

UNIVERSITY OF GHANA BUSINESS SCHOOL

**THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE
CREATIVITY IN GHANA'S TELECOMMUNICATION
INDUSTRY**

The crest of the University of Ghana is a shield-shaped emblem. At the top, there are three golden palm trees. Below them, the word "BY" is written in a serif font. The main body of the shield is purple and features a golden design of four interlocking spirals or scrolls, with two horizontal arrows pointing outwards from the center. At the bottom of the shield, a banner contains the Latin motto "INTEGRI PROCEDAMUS" in golden capital letters.

BY

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**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA,
LEGON IN PARTIAL FULFILMENT OF THE REQUIREMENT
FOR THE AWARD OF MPhil HUMAN RESOURCE
MANAGEMENT DEGREE.**

JUNE 2016

DECLARATION

I do hereby declare that this dissertation is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

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.....
DATE



CERTIFICATION

I hereby certify that this dissertation was supervised in accordance with procedures laid down by the University.

.....

DR. MOHAMMED-AMINU SANDA
(SUPERVISOR)

.....

DATE



DEDICATION

This work is dedicated to my husband, Joseph Ciici Arthur and my children, Ewurekua Akyere

Arthur and Joseph Kakraba Arthur.



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This study would not have been possible without the help and encouragement from a number of people. First of all, I would wish to express my gratitude to the Almighty God who has brought me this far. I have been able to do all things through Him who strengthens me.

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To my family, especially my husband Joseph Ciici Arthur, my children; Ewurekua Akyere Arthur and Joseph Kakraba Arthur and my entire family, I thank you, for your support both spiritually and physically. I am what I am because of you.

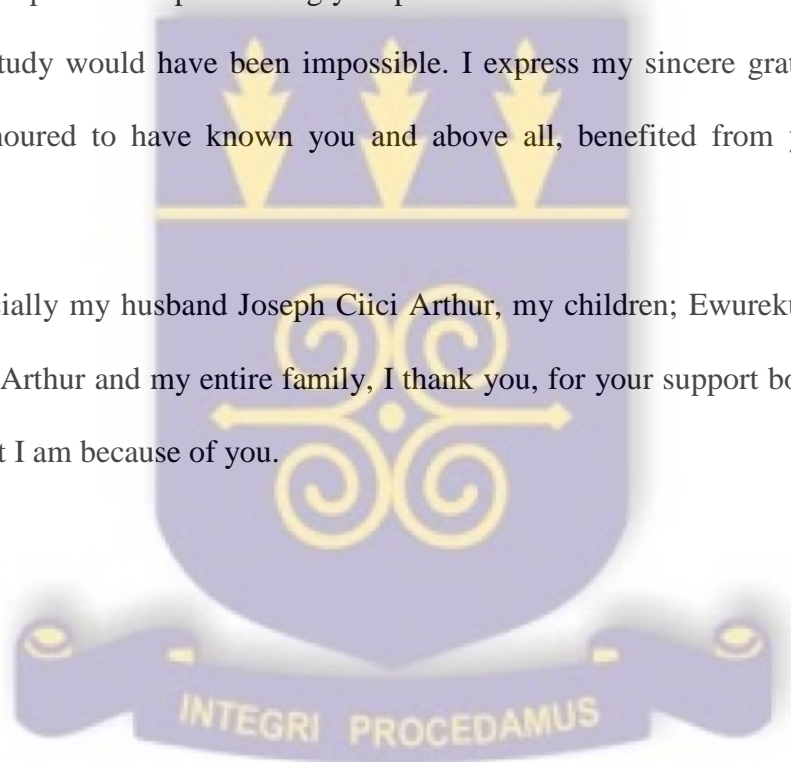


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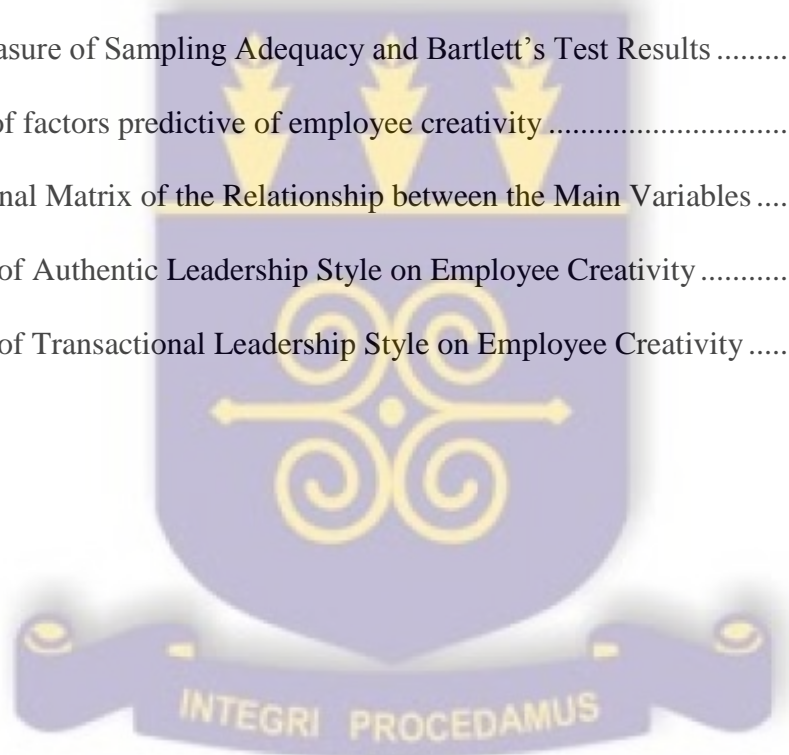
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LIST OF ABBREVIATIONS

AL	–	Authentic Leadership
ANOVA	–	Analysis of Variance
C	–	Component
CC	–	Climate for creativity
CEO	–	Chief Executive Officer
CFA	–	Confirmatory Factor Analysis
CSR	–	Cooperate Social Responsibility
H	–	Hypothesis
I.C.T	–	Information and Communications Authority
ILS	–	Inclusive leadership style
I.T	–	Information technology
KMO	–	Kaiser Meyer Olkin
LEBQ	–	Leader Empowering Behaviour Questionnaire
LF	–	Laissez-faire leadership
LMX	–	Leader-member exchange theory
LO	–	Learning orientation
N	–	Number (Population)
NCA	–	National Communications Authority
OLS	–	Ordinary Least Squares
P	–	Probability
r	–	Standardized Regression Estimates
ROA	–	Return on Assets
SEM	–	Structural Equation Model
Sig	–	Significance
SMG	–	Seoul Metropolitan Government
SOQ	–	Situational Outlook Questionnaire

SPSS	–	Statistical Package for Social Sciences
TL	–	Transformational leadership
TQM	–	Total Quality Management Practice
TsL	–	Transactional leadership
UAE	–	United Arab Emirates
WF	–	Work-related flow
WOLF	–	Work-Related Flow Inventory



ABSTRACT

The objective of the study was to understand how leadership styles influence employee creativity in Ghana's telecommunication industry. Guided by literature reviewed on componential theory of creativity and the leader-member exchange (LMX) theory, data was collected from three hundred and thirty five (335) employees using a semi structured questionnaire. The study used the quantitative research approach. Data collected was analysed using both descriptive and inferential statistics. The study found a positive relationship between authentic leadership style and employee creativity. Transactional leadership style observed similar findings. Further, authentic and transactional leadership style observed positive influence on employees' creativity. However, authentic leadership style was found to be the dominant leadership style in the telecommunication industry that enhances employee creativity in Ghana. It was recommended that leaders could also influence their followers' creativity by altering their leadership style to authentic or transactional in accordance with the given situation to achieve organizational goals. Again, as managers exercise their leadership function, they need to be groomed to exhibit these traits of leadership styles as and when the need arises in order to provide the necessary training needed for organizational survival. Future research should consider the influence of organizational culture of the telecom companies in relation to leadership styles and employee creativity.

CHAPTER ONE

INTRODUCTION

1.1 Study Background

The advancement in technology, the issue of globalization, speed of change in the knowledge-driven economy and the depth of change that characterize organizations today have put increasing pressure on organizational creativity, innovation and productivity. Kim and Mauborgne (2005) argued that this has made creativity one of the pivotal and critical concepts across organizations and jobs. The indispensable nature of the concept in organizations has created intense competition both internal and external across diverse industries and sectors (Mahdi, Aghaie & Yazdanpanah, 2015) of which the telecommunication industry of Ghana is no exception.

In Ghana, telecommunication is one of the main economic sectors due to its liberal policy around information and communications technology (ICT) (World Bank, 2013). According to Foster, Goodman, Osiakwan and Bernstein (2004), Ghana was one of the African countries at the forefront of liberalization of the telecommunication sector in the 1990's. The fast pace of this sector led to the establishment of the National Communications Authority (NCA) in 1997 and the subsequent deregulation of the industry. The sector has a chamber which serves as the voice of the mobile telecommunications in Ghana seeking the common interest of its members. The sector which is currently made up of six operators namely; MTN, Vodafone, Millicom (Tigo), Airtel, Expresso and Glo has seen significant growth and competition for market share in recent times and this has become much more intense (Frimpong & Boateng, 2014).

Current reports showed that the telecommunication industry in Ghana has a mobile voice subscriber increase from 35,802,135 at the end of February 2016 to 36,138,706 as at the end of March

2016(NCA, 2016). The penetration rate for the month of March under review was 130.97% (NCA, 2016), with the various providers gaining as follows;

Table 1.1: Market Share Distribution of Telecommunication companies

COMPANY	MTN	VODAFONE	TIGO	AIRTEL	EXPRESSO	GLO
February (2016)	16,787,446	7,859,486	5,026,237	4,910,607	115,058	1,103,301
March (2016)	17,004,445	7,900,534	5,062,304	5,012,239	110,549	1,048,635
Market share	47.05%	21.86%	14.01%	13.87%	0.31%	2.90%

(Source: NCA, 2016)

The intense competition in this sector is also evident in their media advertisements, products and service innovations such as the mobile money service. Indeed, this intense competition in the telecommunication sector in Ghana has been noted by some researchers. According to Mahmoud and Hinson (2012), the Ghanaian telecommunication industry has been deregulated, and companies operating in the sector now have to serve customers under competitive forces. This suggests that surviving the competition in Ghana's telecom industry, requires the operators to constantly review their business operations. An important and notable competitive tool in any industry is the creativity of employees (Wang, 2014; Jung, Chow & Wu, 2004). Almost every firm requires highly creative employees. This development serves as motivation for both practitioners and researchers (e.g. Amabile, 1998; Oldham & Cummings, 1996) to recognize factors that can encourages creative behaviours in organizations. Andriopoulos (2001) identified styles of leadership as one of the major factors that enhances creativity in a work environment. Organizational studies in developed regions have shown that leaders have at their disposal various means upon which their employees can be influenced to be creative (Mumford, Scott, Gaddis, & Strange, 2002). Diverse studies have also shown that altering a leader's leadership style in an organization into transformational leadership

creative potential of employees (Jung & Avolio, 1999; Kahai, Sosik, & Avolio, 1997; Sosik, Avolio, & Kahai, 1997, 1998; Sosik, Kahai, & Avolio, 1998).

In addition, various studies have been conducted in the telecommunication sector in both global and local contexts.

1.2 Global Studies

Kuchinke (1999) examined the differences in leadership styles and culture of a company's telecommunication employees in US and Germany. Even though there was a lower level of transformational leadership style among employees in Germany, there was no difference found in leadership styles amongst the diverse categories of jobs in both countries. There were however variations in the level of culture in the counties which explains the difference in leadership scores.

Ibrahim, Fallah and Reilly (2006) investigated the contexts of localized clusters and how it impacts the creativity of individual inventors working in these clusters in the United States. Their findings showed that factors in the environment of localized clusters such as interaction with other professionals, access to working papers and documents, products, and localized situations (brainstorming sessions, meetings, social gatherings and conferences) can indirectly influence the inventor's creativity in the telecommunication sector.

Wang and Liu (2010) analysed the effect of service innovations on customers' repurchase intention in the telecommunication industry in Canada. The result showed that service innovation made by the operators in the telecommunication industry had important effect on users' intention to repurchase services and products of the mobile telecommunication industry.

Lee (2015) examined how leaders' humor styles influence employee creativity and how trust in leaders moderate the relationships between leaders' humor styles and employees' creativity in South Korea. It was found that the self-enhancing humor of the leader had a positive nexus with the creativity of each of the employees whereas the aggressive humor of the leader had a negative nexus with the creativity of employees. Also, trust in leaders significantly moderates the relationship.

According to Tepret and Tuna (2015), the effect of manager's approach and leadership style on employees' satisfaction on the job yielded a positive and strong relationship in Turkey. A positive and strong relationship was also found between leadership styles and management approach.

Jyoti and Dev (2015) examined the association that exist between the transformational leadership style, learning orientation and the creativity of employees in a telecom company in India. They found that creative employees can be effectively led, if leaders adopted transformational leadership style and encouraged innovation and creative problem-solving. They further found that learning orientation moderated the relationship between transformational leadership style and creativity of employees.

