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## Associating Intelligence of Leaders and Employee Creativity: The Influence of Intrinsic Motivation on Followers Creativity

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### ABSTRACT

This study investigates the association between leaders' intelligence on followers' creativity. This was studying exploring by a) relationship between leaders' EI and followers' creativity results; b) relationship between intrinsic motivation and EI c) relationship between intrinsic motivation and followers' creativity. Questionnaire was used to collect data from organizations of service sector. Eighty-one dyads were collected (leaders and employees). Cross sectional data and convenient sampling used in this study. Data analysis techniques were descriptive, correlation and multiple regression analysis. The findings of the study were not gives significant results. There are some other factors which affect followers' creativity

### INTRODUCTION

Creativity has a long history across many disciplines and cultures (Asad, Rizwan, Shah, & Munir, 2018). The creative association is subject to the situation dimensions to hold creative managers and there followers, and on a territory in which every worker will feel free and ready to assist organizational achievement (Asad, Asif, Bakar, & Sheikh, 2021). It is a variety of arrangements in which creativity needs to be appreciated and prepared changed into workable learning, with the goal that it can be advanced used to enhance work techniques and deliver new thoughts and methodologies (Mayfield & Mayfield, 2008).

In recent years, however, there has been a growing awareness that creativity is a critical variable in shaping the long term success of an organization (Israr, Asad, Altaf, & Victor, 2021).

The core sensations influencing creativity at the individual, group, and structural levels are introduced (Mumford, Hester, & Robledo, 2012).

Even though a number of researches have investigated the influence of leaders on creativity, these investigations have mainly concentrated on questions of leader support and leader-member exchange (Tierney, et al., 1999). A previous study on organizational aspects that boost before obstruct creativity has been worked by several improvements in recent years. Leaders are core influencing elements in development of creative environments (Castro, Gomes, & Sousa, 2012).

How leadership and creativity are connected is, in any case, an understudied issue, particularly concerning how leaders impact their followers creativity (Victor, ul Haq, Sankar, Akram, & Asad, 2021). This question arises in different scenario

with respect to the leaders motivations effect on followers creativity.in a study researchers deliver some of the preliminary foundation work for the wider theoretical framework of how authentic leaders influence follower approaches, manners, and performance (Avolio, Gardner, Walumbwa, Luthans, & May, 2005). Researchers examined the relationship between the correspondence of leaders “and followers” authorization expectations and followers' experiences of role abstruseness and intrinsic motivation (Humborstad & Kuvaas, 2013).

“*Componential conceptualization*” of creativity, intrinsic task motivation is an essential, but not abundant, condition for creative endings (Al-Qahtani, Alkhateeb, Mahmood, Abdalla, & Qaralleh, 2020). Engaging in creative practice activities has an equivalent influence on individual creative behaviors (Asad, Asif, Bakar, & Altaf, 2021). In a study analyze the relationship between the consistencies of leaders' and subordinates 'empowerment desires and subordinates 'encounters of part ambiguity and intrinsic motivation (Al Kahtani, Nawab, & Allam, 2016).

Intrinsic motivation in the organizations obliges some level of self-governance or organization toward oneself (Allam Z. , Asad, Ali, & Ali, 2021). Intrinsically motivated workers feel skill and relatedness through living up to expectations in enabled groups that are steering their exercises to a significant reason and doing something they see as critical and important (Asad, Altaf, Israr, & Khan, 2020). People in engaged groups have a feeling of responsibility for work and are totally occupied with its tasks, which oblige their best thinking and creativity (Asad, Muhammad, Rasheed, Chethiyar, & Ali, 2020). They take pride in their work and are energized in having a feeling of advancement and seeing the aftereffects of their efforts (Allam, 2019).

The idea of the study in inspired understanding the relationship of ethical leadership and role of employee performance while using intrinsic motivation as a mediator (Tu & Lu, 2014; Asad & Farooq, 2009; Demirkol & Nalla, 2018). Intrinsic motivation often used as a mediator in many investigations (Darwish & Yousef, 1998; Asad & Javaid, 2010). It is critical to explore this, since creativity appears to be affected not only by internal characters, but also by the magnitude to which the organization and its leaders are accomplished of

stimulating settings in which creativity can unfold (Asad & Qadeer, 2014).

With perspective of Pakistan few studies were conducted on its related topics (Asad, Ahmad, Haider, & Salman, 2018). Even though not a single topic covered all the areas selected, the contribution of this study is allowing the relationship between leader’s EI and followers’ creativity by seeking the effect of intrinsic motivation with perspective to Pakistani organizations (Asad, Asif, Bakar, & Altaf, 2021). Although existing investigation develops a model which explains the relationship between transformational leadership, work environment and employee performance (Almansour, Asad, & Shahzad, 2016; Kahtani, Khan, & Allam, 2016).

In this study existing literature concisely reviewed related to the creativity and leadership intrinsic motivation then hypotheses presented which states the key concept of the study then applied methodology and came to the results. This study present reviews and future studies which can be applied further. Aims of the study are to explore the relationship between leaders’ intelligence and creativity by mediating intrinsic motivation.

