable vision of where the organization is heading. This cultivates representative responsibility to the objectives of the organization. Moreover, transformational leadership recommends that it is critical to know how to transmit the vision to colleagues with an appealing conduct. A few creators have concentrated on the transformational leadership clarify the relationship between having a typical vision and producing an imaginative situation. Creativeness is regularly reliant upon unique learning and aptitudes, which makes differing qualities vital. This implies associations should have the capacity to profit by differing qualities of their workers. Imaginative thoughts and development potential is liable to be found in the assorted qualities of information, aptitudes, and experience.

An extensive variety of variables has been found to influence authoritative development. Of among them, leadership style has been distinguished as being a standout amongst the most, if not the most, essential. However, few studies have experimentally analyzed the connection between this element and development at the hierarchical level. From that point, there is an direct and positive connection between a style of leadership that has been marked as "transformational" leadership, it is likewise demonstrated that transformational leadership has critical and positive relations with both strengthening and an advancement supporting creative atmosphere.

RECOMMENDATIONS

Through the previous information which was presented through the literature review of the study in addition to

the numerical data which the researcher was able to reach, the study emphasizes the importance of leadership and nature of the influence it has on the management and the managerial orientation of the organization.

From that point, the researcher recommends the following:

- It is important to put much emphasis on the type of leadership that the managers' are following or planning to follow, it is not something that can be chosen based on personal preferences, it is more of an orientation that has to suit everyone in the organization.
- Transformational leadership appeared to be the most influential type of leadership among all the types. It helps in transferring the authority from one party to another which can be a form of de-centralizing the organization into a better performance
- In the present period of advancement in business, any organization that desires to succeed needs to support a creative society with a specific end goal to keep its position in the forefront of rivalry.
- Being a creative leader or manager in an organization and building a creative environment is based on trying; the authoritative attributes get from a various leveled structure in which deliberate methods are entirely taken after.
- It is important to make supportable approaches to advance creative conduct by workers and leaders and examine distinctive parts of development.

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