In Taiwan, Jung, Chow and Wu (2003) examined how transformational leadership style enhances organizational innovation in the telecommunication industry. They analysed how empowerment and support for innovation moderated the relationship. A direct and positive link was found between transformational style of leadership and organizational innovation. Transformational leadership style was identified to be positively related to empowerment as well as to an organization that provides a supportive climate. More so, empowerment was significantly and negatively related to organizational innovation.

Tilman, Martins and Portela (2013) investigated the influence of national cultural values on the practices of leadership skills of middle managers in telecommunication organizations in Portugal. Their analysis of the perception of exceptional leadership by middle management allowed for the conclusion that middle management in the telecommunication companies favour a team oriented leadership in such countries with high uncertainty avoidance and larger In-group collectivism.

A study by Yildirim and Elbas (2014) explored the association of styles of leadership and goal setting performance of managers in high tech industries like telecommunication in Turkey. Leadership characteristics such as the delegation of roles and duties to subordinates, providing feedback for developmental purposes and maintaining the motivation levels subordinates in teams have a positive correlation with goal setting performance of middle level managers.

Muthuveloo, Kathamuthu and Ping (2014) studied the effect of leadership styles on adaptability of employees in call centres in the telecommunication industry in Malaysia. The findings provided strong evidence that managers' leadership styles namely transformational, transactional and situational leadership styles had an effect on factors such as the performance of employees, turnover, participation and relationship with manager in the call centre business unit. Transactional leaders influenced the employees' adaptability in performance, turnover and participation leaving less focus on the relationship with the manager. This could be because most employees were motivated by rewards while transactional leaders only had an influence on the employee performance in the call centre. This could also be because the employees were managed by female managers.

In the telecommunication sector in Korea, Shin and Zhou (2003) investigated transformational leadership style on follower creativity, and follower's conservation. Individual values moderated the relationship and intrinsic motivation mediated transformational leadership and conservation. The

relationship between transformational leadership and creativity of employees was partially mediated by intrinsic motivation. They found intrinsic motivation as a mechanism by which transformational leadership contributes to followers' creativity. The relationship between transformational leadership and creativity was also improved with a high level of conservation. However, conservation had no direct association with creativity and could therefore be seen as an enhancer or neutralizer instead of a leadership substitute.

Al-Zoubi (2012) studied the influence of the competences of leaders on the competitive advantage of the telecommunication industry in Jordan. The competence of leaders was identified to have a significant influence on the competitive advantage of the companies in the industry. Leadership in the industry was fitly patterned after International standards especially that of the American Management Association. The association had honoured competences like Strategy development, communication skills, encouraging innovation and creativity, and development and recruitment of talent.

A study in the telecommunication industry of Pakistan by Azhar and Hassan (2014) sought to examine the impact of leadership training on competitive advantage. The result revealed that effective leadership training with a combination of motivation, team building and job satisfaction could help achieve and sustain the competitive advantage of any organization.

Shangase and Proches (2014) explored leadership challenges facing female employees within the telecommunication Industry in South Africa. The study unearthed key challenges faced by female employees in their quest to rise to higher leadership positions. These included the relationship between leadership aspirations and how qualified they are, age, the process of recruitment and placement.

A study in Somalia by Ali and Ibrahim (2014) examined the relationship between leadership styles and corporate innovation dimensions. This study found a positive relationship between three independent variables (Transactional, transformational and Laissez-Faire styles) on corporate innovation. Transformational leadership was the most influenced dimension on corporate innovation.

Ehigie and Akpan (2004) examined the assertion that Leadership styles and reward are psychological variables that could enhance Total Quality Management practice in the service industry in Nigeria. Perceived styles of leadership were in two forms; performance and maintenance. Subordinates who rated their leaders as being low in relation to performance style of leadership were significantly higher in practicing Total Quality Management compared to those who rated their leaders as high in performance leadership. However, the finest combinations for the practice of TQM were high reward and low maintenance leadership style, and high maintenance and low performance styles of leadership.

In Nigeria, a study by Ogbo, Okechukwu and Ukpere (2012) assessed the level of innovation among operators in Nigeria's telecommunications industry and its impact on competitiveness in the industry. The study concluded that most of the companies did not have designed corporate innovation strategies or processes and innovation needed a lot of room for improvement. They recommended the need for the various service providers to break down functional barriers in their various organizations to encourage a seamless flow of ideas.

1.3 Ghanaian Studies

In Ghana, Abdulai and Hinson (2012) examined the extent to which the orientation of the market, innovation and corporate social responsibility equally influence the performance of the business.

Their result indicated that a firm's extent of market orientation and CSR had significant impact on innovation, which then influenced business performance.

Koranteng (2013) analysed how styles of leadership and the culture of the organizations affect innovation in Ghanaian organizations. Perceived leadership style significantly influenced organizational innovativeness. The study further found that participative leadership style reported for greater variance than supportive and directive leadership style. Organizational culture also had a significant influence on organizational innovativeness.

A study by Williams (2011), discussed the importance of telecom policy innovation on small telecom network operators in rural Ghana. It was found that telecom policy innovation such as the free spectrum motivation will aid the smaller operators to adopt smaller networks in the rural areas and this will trigger competition amongst them with respect to the provision of services.

1.4 Summary of Key Concepts

Studies focusing on the telecommunication sector globally have examined various themes in the area of leadership, creativity and organizational competitiveness. Some of the variables that have been looked at in relation to leadership included organizational culture (Kuchinke, 1999), individual creativity (Lee, 2015), Job satisfaction (Tepret & Tuna, 2015) Motivation and Learning orientation (Jyoti & Dev, 2014), Organizational innovativeness (Jung et al., 2003), National Culture (Tilman et al., 2013), Goal setting (Yildirim & Elbas, 2014), employee adaptability (Muthuveloo et al., 2014), Female challenges (Shangase & Proches, 2014) and Total Quality Management (Ehigie & Akpan, 2004). Creativity has also been studied with other variables such as localized clusters, (Ibrahim et al., 2006) motivation (shin & Zhou, 2003), Innovation and repurchase intention (Wang & Liu, 2010) and organizational climate (Jung et al., 2003) and Leadership style (Ali & Ibrahim, 2014). In the

area of Organizational competitiveness in the telecommunication industry, variables examined included Leadership competencies (Al-Zoubi, 2012), leadership training (Azhar & Hassan, 2014) and level of innovation (Ogbo et al., 2012).

These studies have been conducted in different countries such as US and Germany (eg. Kuchinke, 1999), Canada, (Wang & Liu, 2010) Singapore, (Kankanhalli et al., 2015) South Korea (e.g. Lee, 2015) Turkey (e.g. Tepret & Tuna, 2015) South Africa (Shangase and Proches, 2014) and Nigeria (Ogbo et al., 2012).

1.5 Problem Statement

Globally, the studies above showed that creativity and leadership in the telecommunication industry have been examined from both the individual and organizational perspective. Creativity and leadership have been examined with variables such as organizational competitiveness, job satisfaction, employee adaptability, organizational culture, employee motivation, empowerment, goal setting, individual value, organizational commitment, learning orientation, repurchase intention and total quality management.

The literature reviewed in section 1.1, further reveal inconsistent findings with respect to the style of leadership (i.e. transactional, transformational, authentic, democratic, participatory, autocratic, etc) has a significant association with the creativity of employees. Again, the literature above highlighted a lot of work on how the transformational style of leading related to the creativity of employees but fails to examine other styles of leadership, particularly, authentic and transactional leadership styles.

Further, in Ghana, creativity and leadership has received limited attention from the organizational and industry perspective. Focus on the creativity of individual employees' whose collective

creativity leads to organizational innovativeness has received little attention. The concept of creativity and leadership in Ghana's telecommunication industry appears to have received no attention. Again, either concepts have been examined with variables such as Market orientation, CSR, organizational culture and organizational innovativeness. The relationship of styles of leadership and the creativity of employees within Ghana's telecommunication industry is a real cause for worry. This issue therefore represents a knowledge gap which needs to be explored.

1.6 Research Purpose

The principal reason for this research is to understand how styles of leadership predict employees creativity in the Telecommunication industry of Ghana.

1.7 Research Objectives

The research objectives are as follows;

1. To find out what factors constitute authentic and transactional leadership styles in Ghana's telecommunication industry.
2. To find out what factors constitute employee creativity in Ghana's telecommunication industry.
3. To find out how authentic leadership style influence employee creativity in Ghana's telecommunication industry.
4. To find out how transactional leadership style influence employee creativity in Ghana's telecommunication industry.

1.8 Research Questions

The research questions are as follows;

1. What factors constitute authentic and transactional leadership styles in Ghana's telecommunication industry?
2. What factors constitute employee creativity in Ghana's telecommunication industry?
3. How will authentic leadership style influence employee creativity in Ghana's telecommunication industry?
4. How will transactional leadership style influence employee creativity in Ghana's telecommunication industry?

1.9 Research Hypotheses

The following were the research hypotheses as derived from the reviewed literature in chapter two:

H1: There will be a positive relationship between authentic leadership style and employee creativity.

H2: There will be a positive relationship between Transactional leadership style and employee creativity.

1.10 Significance of the Study

Organizations tend to adopt various strategies in their quest to increase profitability. Therefore, employee creativity is greatly dependent on the leadership style adopted by management of the various organizations. The present study seeks to provide to the business community in Ghana, empirical evidence of the association between leadership styles and employee creativity. It also seeks to identify which of the styles of leadership (either authentic or transactional) has greater

influence on employees' creativity. The research draws from the proposition that, firms with higher tendencies for creativity, will be highly efficient in adapting to changing business environments and empowered to develop new capacities to accomplish better performance. The findings of the study are thus significant in the following ways:

Help the management of the various telecommunication firms in Ghana in crafting the appropriate corporate strategy for their firms. The research identifies the association between employees' creativity and behaviours of leaders which will serve as a helpful information resource for the effective management of the human resources in the competitive Ghanaian telecommunication sector. Being aware of the importance of the leadership style in boosting employee creativity will also assist in meeting the corporate goals of these firms. Management of the telecommunication companies will be better equipped to apply the managerial policy recommendations to improve on their performances. The National Communication Authority as the regulator of the telecommunication sector will also benefit from the findings of this research when it comes to drafting of policies and regulations for the sector.

Again, the results of this research will be a platform for further research to be done to investigate the nexus between leadership styles and employee creativity within organizations. This will thus be of great asset to organizational research since to our knowledge, there seems to be no research on the relationship between styles of leadership and employee creativity in the Ghanaian telecommunication industry.

1.11 Research Limitation

This study focused on telecommunication employees in the Greater Accra region although other telecommunication employees could be found throughout the ten regions of Ghana. If the sample had been evenly distributed in all regions, the findings could have been different.

1.12 Organization of the Study

The study is structured into five main chapters. The first chapter is the introduction and entails the background of the study, problem statement, the purpose of the research, research objectives, research questions, research hypotheses, significance of the study and the study limitation. The second chapter discusses the literature review. It comprises of definition of study variables, literature reviewed, theoretical review, study framework indicating the relationship between the study variables.

Chapter three is the methodology. It covers the research design, scope of the study, sampling technique and data collection, generation of scales, ethical consideration and method of data collection. Chapter four entails how data was analysed and discussed. This chapter deals with the analysis of the gathered data and its discussions and interpretations. Finally, chapter five deals with the summary of findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

This chapter of the research presents the theories and the review of extant literature as related to the topic under discussion. The section explains the theories and their appropriateness for the current study. Further, it provides critical and relevant information with regards to empirical studies that underscore the study and the gaps within those studies which provides the basis for this study. The section ends with conceptual framework that provides a detailed as well as pictorial view of the variables adopted for the study.

2.1 Definition of Leadership styles

Literature reviewed on leadership has shown that many scholars have offered definitions of leadership. The basis of these definition is the complexity of the procedure by which an individual affects followers by using leadership traits like belief, knowledge, skills, values, ethics and personality to achieve organizational objectives as well as manage the affairs of the organization to make it more consistent and articulate (Yukl, 1989; Greenberg & Baron, 2000). Sternberg (1985) refereed to leadership as the procedure through which people influence others to work towards the objectives of the organization. Northouse (2010) defines leadership as a process which involves influencing people to accomplish targeted goals. Thus leadership deals with shaping the path to help organizations achieve greater things rather than merely keeping the doors open (Pierce & Kleiner, 2000). The concept of Leadership style has been defined and explained from diverse perspectives. These definitions came from organisations, researchers, government agencies and other international bodies across the world.