## **Literature Review**

### **Cognitive and Affective**

Hoots and Krug stated that creativity is both a cognitive and affective effort and mind constantly creates. Suggestions regarding creativity fostering teacher behaviors are similar in general. The study aims to examine primary and secondary school teacher’s creativity fostering behaviors and self-efficacy beliefs (Khan, Haider, & Asad, 2011; Khan S. N., Asad, Fatima, Anjum, & Akhtar, 2020). The training to both pre-service teacher’s and teacher candidates will positively affect their creativity and leadership qualities (Khushi, din, & Sulaiman, 2020). The wheel stem engine, printing press, compass, telegram telephone electricity internet and thousands of other thing are enations by human beings to improve their and others life and solve problems (Mann & Cadman, 2014).

Researcher examined that intrinsic motivation as a mediator of the relationship between justice and task performance using fairness theory they argued that procedural justice and interpersonal justice would have significant independent effect on intrinsic motivation, procedural justice also predict task performance a relationship that was partially

mediated by intrinsic motivation (Khan A. A., Asad, Khan, Asif, & Aftab, 2021). There were indications that creativity can fundamentally contribute towards organizational innovativeness, effectiveness and survival (Kashif, et al., 2020). Relationship between congruence and role ambiguity and intrinsic motivation vary depending whether misevaluate sub ordinates empowerment expectation, as well as whether the expectations match, sub ordinates had low role ambiguity and low intrinsic motivation when leaders and sub ordinate expectations matches at low level however, sub ordinates had low role ambiguity and high intrinsic motivation when expectation match at high level (Allam Z. , Asad, Ali, & Malik, 2022; Haider, Fatima, Asad, & Ahmad, 2016)

Adopting new management approaches has therefore become an imperative for the organizations to meet the demands of customers and competitive environment (Zahra, Majeed, Mahmood, & Asad, 2012). There are number of studies that suggested leaders who involved in transformational leadership behaviors are connected with greeter levels of job involvement, job satisfaction and performance (Al-Qahtani, Alkhateeb, Mahmood, Abdalla, & Qaralleh, 2020). It is positively selected to the job satisfaction of performance (Asad , Haider , Akhtar , & Javaid , 2011). It is positively selected to the job satisfaction of employees; also performance of worker's increased through OCB (Asif, Asad, Kashif, & Haq, 2021). It may include ethical behavior at workplace concerned with organization effectiveness goals willing to work with employees in a healthy environment (Asad, Asif, Allam, & Sheikh, 2021). The transformational leadership, emotional intelligence and organizational citizenship behavior make intelligent leaders more effective creative (Jausi & Dionne, 2003; Majali, Alkaraki, Asad, Aladwan, & Aledeinat, 2022).

In order to remain relevant and to compete the organization must generate creative ideas frequently and utilize innovative process to fully realize the values of those ideas (McClean, 2005). Among the creative industries the advertising industry includes advertising companies, public relation services and marketing research companies rank fifth in terms of aggregate value added to the local economy after printing and publishing (Ullah, et al., 2021; Tariq, Badir, & Chonglerttham, 2019). Chinese and

western conceptualization of activity has widely been studied. The purpose of the present study is to investigate how creativity being conceived and communicated in Chinese society. Chinese cultural context, in advertising agency different parties usually believe in different qualities that a good effective advertisement should be. The different creative industries in different cultures develop leadership creative and quality technique that differ in leadership quality (Zhang & Bartol, 2010).

Creativity is a new solution for an old problem from a new but different angle which comes from prior experience (Asad, Chethiyar, & Ali, 2020). There is an interaction between empowering leadership, uncertainty avoidance and trust that effect creativity when employee have high level of uncertainty avoidance and trust their supervisors, creative self –efficacy mediates the effect of this three way interaction between empowering and leadership, uncertainty avoidance and trust has on creativity (Asad, Asif, Allam, & Sheikh, 2021).

Competing in today's cut-throat competitive environment is no longer about products and processes differentiation or advantages. This is where employees would constantly experience emotional labor (Demirkol & Nalla, 2018). Emotional labor is an act of managing emotional expressions in order to be consistent with organizational display roles (Sulaiman & Ahmed, 2017). More competitive economy has also stacked to deck against organizational creativity. Creative individuals create innovative organizations (Asad, Asif, Bakar, & Altaf, 2021).

Evidence suggests that individual's behaviors at work may play a somewhat a larger role in the business success in general (Asad, Sharif, & Alekam, 2016; Asad, Asif, Bakar, & Sheikh, 2021). The employee creativity leads to a dynamic individual behavioral creator competitive leadership advantage (Asad, Asif, Khan, Allam, & Satar, 2022).