2.1.1 Definition of Authentic Leadership

The term authentic leadership was gleaned from the positive leadership theories like transformational, charismatic and ethical styles of leadership (Avolio & Gardner, 2005). Authentic leadership defines a process of leadership that combines both positive psychological abilities and a highly developed organizational context. Thus leadership style considered to be authentic has a greater self-awareness and self-regulated positive behaviours on the part of both the leaders and the followers, which tend to create positive self-development (Luthans & Avolio, 2003). The primary traits of an authentic leader includes being genuinely aware of ones' own beliefs and values, self-assurance, and dependability. Such leaders focus on enhancing the strength of their followers, improve on their thinking as well as create a conducive organizational environment (Avolio & Gardner, 2005; Gardner, Avolio, Luthans, May, & Walumbwa, 2005).

2.1.2 Transactional Leadership Theory

Transactional leadership style highlights on the exchange that takes place between leaders and their followers. This relationship entails the leader agreeing with employees on their expectations of them and they get in exchange of terms of the rewards in meeting them. Thus transactional leaders' assigns what needs to be done and rewards in exchange for satisfactorily completing the assignment (Bass & Avolio, 1994).

2.2 Empirical Review of Leadership Style and Employee Creativity

Leadership style and employee creativity have been examined by numerous scholars and researchers from diverse perspective. This section reviews each study and identifies gaps which provides the needed ground for the conduct of this study.

Politis (2005) examined the relationship between leadership and a number of work environment dimensions conducive for creativity and productivity in the service organizations operating in the United Arab Emirates (UAE). The study involved a questionnaire-based and respondents were employees. Data was analysed using both correlation and regression methods. The findings suggested that a participatory style of leadership promotes the determinants for creativity in the work environment. The results showed specifically that, leadership style that recognizes and reinforces employees' performance encourages and facilitates the bases of the work environment for creativity, which are in turn vital for creativity and productivity. The focus is on creating an organizational culture which reinforces mutually warm relationships and enables dialogue and a creative climate leading to innovation. The study by Politis highly concentrated on participatory, transformational and democratic ignoring authentic and transactional. The study also fails to account for what factors contributes to the leadership styles adopted. This leaves a knowledge that must be filled.

In a study by Mathisen, Einarsen and Mykletun (2012), the role of leaders' creativity as a predictor of organizational creativity was examined among the Norwegian restaurants. The empirical part of the study was based on questionnaire collected from at least one of the leaders, preferably the chef. A total of 207 respondents with at least three questionnaires each from 70 of the restaurants were collated to conduct the study. The creativity of the restaurants was measured with another questionnaire administered to employees in both the hotel and restaurant sectors. Out of the accessible population, 125 respondents partook in the data collection process and were from 62 out of the 70 restaurants. The findings revealed that there is a significant positive relationship between leadership variables such as the leaders' creative behaviour, openness and organizational variables (i.e. organizational creative behaviour and output). More so, leaders' creative behaviour and creative

climate variables are significantly and positively related. However, the openness of leaders had no significant correlation with climate variables. Generally, strong correlation was found between the creative climate variables and creative behaviour as well as creative outputs in the organizations. The findings suggested that creative leaders could serve as motivation and inspiration for followers, who come up with learned creative behaviours and procedures by observing their creative leader. Again, leaders who are creative better understand and appreciate the concerns of their followers to act in a creative manner. Findings suggested that when organizations promote a creative and innovative climate, employees tend to be creative and this leads to creative outcomes. The question to ask was what style has the higher influence on innovation and creativity. The study failed to account for which of the leadership styles or abilities as used can propel employee innovation. The sample size adopted was also limited and small to warrant such findings making generalization issues problematic.

Castiglione (2008), reviewed literature on how to provide library researchers, library administrators, and practitioners with a thorough evaluation of the concepts and practical methods needed to trigger the creative potential of employees. The research reviewed relevant concepts relating to the creativity of employees and its effectiveness in the organizational context. This was attained by reviewing the important literature derived from the social, psychological, management, organizational and library sciences. The results revealed that intrinsic motivation is the Key determinant of a person's creativity and encourages organizational learning, transformation and innovation. However, the findings fail to address the issue of how library administrators can propel such innovation from staff and which of the styles can raise intrinsic motivation for creativity.

Chua and Iyengar (2006) examined the influence of allowing employees to have extensive choice on the creative performance. This research is conceptual in nature. They theorize that, the employees

feel more in control per the degree of choice given them and they are likely to feel more when they have more choices. The research posited that when employees are given too many choices, they are likely to experience choice overload. Rather than employees having the feeling of being empowered, they are likely to be confused, forgo making a choice and consequently become less satisfied than when presented with fewer options. Again, the research indicated that managers may want to take a more cautious stance rather than, allow employees to be given much flexibility and autonomy and expect it to unleash into employees creativity. However, the study failed to investigate how employees perceive the qualities of their leaders and character when the leaders give them choices.

Tsai (2013) in a literature review proposed possible approaches to facilitate creativity in the classroom, especially with the emphasis on leadership perspective. It was concluded that successful management of students to bring out their creativity some efforts and support from effective leadership in the classroom appears to have a decisive influence on creative action. However, the study failed to account for what factors of a teacher can facilitate students' creative abilities.

Zhang and Bartol (2010) Combined theories of leadership, empowerment, and creativity to build and test a theoretical model linking empowering leadership with creativity in an I.T firm in China. A web based survey tool was used for the collection of data. Except for the creativity measure, which was completed by supervisors, all other measures were completed by employees. Hierarchical multiple regression was used in examining the role of empowerment identity and how it moderates the nexus between empowering leadership and psychological empowerment as well as the moderating role of the leaders' encouragement of creativity on the nexus between psychological empowerment and the creative engagement process. Empowering leadership had a positive relationship with employee empowerment, which in turn influenced both intrinsic motivation and

creative process engagement. However, the study failed to address which of the empowering qualities or styles propel employee empowerment and intrinsic motivation. The study also could not account for the impact of the findings on the adopted theories of the study. The link between empowering leadership and creativity was also not clear.

Ozaralli (2015) examined whether subordinates empowerment will moderate the relationship between empowering leadership and creativity in the technology and service sector in Turkey. Some theories underpinning this study include the leader-member exchange theory (LMX). Data was collected through the distribution of questionnaires mailed to respondents' e-mail addresses through a web survey and requested to send the questionnaires back after completion. Using hierarchical moderated regression analysis, empowered leadership style had a positive association with employee creativity. Employee felt empowerment moderated the relationship. Because data on the constructs were collected with self-reports from employees, thus, employees assessed their creative performance themselves. Examining empowered leaders call for obtaining supporting data from leaders, however, the study failed to collect data from leaders as this could lead to artificially inflated ratings of the findings obtained from the study.

Zubair and Kamal (2015) determined the effect of authentic leadership on the creativity of employees with role of work related flow and psychological capital mediating the relationship. This study was conducted in the I.T and Banking Firms in Pakistan. The concept of Authentic Leadership Questionnaire was measured using Avolio, Gardner and Walumbwa (2007) scale and Creativity scale (Zhou & George, 2001) was used to assess employee creativity. Using a quantitative analysis, the study revealed that authentic leadership was significantly associated with employee creativity positively. Further, the results showed that authentic leadership is significantly and positively related with psychological capital, work related glow and employees' creativity. However, the

study failed to make comparative analysis on which of the styles compared to authentic observed greater impact or influence on creativity. It must be noted that the sample size of the study was small to warrant effective generalization, although, the study was greatly and systematically conducted with sound theories. Furthermore, gap as reviewed coupled with the results which showed that the relationship between authentic leadership and employee creativity was mediated by work related flow. The question to pose was then what is the actual relationship between authentic leadership style and employee creativity without the moderation of any other variable. This led to the design of the hypothesis 1.

H1: There will be a positive relationship between authentic leadership style and employee creativity.

Yıldız and Özcan (2014) examined the moderating role of organizational climate on the relationship between transformational leadership style and the creativity of middle-level employees in Istanbul, Turkey. A Regression analyses found that there was a moderating effect of the climate of an organization, cohesion and pressure on the association between transformational leadership and the creativity of employees. This effect however declines with pressure. According to the results there is a positive effect of transformational leadership on the creativity of employees. However, the study concentrated on the traditional leadership styles ignoring authentic and transactional styles.

Ghosh (2015) examined the effect of self-leadership on the creativity of employees and workplace innovative orientation and whether or not a creative climate serves as a moderator of the relationship. The study was conducted in an automobile and pharmaceutical organization, in the northern part of India. Respondents of this study were managers and assistant managers. A structural equation modelling analysis revealed a significant relationship among self-leadership, employee

creativity, creativity climate and workplace innovative orientation. Further analysis showed the moderating effect of creativity climate on employee creativity and workplace innovative orientation. The study could not account for how the component of self-leadership fosters creativity. It also failed to actually explore the relationship between self-leadership styles and creativity of employees as two indicators without moderation of a third variable.

Oldham and Cummings (1996) investigated the joint contributions of employees' creativity, organizational context and employees' creative performance in the manufacturing company in the USA. Using a qualitative method, data was collected from employees, their direct supervisors and the Human resource managers. Creative Personality Scale (Gough, 1979) of the ACL (Gough & Heilbrun, 1965) was used in assessing employee creativity. Supervisory style was measured using 12 items adapted from the Michigan Organizational Assessment Package (1975). A correlation analysis showed that there exists an insignificant association between supportive supervision (SS) and the determinants of creativity. However, supportive supervision did have a significant relation to both rated performance and intentions to quit. Non-controlling supervision correlated positively and significantly with one measure of creative performance (rated creativity), providing partial support. Non-controlling supervision also had a positive relationship and significantly to rated performance. A hierarchical regression analysis, resulted in effects of the creativity-relevant personal characteristics and organizational context measures together explaining significant amounts of variance in two of the three creativity indicators: rated creativity and patents. Results again revealed that only contextual characteristics contributed to performance and turnover intentions. However, the question to ask was which measures were used to separate the contextual characteristics from situational characteristics. And what accounted for the differences. However,

the results suggested that if creativity at work is to be encouraged, an individualized or selective approach to management may be necessary.

Uru and Yozgat (2009) analysed the effect of leadership styles on employee creativity in the Iron and Steel, Automotive and Textile in Turkey. Multifactor Leadership Questionnaire was used for the measurement of leadership. Creative Personality Scale was adapted from Gough (1979) to measure creativity. Results of the analyses showed that, transformational, transactional and laissez-faire styles of leadership predict the creativity of employees. Climate for creativity significantly contributed to employee creativity when the styles of leadership were controlled. This indicates that climate for creativity plays a mediating role. The significance of laissez-faire leadership reduced while transformational and transactional leaderships did not enter into the equation, which indicated that Climate for Creativity served as a partial mediator of the nexus between styles of leadership and the creativity of employees. Creative personality on the other hand had a stronger explanatory impact on the creativity of employees. It is established that, “challenge and enjoyment” in relation to styles of leadership and creativity was a partial mediator and also enhanced the creativity of employees. Additionally, climate for creativity was a partial mediator on styles of leadership and employee creativity and also enhanced creativity. However, Compensation on both transformational transactional leadership styles and creativity of employees served as a partial mediator. The study critically failed to account the factors which contribute to transactional style. There is also a higher concentration of the study on the mediating role as well as transformational leadership style as compared to actual effect of the independent variables on the dependent variable. It must also be noted that such study may support data in developed regions but not in developing countries like Ghana. A recommendation was made for future studies to explore this topic in different cultures and across different types of organizations. In addition, employing quantitative as

well as qualitative methods will help provide vivid and factual finding for the study. Based on the above, this study can hypothesize that:

H2: Transactional leadership style will influence employee creativity.

Lee (2015) examined how leaders' humor styles influence employee creativity and how trust in leaders moderate the relationships between leaders' humor styles and employees' creativity in 5 telecommunication companies in South Korea. Questionnaires were mailed to participants and data were collected from both employees and their leaders. Creativity was measured using Zhou and George (2001) 13-item scale. Descriptive statistics and correlation was used for all measures. It was found that the leader's self-enhancing humor was positively associated with subordinates' individual creativity while leaders' aggressive humor was negatively associated with subordinates' individual creativity. Also, trust in leaders significantly moderate the relationship. This study sought leader's evaluation of employee's creativity using subjective scores. Although the leader's evaluation as the measure of creativity is generally used (Shin, Kim, Lee & Bian, 2012), future studies need to authenticate this findings by measuring individual creativity with objective indicators. Future researchers were recommended to consider some situational factors that may equally enhance or lessen the relation between affiliative and aggressive humor of the leader and employee creativity. Again, this study did not sought leader-reported humor instead, the subordinates were asked to assess the humor styles of their leaders. Thus future studies should confirm the findings in this study by using supervisor-reported humor. Finally, the study did not examine some key variables that have been shown to influence employee creativity and this could serve as a guide for future researchers.

Mittal and Dhar (2015) studied the relationship between transformational leadership and employee creativity. They further investigated the mediating role of creative self-efficacy and moderating role

of knowledge sharing from the viewpoint of IT employees in India. Respondents were employees and managers or supervisors. Using hierarchical regression analysis, the study revealed that the transformational style of leading is significantly and positively related to with the creativity of employees. Thus transformational leadership promotes employee creativity and develops a creative work environment. Secondly, the results stated that in transformational leadership, employees are made to believe they can be creatively engaged and produce creative work outcomes. However, the study failed to examine how other leadership styles can foster creativity. The study was also limited to a single organization.

Gong, Huang and Farh (2009) investigated how employee creativity relates with their job performance in an insurance company in Taiwan. They identified employee learning orientation and transformational leadership and further examined their effects on employee creativity through employee creative self-efficacy. Employee creativity was measured used three items adapted from Oldham and Cummings (1996). Using a hierarchical linear modelling and exploratory factor analysis, it was revealed that learning orientation of employees and transformational leadership had a positive relationship with employee creativity whereas the various relationships were mediated by self-efficacy of employee creativity. Learning orientation was found to enhance employee creativity over time. The study failed to provide evidence to support that that transformational leadership style alone by controlling for other variables can propel creativity. The study was also conducted on a single insurance company in Taiwan. The factors that contribute to transformational leadership were also not accounted for by the study.

Jyoti and Dev (2015) explored the association between transformational leadership, employee creativity and moderated the role played by learning orientation. Data was collected from employees of a call center in India. A two-step approach to structural equation model (SEM) was adopted.

Creativity was measured using Zhou and George's (2001) scale and Avolio, Bass and Jung (1999) scale was adapted to measure leadership. To test the relationship between the variables, ANOVA was applied. The results revealed that employees who are creative can be effectively led when the transformational leadership style is adopted and encourage innovation and creative problem-solving. They further found that learning orientation moderated the nexus between transformational leadership and the creativity of employees. Thus, the interactive effect of transformational leadership and learning orientation helps to enhance the creativity levels of employees. The effect of transformational leadership is magnified in a positive way by learning oriented organizations, as the latter increases employee confidence and serves as a good role model for pushing employees to be more creative. The studies failed to authenticate the proposed model of moderation and rather adopted different samples, research contexts and diverse industries to generalise the results. It also failed to adopt other leadership styles such as authentic and transaction.

In the telecommunication sector in Korea, Shin and Zhou (2003) examined transformational leadership style on follower creativity, and follower's conservation. Individual values moderated the relationship and intrinsic motivation mediated transformational leadership and conservation. Intrinsic motivation again served as a partial mediator on transformational leadership and employee creativity. Intrinsic motivation theory served the basis for this study. The study found intrinsic motivation as a mechanism by which transformational leadership contributes to followers' creativity. A high level of conservation enhanced the relationship between transformational leadership and creativity. However, conservation had no direct relationship with creativity and could therefore be seen as an enhancer or neutralizer instead of a leadership substitute. However, the study failed to examine these interesting possibilities and the effect sizes were modest from comparative

organizations or settings. It also failed to adopt current leadership styles such as authentic and transactional that has not been greatly explored.

Choi, Tran and Park (2015) experimented whether or not employee creativity and affective commitment play mediators in the relationship between inclusive leadership and employee engagement. Participants of this study were employees of six Vietnamese companies which included two telecommunication companies. In this study, Choi et al. (2015) were guided by the social exchange theory. Inclusive leadership was measured using the nine-item ILS by Carmeli, Reiter-Palmon and Ziv (2010). Tierney, Farmer and Graen's (1999) scale for creativity was used for the measurement of employee creativity. The structural equation model was used for testing the relationships. It was identified that inclusive leadership style has a positive relationship with employee work engagement and further the recorded that both variables (i.e. employee creativity and affective organizational commitment) moderated the relationship. The study failed to collect data from various sources which could result in inflated relationships because of single-source effects. It also failed to explore other variables other than those examined in this study (i.e inclusive leadership and employee work engagement).

Andriopoulos (2001) studied the determinants of organizational creativity. The study clearly identified the factors that influence creativity in organizations and therefore the need to take into consideration when managing creativity in organizational settings. The research addressed how organizational creativity could be encouraged in the work environment. Five key factors affecting organizational creativity were identified to include, organizational climate, leadership style, organizational culture, resources and skills and the structure and systems of an organization. These factors according to scholars are seen to enhance creativity both at the individual and team level. Andriopoulos (2001), further recommended that academics apply inductive methodological

approaches to the identification of management practices that enhances employees' creative potential.

DiLiello and Houghton (2006) developed and presented a model of self-leadership, innovation and creativity. Theoretical and empirical evidence were reviewed and a conceptual model of the relationships between self-leadership, innovation, creativity, and organizational support was developed and presented in this paper. Results indicated that that employees who have strong self-leadership perceive themselves as being more creative and innovative than individuals who are weak in leading themselves. However, the study failed to empirically test the relationship as suggested by the model with other stated ones or posited by literature on creativity and self-leadership. It also failed to investigate the relationships between creativity, innovation and self-leadership related to solving problems and making decisions. The study also utilized only qualitative method of research making generalization difficult.

Powell (2008) explored current literature on organizational creativity within the context of creative organizations and their relationships with those whom consume their output. This study is a literature review as it begins with a review of extant literature related to both social and contextual variables in the field of creativity. The subsequent section presented a detailed account on some variables and how they are related to creativity and its application. The review touched on issues like leadership, evaluation, motivation, feedback, risk, role ambiguity, trust and organizational boundary structures. It also revealed some possible barriers to maximising the full potential of stakeholders when undertaking creative projects over a long period of time. The work by Powell (2008) concluded that there is a significant effect of both environmental and social factors on creativity. However, the details of the relationship are not clearly stated. The review further posited that factors like expertise and credibility will be needed to enhance creativity of employees in a less

normative and prescriptive way(Mumford, Scott, Gaddis &Strange, 2002). The forms in which creativity could be motivated equally needs to be well thought of, as employees being creative may tend to set their own goals and agendas that are relatively different from the organization's if left free or unconstrained. Conditions within creative organizations therefore needs to be favourable for the creative employees to be able to operate in this way, whilst also attempting to align them as much as possible with the organization's activities, goals and objectives. In addition, creative evaluation and feedback was identified as important aspects of a creative leader's duty. Thus feedback and evaluation of creative work may well have an effect on the way individual employees recognize their organization and its brand. Creative risk and trust was also found to be important within many creative-consumer relationships, and both are also seen to be difficult to manage within this context. Consequently, the consumers need to accept the fact that at some stages, employees who are creative would seem incompetent and void of confidence but this is a normal stage more so if the project is supposed to be for a long term. However, the study failed to review some of the posited issue from primary data making the secondary review a little bit questionable. Since those reviews might have been old to have serious impact on current leadership issues.

Hu, Gu and Chen (2013) conducted a literature review on leading in a transformational way and how that influences organizational creativity and innovation. The research is conducted by first reviewing literature on current research articles from high ranking journals. The paper sorted out essential mediators and moderators, and explained their effects. The results showed that transformational leadership plays a vital role in enhancing creativity and innovation in organizations. A plethora of the literature showed that transformational leadership is likely to influence creativity and innovation in organizations in either a direct or indirect way. It has however been concluded from research that compared to transactional leadership, transformational leadership

is deemed to be more preferred in promoting creativity and innovation in organizations (Jung, 2000; Pieterse, Knippenberg & Stam, 2010). However, such studies were conducted in developed regions of which culture may be a key factor. In view of this the study tries to explore the relationship between transactional leadership style and employee creativity in Ghana to establish whether what these studies stipulated holds or not.

Again, some studies explained the impact of transformational leadership on the creativity and innovation of organizations. The current study revealed that numerous factors ranging from individual, group, organizational as well as the external environment levels influence the nexus between transformational leadership style and creativity and innovation in organizations. Nonetheless, many studies only focus on one level neglecting the various interactions between the various levels. More so, few studies can be found on how the transformational style of leadership moderates the relationship between other variables and creativity as well as innovation in organizations. Even the present study lacks the certainty on the moderating effect of transformational leadership. There are two reasons that have been identified for this happening. The first reason being that, there is a stronger influence of transformational leadership on creativity in organizations. Two, researchers have not been able to identify the variables that can relate with transformational leadership and have a cooperative impact on creativity and innovation in organizations. Finally, the study found that existing research often adopts the cross-sectional approach to data in the quest to examine the relationship that exists between the variables. However, the cross-sectional approach is helpful when determining the characteristics of organizations but are limited because they do not show the dynamics of the organization. Every organization has different life-cycles and exhibits different characteristics at every stage which consequently results in changing effects of transformational leadership on creativity and innovation in organizations.

However, such studies by Jung (2000), Pieterse, Knippenberg and Stam (2010), Madjar, Greenberg and Chen (2011) failed to observe the diverse effects of transformational and other leadership styles on creativity and innovation in organizations. Again, the studies failed to assess the dimensions of creativity and innovation in organizations so as to investigate the effect of transformational leadership on the dimensions. Organizational innovation for instance is sub divided into incremental, radical innovation and according to the degree of novelty administrative, technological, product and process innovation. Creativity in organizations is also made of the incremental and radical creativity. Incremental creativity refers to the availability of creative co-workers whereas radical creativity is linked to the willingness to embark on risky ventures, provide resources for creativity and commitment to career (Damanpour, 1991). The impact of transformational leadership on the dimensions of creativity and innovation varies.

Koranteng (2012), investigated the impact of leadership styles and organizational culture on organizational innovativeness among Ghanaian organizations which included the telecommunication sector. Koranteng (2013) examined some theories such as; universalistic theories of leadership, the great man/woman leadership theory, trait theory, behavioural theories of leadership, contingency theories of leadership, path-goal theory of leadership, decision model theory and LMX. The study adopted the predictive correlational (cross-sectional) survey design. A quantitative data was gathered and analysed using multiple linear regression analysis. Leadership Styles was measured using a scale by House and Dessler (1974.) Perceived leadership style significantly predicted organizational innovativeness. The study further found that participative leadership style accounted for more variance than supportive and directive leadership style. The problem with this study was that traditional theories that have been tested severally underscored the study for instance Great Man theory. The study also failed to adopt recent leadership styles

especially authentic which have not been explored much in Ghana and other developing regions across the globe.

2.3 Summary of Gaps

Briefly, a number of gaps have been reviewed from all the empirical studies reviewed for the study. The review shows that transformational leadership style and employee creativity have been highly documented. Majority of the studies within this sphere were conducted in different organizations and very few in telecommunication industry. However, other leadership styles such as authentic and transactional leadership have failed to find its self in many of the literature books. It must be highlighted that greater number of the studies have been conducted in developed cultures with little attention in developing regions of which Ghana is no exception. The diverse review also failed to account for factors that propel authentic and transactional leadership styles in an organization. The moderation effects of other variables has accounted for the findings obtained in majority of the literature. In light of this, it becomes evidential that empirical study must be conducted to explore the relationship between leadership styles (authentic and transactional) on employee creativity within the telecommunication industry in Ghana.

2.4 Leadership Theory

Literature has shown diverse theories that explain leadership qualities, abilities, characteristics and development. These theories include Great Man theory, Contingency theories, Behavioural leadership theories, Trait theories, transactional theories, transformational theories, LMX theory among others, (Graen & Uhl-bien, 1995). In view of this, the study adopted LMX theory of leadership because of its direct bearing on employee creativity.

- **Leader-Member Exchange (LMX) Theory**

The Leader-member exchange (LMX) theory according to Graen and Uhl-bien (1995) has a common relationship with all the reviewed leadership theories. The theory posits that there is a two-way exchange relationship between every leader and his followers. More so, how effective this exchange relationship has either a direct or indirect effect on the decisions of subordinates, their responsibilities, access to resources and performance. This exchange relationship is built on trust and respect and in turn enhances the effectiveness of organizations. LMX theory however suits this present study due to its association with the employees of organizations and their level of creativity and innovation. Specifically, the theory gives a concrete foundation for leaders to relate to employees on the basis of trust and this enhances creativity (Runco, 2004). The theory has also been adopted by several researchers in seeking to conduct research on both organizational and employee creativity (Abdulai & Hinson, 2012, Jung et al., 2003, Lee, 2015). The LMX theory has also been used by adopted by some research that included leadership theory such as the transformational and authentic leadership styles (e.g. Muthuveloo et al., 2014). Thus the use of the LMX theory for this study has a concrete justification.

2.5 Employee Creativity Theories

Employee creativity is modelled as a complex product of an individual's personal attributes, behaviour, and the situation or setting one finds himself (e.g., Amabile, 1988; Woodman et al., 1993). A number of theories have made significant contributions to employee creativity such as the componential theory of creativity (Amabile, 1983), role identity theory (Burke, 1991; Stryker, 1980), cognitive theory (Finke et. al., 1992) and personality theory (Barron & Harrington, 1981; Woodman, 1981). In view of this, the study adopted the componential theory of creativity as the

principal theory because of its use and contribution to the area of innovation and creativity across organizations. The componential theory of creativity is an all-inclusive model of the psychological and social components within and outside an individual to produce creative work. The theory is based in a definition of creativity as the production of ideas that are novel and relevant to the organizational goal. The components that are necessary to yield creative response include: the within component which are; 1) domain relevant skills 2) creativity-relevant processes and 3) intrinsic task motivation. The component outside the individual is the social environment in which the individual is working. The theory identifies that a confluence of all these components will lead to employees being creative (Amabile, 1983). Thus creativity is heightened when an intrinsically motivated person with high domain expertise and high skill in creative thinking works in an environment high in supports for creativity. The theory is appropriate for the study because it outlines the component of creativity and how leaders' abilities can propel those creative abilities of employees to foster creativity. Those components are social and environmentally friendly to ensure creative development (Jung et al., 2003).

The study also adopted other creative theories (identity, cognitive, personality) to support the principal theory in order to understand creative innovations ideas as utilized by diverse studies such as Piliavin and Callero, (1991); Jung et al., (2003), Tilman et al., (2013), Muthuveloo et al., (2014), Yildirim and Elbas, (2014) ,Tepret and Tuna, (2015).

According to the role identity theory, the individual self consists of various social roles in which one engages (Piliavin & Callero, 1991). The sense of role identity emerges from two main sources: (1) feedback from social relations about the self and (2) accompanying self-views (Riley & Burke, 1995). The generation of self-meaning from a product of relevant inputs from others and oneself are reunited in an attempt to prove, support, and authenticate the identity (Riley & Burke, 1995). The

appropriateness of the theory is that employees may be likely to identify themselves as creative when their co-workers perceive them to be creative as well as their leaders.

Cognitive mechanisms are associated with creativity. Cognitive studies explained creativity as a process involving aspects of mental operations. Some, of these mechanisms includes the association of two or more elements or the wide categorization of classification, (Findlay & Lumsden, 1988). Torrance (1993), described creativity as a process that begins with being sensitive to problems, continuing to search for solutions and making suggestions. The process ends by testing and communicating findings. Likewise, Basadur (1982) developed a straightforward cognitive model with three stages. These are finding the problem, solving the problem and implementing solutions, to test creativity. The theory has a direct link with the principal theory since its gives room for employees to solve problems through feedback obtained from leaders in an organization.

According to the personality theorists, creativity is closely related to the individual's personal characteristics. Most works in this area attempted to define the personal characteristics of creative individuals. Some common characteristics found among such persons includes self-confidence, high energy, drive for originality and flexibility, autonomous; independent judgment, taking risk and attraction to complex task (MacKinnon, 1961; Barron & Harrington, 1981). However, less attention is given to personal characteristics in recent literature (Runco, 2004); much of current literature emphasized an interactionist perspective on creativity. Scholars have noted the significance of examining the effects of the relationship between personal and situational influences. Some empirical studies have found that a person's characteristics interact with situational influences which in turn affect creativity (Tierney et al., 1999; Zhou & George, 2001; Sagiv et al., 2010) making this have a direct bearing on the study.

2.6 Conceptual Framework for the Study

Based on the literature reviewed, the following different concepts were revealed; authentic leadership style, transactional leadership style and employee creativity. These different concepts have different theories underlying them. Therefore, a conceptual framework will help to make conceptual distinctions and organize these ideas in achieving research objectives.



Leadership styles

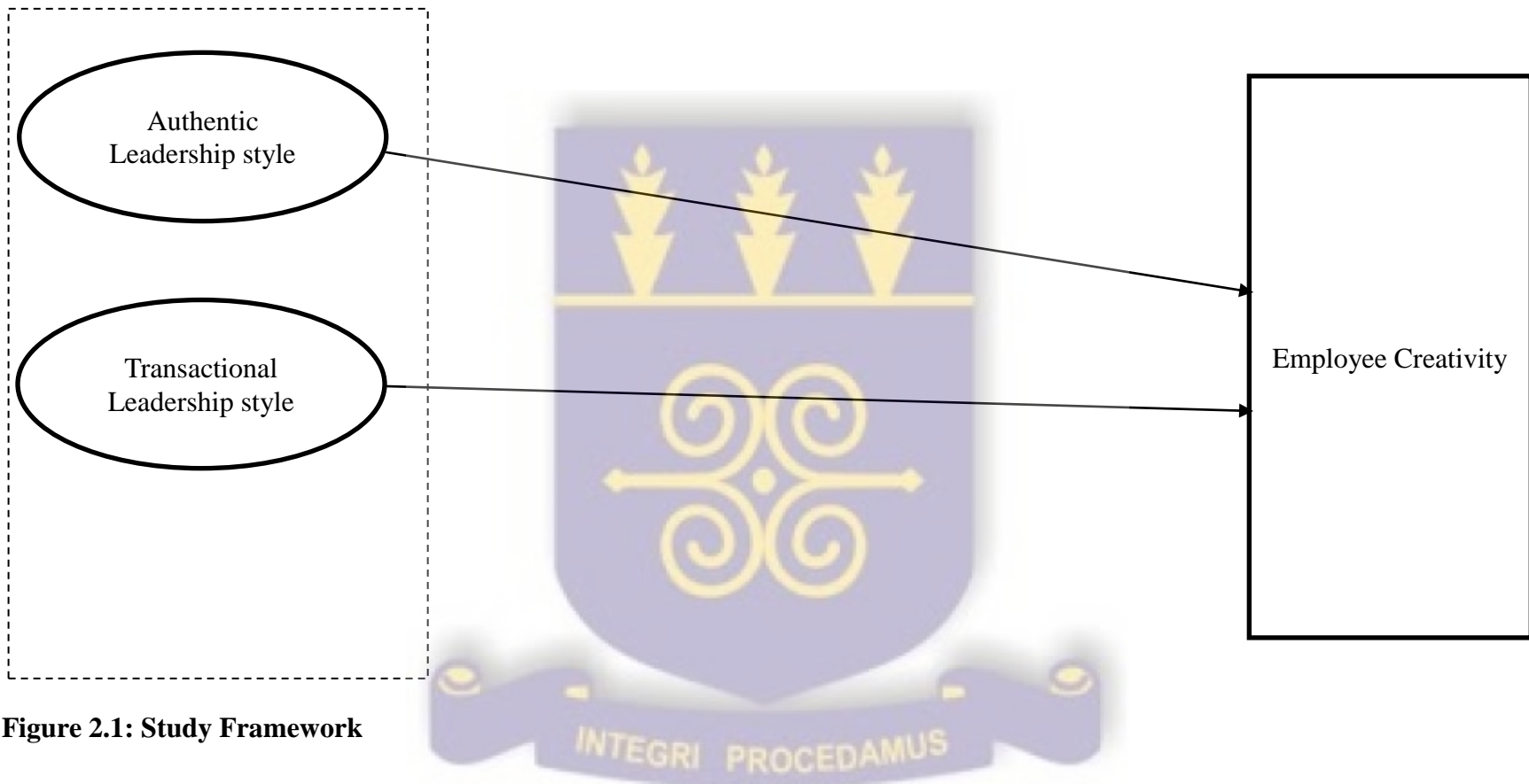


Figure 2.1: Study Framework

In relation to Figure 2.1, this study will test the influence of authentic and transactional leadership styles on employee creativity.

As shown in the conceptual framework in Figure 2.1 above, leadership styles affect employee creativity. This is because when leaders provide the necessary resources in an atmosphere that promotes diversity, tolerance and risk-taking, it will stimulate creativity among employees.

Authentic leaders have attributes which includes genuine awareness and understanding of their own values and beliefs, self-assured, and dependable, with major emphasis on the development of employees strength to enhance their thinking so as to create a conducive work environment in organizations. Based on this, authentic leadership style can motivate individual employees to be (a) inquisitive and willing to learn and adopt to change, (b) ready to take exceptional risks, and (c) determined in overcoming any weaknesses, challenges, and explore new opportunities.

Transactional leadership has an influence on employee creativity, though the intensity of the relationship is low as posited by literature. This intensity has not been confirmed by diverse studies. However, transactional leadership has been explored with other variables such as learning orientation and climate for creativity but the findings were inconsistent. It is therefore necessary that the study explore the relationship between transactional leadership style and employee creativity because of the limited number that has been conducted for these two indicators.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter provides the methods and procedures that were utilized in order to investigate the topic and achieve the stipulated objectives. The section explains the methods used and the appropriateness of the approach or methods to the study. It also provides the reason for the choice of research method. The section is underscored by research approach and design, population, scope, sample and sampling technique, data collection and instruments, ethics and data analysis information.

3.1 Approach and Design

Any research method directly impacts on the way data is collected, questionnaire designed and information obtained from respondents. Creswell (2006) asserted that every research method or approach require different skills, fundamentals, practice and basic assumptions. In view of this, the quantitative method was primarily adopted for the study. This is because the method or approach is capable of providing a better description and indication of an issue (Goran, 2003). According to Goran (2003) quantitative method is a means of testing objective theory and separating phenomena into distinct and workable forms. The approach also gives numerical and better interpretation of data. The approach was better suited for the study because of its enormous advantages and statistical presentation of findings.

In addition, Polit and Beck (2008, p.8) proposed that a research design is therefore an “overall plan for obtaining answers to the research questions being studied”. In correspondence with quantitative approach the research employed the cross-sectional survey design. This design is descriptive in nature. This design helped to obtain relevant information from respondents within

a particular time frame. The aim of this design is to help obtain correct prediction of data from respondents (Worrall, 2000). The design better suit the study because it provided the ground for obtaining information from all respondents within a specific time period in order to prevent respondents referring to others or friend and making changes to their response of which can skew the findings of the study.

3.2 Population

Population is the set upon which respondents are sampled from for a particular study (Creswell, 2003). The author explained that target population is the population upon which a study is conducted on (Creswell 2006). In view of this, the target population utilized for the study was the telecommunication industry of Ghana. The target population size is 2,092 within the telecommunication industry of Greater Accra region of Ghana. The telecommunication industry was selected because of its hi-tech environment and the continuous need for employees to adopt creative expertise as a competitive tool in the telecommunication industry. In addition, the leadership style in this industry plays a significant role in determining the level of creativity and innovation of its employees. The target population was appropriate because no such studies regarding employees' creativity and leadership styles especially authentic and transactional has been explored. The population is one of the high innovative machinery of Ghana contributing greatly to the current GDP status of Ghana.

3.3 Scope of the Study

The research was conducted in the Ghana telecommunication industry using MTN, Vodafone and Millicom Ghana (Tigo) whose market share together add up to 83% (See table 1.1 above) hence a significant percentage for generalization. Geographically, the scope of the study covered

the Greater Accra region of Ghana and the various head offices of the Telecom companies to be precise. This is because the head offices consist of departments with diverse employees having specialized skill sets for their respective departments. In addition, the telecommunication industry in Ghana has a total of 4,700 direct employees across Ghana and 2,092 in Greater Accra Region. The study included all employees who reported to a leader. Based on the LMX theory of leadership, data was collected from employees to identify their leaders and help in responding appropriately.

3.4 Sampling Techniques and Data Collection

The simple random sampling technique was adopted to help select qualified and relevant respondents with relevant experience for the study. The technique was adopted because it provided equal chance for all employees to be selected into the study. Another reason was that the technique gave the researcher the opportunity to obtain sampling frame from MTN, Vodafone and Millicom Ghana for respondents to be selected. Before the simple random selection respondents who approved from the framework that they are willing to partake in the study were selected in proportion to the total population. After, the simple random sampling was applied. The sample was made up of (335) respondents. The sample size was selected based on Krejcie and Morgan's (1970) recommendation of at least 350 sample size for better generalization. Data was collected using standardized questionnaires. A total of 420 questionnaires were distributed among employees of MTN, Vodafone and Millicom Ghana. Completed questionnaires received from telecom employees in Ghana summed up to 335 hence the sample size for the study. Data was collated from several respondents to curb the issue of common method variance as suggested by Krejcie & Morgan, (1970 p.54).

Table 3.1: Sample Size Determination

Population	Number (N)	Population	Number (N)
10	10	2000	322
100	80	4500	354
500	217	5000	357

Source; Krejcie and Morgan (1970)

3.5 Description of Respondents Characteristics

The characteristics of respondents of the study were sub divided into company distribution, gender distribution, age distribution, years spent in the company distribution and qualification distribution.

3.6 Research Instruments and Generation of Scale Items

All scales in the research questionnaire were adapted. The scales were measured with multiple items on a 5-point Likert-type scale ranging from “1 (strongly disagree)” to “5 (strongly agree)”. Leadership style in this study had two dimensions namely Authentic and Transactional leadership styles. Bass and Avolio’s MLQ: Multifactor Leadership Questionnaire was used in measuring transactional leadership style. The variables that constituted transactional leadership style included; leader specifies who is in charge of performance targets, leader expresses satisfaction when I meet expectations, leader clarifies rewards and leader directs my attention toward failures to meet standards. Authentic leadership questionnaire (Avolio et al., 2007) was used for the measurement of authentic leadership. Variables that constituted authentic leadership style were; the leader says exactly what he or she means, the leader is willing to admit mistakes when they are made, leader demonstrates beliefs that are consistent with actions and Leader listens carefully to different views before coming to conclusions. Employee creativity was

composed of George and Zhou's (2001) Creativity Scale which used the self-report appraisal of employee creativity. The following variables constituted employee creativity; I suggests new ways to achieve goals, I come up with new and practical ideas to improve performance, I search out new technologies, processes, or product ideas, I suggest new ways to increase quality, I am not afraid to take risk and I promote and champion ideas to others.

3.7 Ethical Considerations

Ethics are very significant component of any research study. In view of this, introductory letter was obtained from University of Ghana –Department of Human resource to be sent to four sampled companies. After the letter has been secured, it was presented to the Human Resource department of MTN, Vodafone, Airtel and Millicom (Tigo) Ghana to seek clearance for data collection. The request was subjected to the scrutiny of ethical codes by the companies and a submission of draft findings before the completion of the final document. Approval was subsequently given for the study to commence in MTN, Vodafone and Millicom (Tigo) with the exception of Airtel of which the researcher encountered difficulties. Since the market share for MTN, Vodafone and Millicom together make up 82.92% which is more than half of the total market share, the researcher used the three telecommunication companies. The consent of telecom employees was sought by explaining the rationale behind the research which is purely for academic purpose. Consent forms were given to respondents for them to sign. In addition, respondents were assured of anonymity and confidentiality. To ensure confidentiality, personal details of respondents such as names, signatures, thumbprints and social security numbers were not required. Also it was explained to

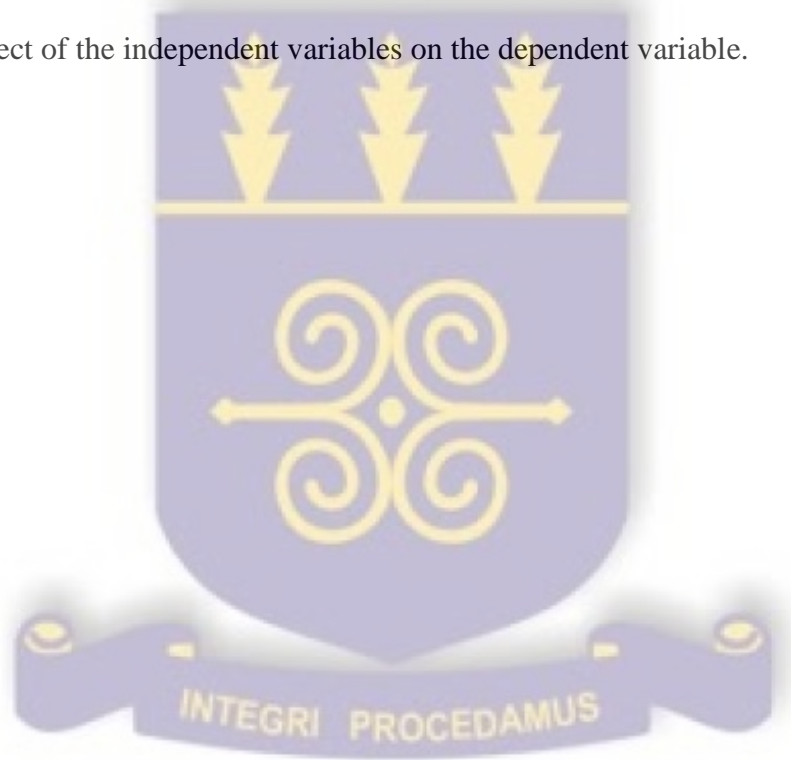
respondents that participation was absolutely voluntary and participants could withdraw from the study at any time without conviction or resistance.

3.8 Validity and Reliability of Data Collected

Validity and reliability are important ingredients for any research. Since the questionnaires utilized were modified versions of standard scale it became important that the study validate and establish the reliability of the scales before it use. 50 respondents were sampled from Glo Ghana to examine the reliability and validity of the adopted scale. After the data was obtained, it was analysed descriptively. The descriptive statistics were assessed using the mean and standard deviation to indicate the reliability of the various elements which helped in completing the research instrument. Reliability in statistics is the consistency or steadiness of a measuring instrument, often used to describe a test. Reliability is inversely related to a random error (Coakes & Steed, 2009). One of the most common coefficients used is the Cronbach's Alpha (Cronbach's α). The Cronbach's alpha is constructed on the average correlation of standardized items within a test. The Cronbach's alpha value established was 0.85. This shows that the internal consistency of measurement was good for the study. According to Cronbach (1951) the general rule is that, a coefficient greater than or equal to 0.7 is considered acceptable and a good indication of construct reliability. The data was further check whether the items measures what it was intended to measure, thus leadership styles and employee creativity. It was found that the items were valid for all cases. In addition, the 355 data obtained from MTN, Vodafone and Millicom (Tigo) had higher Cronbach's alpha value of 0.87 which was an appropriate indicator for reliability of the questionnaire utilized for the study.

3.9 Method of Data Analysis/Statistical Procedure

Data obtained from respondents were coded, sorted, categorized and analysed. The Statistical Package for Social Sciences (SPSS) version 22.0 was the main analytical tool used to analyse the data. Data gathered was analysed quantitatively because information was taken from a large sample of telecom employees to enhance generalization. First, biographical data of respondents were examined descriptively using frequencies and percentages. Secondly, a correlation matrix was run to examine the relationship between the study variables. Thirdly, regression was carried out to find the effect of the independent variables on the dependent variable.



CHAPTER FOUR

ANALYSIS AND DISCUSSION

This chapter of the study deals with analysis and interpretation of data obtained from respondents. It also presents the findings in line with the study objectives and questions as outlined in the first chapter of this research. It also shows how the research hypotheses were tested and explained. The findings were discussed in congruence with literature and study theories reviewed in chapter two of the study. Inferences were also drawn from the findings based on the result obtained.

4.1 Demographic Characteristics

In achieving the purpose of the research, demographic information was obtained from respondents to provide the background in relation to the sample upon which the research was carried out. The demographic features included gender, age, educational level, years spent with the company and name of company. The result from the descriptive statistics is presented in Table 4.1 below.

Table 4.1 below shows the result of sample distribution of demographic characteristics of respondents from the descriptive statistics information. The result in its entirety shows that 335 respondents were utilized for the study.

Table 4.1: Sample Distribution of Demographic Characteristics of Respondents

Demographic Characteristics	Categories	Frequency	Percent
Gender	Male	170	50.7
	Female	165	49.3
	Total	335	100.0
Age in years	18-24 years	28	8.4
	25-34 years	238	71.0
	35-44 years	62	18.5
	45-55 years	7	2.1
	55 and above	0	0
	Total	335	100.0
Educational Level	WASSCE	6	1.8
	Diploma	32	9.6
	First Degree	221	66.0
	Professional	19	5.7
	Post graduate degree	57	17.0
	Total	335	100.0
Years Spent in the Organization	Less than one year	65	19.4
	1-3	113	33.7
	4-6	80	23.9
	7-9	45	13.4
	Above 10 years	32	9.6
	Total	335	100.0

Source; field data 2016

4.1.1 Analysis of Respondents' Gender

The result from the demographic table shows that greater numbers of sampled respondents were males representing 170 (50.7%) while the rest were females representing 165 (49.3%). Critical observation from the result shows an even distribution across gender.

4.1.2 Analysis of Respondents' Age

The study investigated age categories of respondents and the result from the demographic table shows that majority of the sampled respondents were within the age category of 25-34 years representing 238 (71.0%). This is followed by those within the age range of 35-44 years representing 62(18.5%), next to it were those within the age range of 18-24 years representing 28(18.4%), followed by those within 45-55 age bracket representing 7(2.1%) and none was above 55 years. This clearly indicates a sector dominated by young adults hence, their ability to take risks in coming up with new ideas with no fear of losing their jobs unlike their older counterparts (adults reaching their retirement period) who are very calculating and more cautious in their delivery of duties. This makes the population the most appropriate for examining creative ability on the job.

4.1.3 Analysis of Respondent's Educational Level

Educational level of respondents was also analysed and the result shows that greater numbers of sampled respondents possess their first degrees representing 221(66.0%), followed by those with post graduate degree representing 57(17.0%), next to it were those with diploma certificate representing 32(9.6%) and the least represented were those with secondary level education thus WASSCE representing 6(1.8%). This shows that the knowledge level of respondents in general is very deep and in-depth warranting their ability to respond accurately and decipher the questionnaire presented to them.

4.1.4 Analysis of Respondent's Years Spent in the Organization

The study examined the number of years respondents have spent in their current organization. The result from the descriptive statistics shows that majority of respondent have worked with the organization ranging from 1-3 years representing 113(33.7%), followed by those who have been with the organization between 4-6 years representing 80(23.9%), followed by those who have been with the organization between less than 1 year representing 65(19.4%) and the lowest represented were those who had been in the organization for over 10 years representing 32(9.6%). This shows respondents years of experience to provide relevant, reliable and accurate answers to the suggested questions in the questionnaire.

4.2 Analysis of Factors That Constitutes Authentic and Transactional Leadership Styles

In answering research question 1 (recall: what factors constitute authentic and transactional leadership styles?) as stated in chapter one, factor analysis was carried out. In conducting the factor analysis, the KMO and Bartlett's test was performed and the estimates are summarised in table 4.2 below.

As shown in table 4.2 below, the estimated KMO value for authentic leadership style is 0.077 and that of transactional leadership style is 0.625. This indicates that all the KMO values are above 0.6 as recommended by Kaiser (1974). Furthermore, the estimated chi-square(X^2) values from the Bartlett's test are all highly significant ($p < 0.001$). This therefore means that factor analysis for each of the variables can be carried out.

Table 4.2: KMO Measure of Sampling Adequacy and Bartlett’s Test Results

Variable	KMO Measure	Bartlett’s Test of Sphericity		
		X ²	Df	Sig.
Authentic leadership	0.077	376.754	6	0.000
Transactional leadership	0.625	395.484	10	0.000

Source; field data 2016

4.2.1 Factor Analysis of Authentic Leadership

In order to determine the factors predictive of authentic leadership style, factor analysis was conducted on variables to ascertain which variables contributed to authentic leadership style. The result is shown in table 4.3 below.

Table 4.3: Analysis of Factors Predictive of Authentic Leadership Style

	Component (C)
	Standardized Regression Estimates(r)
	C1
The leader says exactly what he or she means	0.701
The leader is willing to admit mistakes when they are made	0.778
Leader demonstrates beliefs that are consistent with actions	0.850
Leader listens carefully to different views before coming to conclusions	0.785

Source; field data 2016

According to Kaiser(1974), an indicator should have a factor loading of 0.6 or above for it to have predictive significance. Therefore, from table 4.3 above, the indicator; the leader says exactly what he or she means (r =0.701) has a high predictive significance of authentic leadership style in the Ghanaian telecommunication industry. Similarly, the indicators; the leader

is willing to admit mistakes when they are made ($r = 0.778$), leader demonstrates beliefs that are consistent with actions ($r = 0.850$) and leader listens carefully to different views before coming to conclusions ($r = 0.785$) all have a high predictive significance. The implication is that leaders who exhibit these factor trait in an organization help to take critical decisions which affect the overall performance of the organization. Such leaders are authentic in the sense that they are consistent in their decision, accurate in their conclusions and accept shortfalls when the need arises. Such leaders play a critical role in contributing to the overall objective of any organization.

From table 4.4 below, all five indicators of transactional leadership style has factor loadings above 0.6 as recommended by Kaiser (1974). Therefore, the factors predictive of transactional leadership style in the Ghanaian telecommunication industry are; Leader specify who is responsible for performance targets ($r = 0.787$), Clarifies rewards ($r = 0.799$), Expresses satisfaction when I meet expectations ($r = 0.696$), Concentrates on dealing with mistakes, complaints, and failure ($r = 0.874$), Directs my attention toward failures to meet standards($r = 0.625$).

4.2.2 Factor Analysis of Transactional Leadership

In order to determine the factors predictive of Transactional leadership style, factor analysis was conducted .The result is shown in table 4.4 below.

Table 4.4: Analysis of factors predictive of transactional leadership style

	Component (C)	
	Standardized Regression Estimates(r)	
	C1	C2
Leader specify who is responsible for performance targets	0.787	-0.321
Leader clarifies rewards	0.799	-0.366
Leader expresses satisfaction when I meet expectations	0.696	-0.039
Leader concentrates on dealing with mistakes, complaints, and failure	0.228	0.874
Leader directs my attention toward failures to meet standards	0.625	0.596

Source; field data 2016

The implication is that these factors or trait has the propensity of predicting a transactional leader of an organization. When they exist in a leader then it presupposes that person is a transactional leader.

4.3 Analysis of Factors That Constitutes Employee Creativity

In answering research question 2 (recall: what factors constitute employee creativity?) as stated in chapter one, factor analysis was carried out. In conducting the factor analysis, the KMO and Bartlett's test was conducted and the estimates are summarised in table 4.5 below.

Table 4.5: KMO Measure of Sampling Adequacy and Bartlett's Test Results

Variable	KMO Measure	Bartlett's Test of Sphericity		
		X^2	Df	Sig.
Employee creativity	0.851	939.302	15	0.000

Source; field data 2016

As shown in table 4.5 above, the estimated KMO value for employee creativity is 0.851 which is above 0.6 as recommended by Kaiser (1974). Furthermore, the estimated chi-square(X^2) values

from the Bartlett's test is highly significant ($p < 0.001$). Since the results from both the KMO and Bartlett's tests are above the threshold, it implies that factor analysis can be conducted.

4.3.1 Factor Analysis of Employee Creativity

In order to determine the factors predictive of Employee creativity, factor analysis was conducted on variables. The result is shown in table 4.6 below.

From table 4.6 below, the indicator; I suggests new ways to achieve goals ($r = 0.760$) has a high predictive significance of employee creativity in the Ghanaian telecommunication industry.

Table 4.6: Analysis of factors predictive of employee creativity

Estimates(r)	Standardized	Component (C) Regression
		C1
I suggest new ways to achieve goals		0.760
I come up with new and practical ideas to improve performance		0.837
I search out new technologies, processes or product ideas		0.769
I Suggest new ways to increase quality		0.826
I am not afraid to take risks		0.648
I promote and champion ideas to others		0.820

Source; field data 2016

Similarly, the indicators; I come up with new and practical ideas to improve performance ($r = 0.837$), I search out new technologies, processes, or product ideas ($r = 0.769$), I suggest new ways to increase quality ($r = 0.826$), I am not afraid to take risk ($r = 0.648$) and I promote and champion ideas to others ($r = 0.820$) all have predictive significance of employee creativity. This implies that the existence of these factors or trait have the ability to predict employee

creativity in an organization. These factors contributes greatly in evaluating the creative levels of an employee in an organization. The presence of these is sure indicative of creativity in an organization in Ghana.

4.4 Analysis of Relationships among Study Variables

To identify the relationship among the study variables, the Pearson Correlation (α) estimates are shown in table 4.7 below.

Table 4.7: Correlational Matrix of the Relationship between the Main Variables

Variables	1	2	3
1.Authentic leadership	1		
2.Transactionan leadership	0.420**	1	
3.Employee Creativity	0.351**	0.213**	1
	0.000	0.000	

** . Correlation is significant at 0.001 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

N= 335

Source; field data 2016

4.4.1 Analysis of the Relationship between Authentic Leadership Style and Employee Creativity

In answering question three (recall: How will authentic leadership style influence employee creativity?) the hypothesis *H1* was proposed.

H1: There will be a positive relationship between authentic leadership style and employee creativity

In testing the above hypothesis, correlation analysis was conducted for authentic leadership style and employee creativity. The correlation estimates are shown in table 4.7 above. From table 4.7 above, there is a positive correlation between authentic leadership style and employee creativity ($r=0.351$, $p<0.01$). The relationship showed a significant direct correlation between the two variables, the hypothesis was therefore supported. By implication, an increase in authentic leadership will lead to an increase in the creativity of employees. This suggests that leaders who say exactly what they mean and admit their mistakes, demonstrate beliefs that are consistent with actions and have a listening ear to different views before drawing conclusions have the inclination in fostering creativity in employees. By effect, the leader is consistent and interacts continuously with employees and make amends where necessary. Thus an authentic leader is the one who has the propensity of injecting innovation among his/her employees.

Since the relationship is significant, regression analysis was carried out to find out how authentic leadership style influences employee creativity. The regression estimate is shown in table 4.8 below.

Table 4.8: Influence of Authentic Leadership Style on Employee Creativity

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig	R square
1 (Constant)	17.080	0.980		17.429	0.000	0.123
Authentic Leadership	0.441	0.64	0.351	6.846	0.000	

a. Dependent Variable : Employee Creativity

Source; field data 2016

The finding attests to a direct significant relationship between authentic leadership and employee creativity. Hypothesis one (Authentic leadership style will influence employee creativity) is

therefore supported according to the present findings. This means employee creativity increases when authentic leadership style is exhibited. Additionally, a summary of the regression analysis ($\beta = 0.351$, $n = 335$, $p = 0.000 < 0.05$) is presented in table 4.8 to ascertain if authentic leadership style indeed predicts or influence employee creativity. The regression model was fit at $0.000 < 0.05$ with the independent variable (authentic leadership) explaining 12% of variation in the dependent variable (employee creativity). The result of the regression analysis has a Beta (β) of 0.351 and a significance of 0.000 which is less than 0.05. This implies that increase in authentic leadership leads to an increase in the creativity of employees in the telecom industry. By further implication a leader who does not fear to accept mistakes that are made, and makes room for effective interaction before conclusions are drawn has the power in unleashing creative abilities in employees. The result is consistent with prior literature that authentic leadership will stimulate the creativity of employees. The present results however confirms a findings by Zubair and Kamal (2015) in Pakistan where authentic leadership style had a significant positive association with employee creativity and a host of other studies (Avolio, Gardner, Walumbwa, Luthans & May, 2004; Zhou & George, 2003; Maqsood, 2012). Such findings suggest that authentic leadership style encourages followers to be express their unusual yet original ideas to be creative. It is therefore important to develop and encourage such leadership trait within organizations.

4.4.2 Analysis of the relationship between transactional leadership style and employee creativity.

In answering question four (recall: How will transactional leadership style influence employee creativity?) the hypothesis *H2* was proposed.

H2: There will be a positive relationship between transactional leadership style and employee creativity

In testing the above hypothesis, correlation analysis was conducted for transactional leadership style and employee creativity. The correlation estimates are shown in table 4.7 above. From table 4.7 above, there is positive correlation between transactional leadership style and employee creativity ($r=0.213$, $p<0.01$). The relationship showed a significant direct correlation between the two variables, the hypothesis was therefore supported.

By implication, an increase in transactional leadership will lead to an increase in the creativity of employees. This suggests that leaders who set performance target for employees with defined appropriate rewards for those target and deal with mistakes and failures when they occurs and express satisfaction when expectation are met encourages employees to work within set standards which enhances the creative innovations of employees.

Since the relationship is significant, regression analysis was carried out to find out how transactional leadership style influences employee creativity. The regression estimate is shown in table 4.9 below.

Table 4.9: Influence of Transactional Leadership Style on Employee Creativity

Model	Unstandardized	Std.	Standardized	T	Sig	R square
	B	Error	Beta			
1 (Constant)	18.768	1.244		15.093	0.000	0.045
Transactional Leadership	0.260	0.065	0.213	3.980	0.000	

a. Dependent Variable : Employee Creativity

Source; field data 2016

The regression result shows a statistically significant direct relationship between transactional leadership and employee creativity. Hypothesis three (Transactional leadership style will influence employee creativity) is therefore supported according to the present findings. This means employee creativity increases when Transactional leadership style is exhibited. Additionally, a summary of the regression analysis ($\beta = 0.213$, $n = 335$, $p = 0.000 < 0.05$) is presented in table 4.9 to ascertain if transactional leadership style certainly predicts employee creativity. The regression model was fit at $0.000 < 0.05$ with the independent variable (transactional leadership) explaining 45% of variation in the dependent variable (employee creativity). The result of the regression analysis has a Beta (β) of 0.213 and a significance of 0.000 which is less than 0.05 implies that increase in transactional leadership leads to 0.213 increases in the creativity of employees in the telecom industry. This implies that leaders who set performance target for employees give them the opportunity to work hard in order to achieve the goals of the organization. The indication is that the set target in relation to the perceived reward guides respondents to develop innovative means to achieve set performance target in order to win the perceived reward laid by the leader. The result is consistent with the findings by Døjbak, Burton, Obel and Lauridsen (2008) who investigated into the misalignments between the organizational climate and the leadership style. The author indicated that positive significant relationship lies between leadership and employee creativity as well as leadership and performance. Further, the study found a significant effect of all adopted leadership including transactional leadership style on employee creativity within an organization.

4.5 Theoretical and Practical Implication

The finding shows that both authentic and transactional leadership styles influence employee creativity. Theoretically, a leader who is consistent with his beliefs and actions, listens to employees and draws valid conclusions based on suggested views of employees build a certain level of bond and believe with employees. It gives employees the room to discuss personal challenges and obtain feedbacks from such superior. This removes the act of fear and other psychological factors that may impede work. Employees become automatically and intrinsically motivated which foster creativity. Similarly, a leader who set a standard performance target and guides subordinates to achieve set target builds a certain level of commitment and satisfaction among employees in an organization. The employee is both intrinsically and extrinsically motivated because of the rewards for target achieved.

These two developments create better interaction among superiors and subordinates which support the two main interaction or relationship framework proposed by LMX theory. In light of this the study support the leader-member exchange (LMX) suggesting that there is a clear exchange between leaders and subordinate. The level of quality of this exchange association in turn affects the decisions of followers as well as access to resources, creativity and overall performance.

Practically, the finding provides evidence with regards to how leaders can influence their employees to develop creative life styles. The high statistically significant value for the two styles of leadership shows that telecommunication industrial leaders have become acquainted with these leadership styles. The onus lies on leaders to apply the set factors which contribute to these leadership styles in order to encourage subordinates to develop creative life styles for creative performance in the organization. This can contribute greatly in ensuring that the

stipulated aims, objectives and mission of the organization is achieved within the set target and standard.

4.6 Revisiting the Conceptual Framework

Reference is made to the study framework in figure 2.1. The study proposed that leadership styles will influence employee creativity. Based on the analysis, it was revealed that each leadership style has an influence on employee creativity. Therefore the study framework is maintained as shown in figure 4.1.



Leadership styles

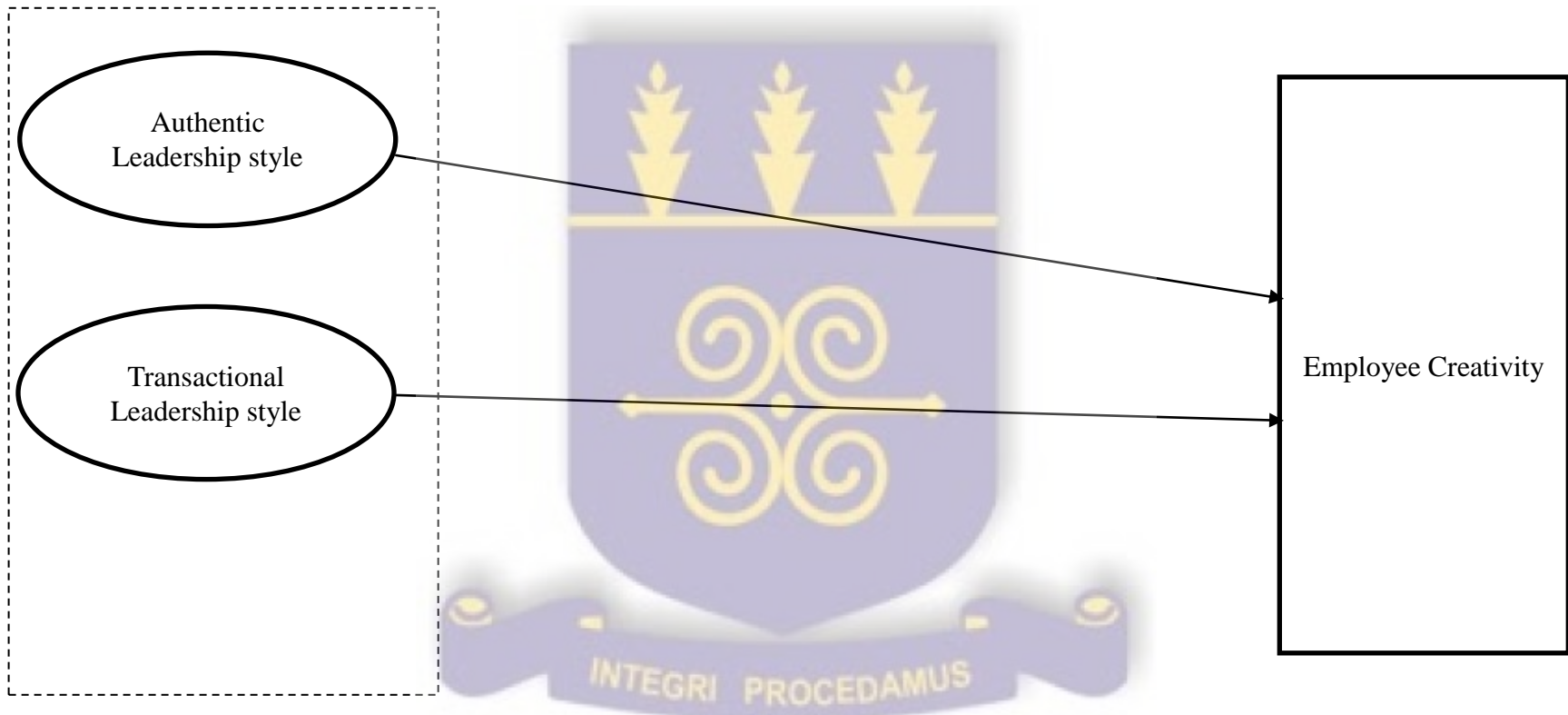


Figure 4.1

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This section of the study provides summary, conclusion as well recommendation in line with the findings of the study. The conclusion draws various inferences with regards to leadership style and employees creativity in an organization.

5.1 Summary of Findings

The concept of “Leadership” and “leadership styles” have been a subject of great interest globally. Scientists and non- scientists have attempted to identify the skills and abilities that have enabled outstanding leaders to produce significant effect on organization and society. In view of this, diverse forms of leadership have been linked with performance and creativity. The question most people ask is, do outstanding leaders influence innovation and creativity among employees or followers?

In light of this the study investigated leadership styles and their influence on employee creativity in Ghana’s Telecommunication Industry. The main variables adopted for the study include authentic leadership, transactional leadership, and employee creativity. The study stipulated four research objectives as guiding principles for the investigation of the topic. Factor analysis, correlation, and regression tools and models were used to analyse the stipulated research objectives/ hypotheses. The findings are presented as;

The first objective stated **“To find out what factors constitute authentic and transactional leadership styles”**. From the analysis, the following were identified to be predictive of authentic leadership style in the Ghanaian telecommunication industry; the leader says exactly what he or she means, the leader is willing to admit mistakes when they are made, leader demonstrates

beliefs that are consistent with actions and leader listens carefully to different views before coming to conclusions.

Similarly, the following factors were predictive of transactional leadership style in the Ghanaian telecommunication industry; leader specifies who is responsible for performance targets, leader clarifies rewards, leader expresses satisfaction when I meet expectations, leader concentrates on dealing with mistakes, complaints, failures and Leader directs my attention toward failures to meet standards.

The second objective stated “**To find out what factors constitute employee creativity**”. The analysis identified the following as predictive of employee creativity in the Ghanaian telecommunication industry; I suggests new ways to achieve goals, I come up with new and practical ideas to improve performance, I search out new technologies, processes, or product ideas, I suggest new ways to increase quality, I am not afraid to take risk and I promote and champion ideas to others.

The third objective stipulated “**To find out how authentic leadership style influence employee creativity**”. In order to examine this objective, hypothesis was coined to help in the examination.

H1: Authentic leadership style will influence employee creativity

The first research hypothesis (H1) stated that “*Authentic leadership style will influence employee creativity*”. The finding attests to a moderate significant positive relationship between authentic leadership and employee creativity. It was also discovered that authentic leadership style influence employee creativity from the regression model. Therefore, hypothesis *1* that stated that authentic leadership style will influence employee creativity was supported by the study.

The fourth objective stipulated “**To find out how transactional leadership style influence employee creativity**”. In order to examine this objective, a second hypothesis was coined to help in the examination.

H2: Transactional leadership style will influence employee creativity

The second research hypothesis tested by the study was that “*Transactional leadership style will influence employee creativity*”. The correlation result shows a statistically significant positive moderate relationship between transactional leadership and employee creativity. In addition, the regression result shows significant effect of transactional leadership style on employee creativity. Therefore, hypothesis 2 which stated that transactional leadership style will have an effect on employee creativity was supported by the study.

5.2 Conclusion

Leadership and creativity are important concept within diverse field and organization especially in human resource management, political science, organizational psychology and many more which cannot be overlooked. The role of leaders in ensuing and fostering innovation and creativity among employees is very significant in the achievement of the overall objective and mission of the organization. It must be posited that the overall success of an organization is reliant on the type of leadership style employed in the organization and how the leader is able to optimize available human and capital resources to create innovation and creativity in order to achieve the set target.

In view of this the study investigated how leadership style influences employee creativity from the perspective of respondents from MTN, Vodafone, and Tigo. The study found that critical factors underscore or contributes to authentic and transactional leadership styles in an

organization. In addition, the two adopted leadership styles had significant positive effects on employees' creativity.

The finding demonstrates a higher level of authentic leadership style exhibited by managers and leaders of telecommunication organization in Ghana. This does not jeopardize the essence of transactional leadership style in an organization. However, the two styles exhibit positive impact on creative innovations in an organization. This shows that effective application of these two styles in an organization has the foundation of encouraging employees and enhancing their creative innovation. The styles build on the confidence level of employees, their commitment, satisfaction and affection of the work since there is continuous interaction between superiors and subordinates in organization. The decisions of subordinates' links up to overall objectives of the organization which enhances their abilities, and capacity of developing creative behaviours for organizational growth and performance. The application of such styles provides room for subordinates to relax and developmental acme for work since mistakes are acceptable and corrected by leaders when it occurs. The fear of making mistakes reduces which provides psychological growth for creative development.

The intense competition within the telecommunication depicts that organization(s) should build a system that can develop leaders with such characteristics in order to encourage employees who can become creative in meeting ever increasing demands of the technological innovations within this industry. Since creativity is at the heart of every organization, providing adequate and time bound training necessary to develop leaders should be a key priority area of any organization if it wants to survive in this intense competitive world.

It can be justified on this ground that the gaps reviewed in literature with regards to authentic, transactional leadership styles and employee creativity has been filled by the findings of the study. It also refutes the studies that found no statistically significant influence of the two styles on creativity. The reason can be cultural specificity with regards to the utilized indicators. The finding has therefore provided relevant insight on the nexus between the styles of leadership and employee creativity. It specifically examined which style of leadership (i.e. transactional or authentic) enhances employees' creativity. The study draws from the proposition that, firms with greater tendencies for creativity will be highly successful in responding and adapting to changing business environments by developing leaders who exhibit these characteristics in an organization. The study has also provided platform for management of the various telecommunication firms in Ghana in crafting the appropriate corporate strategy and leadership development policies for their firms. It is also important for organizations to understanding the role of leadership style linked with employee creativity in order work towards achieving the overall corporate goal and be of immense benefit to the firms. It has also given enough information for National Communication Authority as the regulator of the telecommunication sector to use this study to inform its policies and regulations, as it embarks on its objective of making telecommunication accessible to the general public. The study has also contributed to a body of knowledge in area of leadership and employee creativity in academia and organizations. There is therefore the need to develop strategies and innovative ways that will help raise leaders who are authentic and transactional so that the overall development of human resource will be a priority for achieving the success of the organization.

5.3 Recommendations

Based on the research findings and conclusions, the following recommendations are being put forward for organizations, the telecommunication industry, management, practitioners as well as future research.

1. Managers of organizations should adopt the finding of the study in order to know the strategies needed to develop creative workers. The intense competition within the telecommunication industry in Ghana requires corporate strategies that can propel managers to adopt best practices to develop authentic and transactional leadership qualities on people. Having effective and efficient authentic and transactional leaders is a sure way of building creativity and greater chances of surviving in this competitive business world.
2. Organizations should understand the recent role of leadership styles especially authentic and transactional style so that policy decisions can be taken to propel creativity. Understanding leadership roles will help organization adopt contingency plays that train people to match up to technological innovations.
3. Organizations should have knowledge on the factors necessary for developing leadership qualities in people. When such is known, organizations can develop key objectives in achieving it. Since the study suggests that effective leadership style influence creativity. Therefore knowledge will help to develop effective leadership qualities in people.
4. Organizational culture that helps to build leaders for creative development can also be intensified. Managers of telecommunication companies can intensify their work environment that gives opportunities for authentic leaders and transactional leaders to be developed. This will create enough room for leadership qualities and creative behaviours.

5. As culture has become an important indicator for building creativity through authentic and transactional leaders, future research should consider the influence of organizational culture of the Telecom companies in relation to leadership style and employee creativity.
6. Future research can also focus on this important topic in different cultures and across different types of organizations where leadership is paramount and significant. This will help make comparative analysis of styles practice by diverse organization and how these influence creativity among employees.



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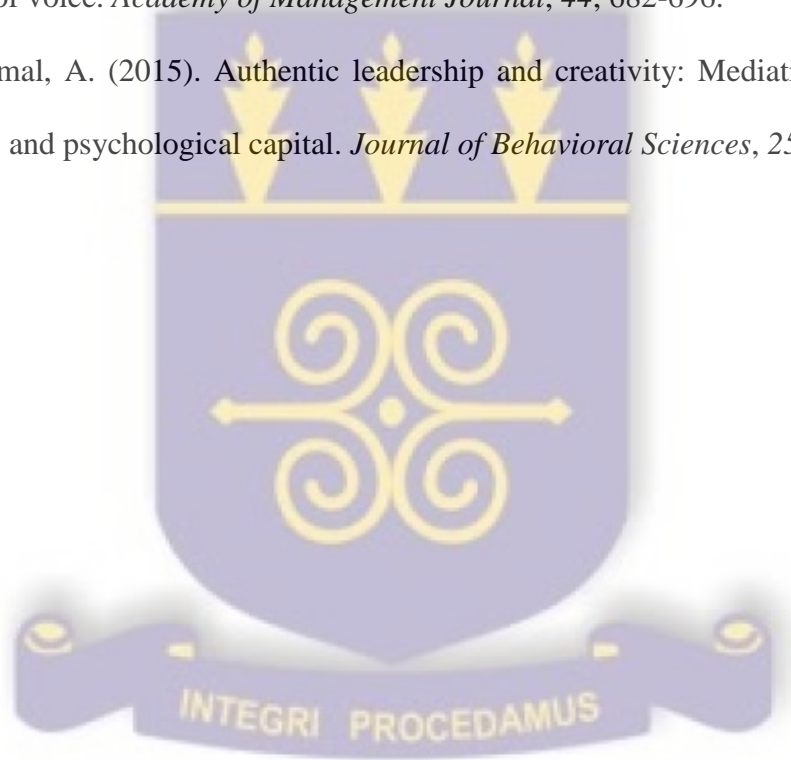
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APPENDIX

RESEARCH QUESTIONNAIRE

The Influence of Leadership styles on Employee creativity in Ghana's Telecommunication Industry

Synopsis

This research is being undertaken to understand the influence of leadership styles on Employee creativity. Again, the study seeks to find the role of Climate for creativity, work related flow and learning orientation in this relationship. The aim of this study is to provide an understanding into the relationship between leadership styles and employee creativity in the telecommunication sector in Ghana.

This study will thereby provide an understanding of how various leadership styles can influence employee creativity.

I will therefore be grateful if you answer this questionnaire.

I undertake that information provided will be used for the purpose of this research only and will be treated anonymously.

Thank You.

Nana Ama Doduwa Arthur

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SECTION A
DEMOGRAPHY

Please kindly answer the following by ticking (✓) the appropriate answer of your choice.

1. Gender:

- Male Female

2. Age:

- 18-24years 25-34years 35-44years
 45-55years Over 55years

3. Educational level:

- WASSCE Diploma
 First Degree Professional Post Graduate degree

4. Number of years spent in the company:

- Less than a year 1-3 years 4-6 years
 7-9 years 10 years and above

5. Name of Company:

- MTN Vodafone Tigo Airtel Expresso Glo

SECTION B: Authentic Leadership Style

The four elements below gives a description of the extent of authentic leadership style exhibited. Please kindly indicate your assessment of each item from 1- Strongly Disagree to 5- Strongly Agree estimates for each point by circling the appropriate answer of your choice.

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

Q6.	My leader says exactly what he or she means	1	2	3	4	5
Q7.	My leader is willing to admit mistakes when they are made	1	2	3	4	5
Q8.	My leader demonstrates beliefs that are consistent with actions	1	2	3	4	5
Q9.	My leader listens carefully to different points of view before coming to conclusions	1	2	3	4	5

SECTION C: Transactional leadership style

The five elements below gives a description of the extent of Transactional leadership style exhibited. Please kindly indicate your assessment of each item from 1- Strongly Disagree to 5- Strongly Agree estimates for each point by circling the appropriate answer of your choice.

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

Q10.	My leader discusses in specific terms who is responsible for achieving performance targets	1	2	3	4	5
Q11.	My leader makes clear what I can expect to receive when performance goals are achieved	1	2	3	4	5
Q12.	My leader expresses satisfaction when I meet expectations	1	2	3	4	5
Q13.	My leader concentrates his/her full attention on dealing with mistakes, complaints, and failure	1	2	3	4	5
Q14.	My leader directs my attention toward failures to meet standards	1	2	3	4	5

SECTION D: Employee Creativity

The six elements below gives a description your creativity level. Please kindly indicate your assessment of each item from 1- Strongly Disagree to 5- Strongly Agree estimates for each point by circling the appropriate answer of your choice.

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

Q15.	I suggest new ways to achieve goals or objectives.	1	2	3	4	5
Q16.	I come up with new and practical ideas to improve performance.	1	2	3	4	5
Q17.	I search out new technologies, processes, techniques, and/or product ideas.	1	2	3	4	5
Q18.	I suggest new ways to increase quality.	1	2	3	4	5
Q19.	I am not afraid to take risks.	1	2	3	4	5
Q20.	I promote and champions ideas to others.	1	2	3	4	5