Currently creativity is a hot topic and on important agenda item in the business world, indicated by the rise of the creativity consulting firms, creativity department's organizations (Haider S. H., Asad, Fatima, & Atiq, 2017). The few leaderships and creativity studied that have been conducted yielded promising (Alkhuzaie & Asad, 2018). The studies provide a strong base from which to begin to build knowledge with respect to

leadership and follower creativity (Asad & Kashif, 2021). The research is too sparse to definitively indicate which leader behaviors has been discussed (Asif, Asad, Bhutta, & Khan, 2021). If leader take risks by acting in ways that are outside conventional norms he or she makes a visual statement to followers that risk (Asad, Haider, & Javaid, 2010). The new leadership techniques encouraged to influence followers by conveying creative image and model (Castro, Gomes, & Sousa, 2012).

Synthesizing theories of leadership, empowerment, creativity this research built and tested a theoretical model linking empowering leadership with creativity via several intervening variables (Asad, Shabbir, Salman, Haider, & Ahmad, 2018). Given increasingly turbulent environments heightened competition and unpredictable technological change (Asad, et al., 2021). In building a model linkages empowering leadership and creativity linking empowering leadership and the creativity literature to posit three mediating modernisms with high potential to help explain linkages (Fadhel, Aljalalma, Almuhanadi, Asad, & Sheikh, 2022).

The development of our overall research model by first exploring the general nature of empowering as delineated (Bilal & Sulaiman, 2021). The empowering leadership and creativity of exploring the general notice of leadership and creative technology (Li, Zhao, & Begley, 2014; Damer, Al-Znaimat, Asad, & Almansour, 2021).

### **Emotional Intelligence**

EI has been characterized as the ability to see and express emotions, comprehend them and utilize them, and the bent to deal with the individual's own and other individuals' emotions (Allam Z. , Asad, Ali, & Malik, 2022). This definition expects that EI is a group of decently characterized cognitive aptitudes managing candidly based data and with feelings regulation (Asif, Asad, Kashif, & Haq, 2021). Other authors have defined EI as a set of generic competencies and dispositions, which allow people to adapt to their environment (Asad & Abid, 2018).

At the point when these thoughts are brought into the pioneer adherent procedure, they highlight the capacity of pioneers to utilize feelings (their own and their devotees') in the working environment (Shaker, Asad, & Zulfiqar, 2018;

Sulaiman M. A., 2002; Ullah, et al., 2021; Tariq A. , Badir, Tariq, & Bhutta, 2017). Grasping and overseeing feelings is consequently a vital device to finish hierarchical objectives, to inspire individuals and groups, to cultivate fulfillment and responsibility, and to impact the workplace (Asad, Sharif, & Hafeez, 2016; Alkhuzaie & Asad, 2018; Khalil, Asad, & Khan, 2018; Sattar, Alarifi, & Asad, 2021). The question of how EI fosters effective leadership has been the subject of some reflections as well (Asad, Haider, & Fatima, 2018). EI contributes to effective leadership through five elements: development of collective goals and objectives; instilling in others an appreciation of the importance of work activities; generating and maintaining enthusiasm, confidence, optimism, cooperation, and trust; encouraging flexibility in decision making and change; and establishing a meaningful identify for an organization (Wang, 2012). In sum, leaders are emotional beacons to individuals and groups and are therefore a critical factor as far as getting the most out of people is concerned.

### **Intrinsic Motivation**

Intrinsic motivation is apprehensive with the desire to exercise effort to achieve a work task out of enjoyment and interest (Amir & Asad, 2018; Asad, Sharif, & Hafeez, 2016; Asad, Tabash, Sheikh, Al-Muhanadi, & Ahmad, 2021). In self-determination theory, the contentment of the psychological needs for autonomy, competence, and relatedness is considered as nutrients to cultivate intrinsic motivation (Haider, Asad, & Aziz, 2015; Haider, Asad, & Almansour, 2015; Tariq, Ehsan, Badir, Memon, & Sumbal, 2022). When these needs are satisfied, subordinates will inherently find their jobs to be interesting and satisfying and will be intrinsically motivated. Furthermore, intrinsically motivated subordinates will function more effectively because need satisfaction provides the necessary nutrients for human growth and development (Demirkol & Nalla, 2018).

In other words, unfulfilled needs will undermine intrinsic motivation and result in maladaptive consequences (Asad & Sharif, 2016). In contrast to traditional models of leadership, a leader who pursues empowering leadership is responsible for facilitating self-leadership among his or her subordinates (Riphah, Ali, Danish, &

Sulaiman, 2022). The parts of the pioneers are to actualize conditions that build the subordinates' sentiments of reasonability toward oneself and control, and to support conditions that lessen a feeling of weakness, so engaged subordinates feel skilled and are permitted to practice impact over their work prepare and in addition settle on their own choices (Conger & Kanungo, 1988; Demirkol & Nalla, 2018; Zuhair , Wenyan, Sulaiman, Siddiqu, & Qalati, 2022). In contrast to traditional leadership models, this creates a more robust, flexible, and dynamic leadership infrastructure (Asad , Haider , Akhtar , & Javaid , 2011; Asad, 2020). Still, such a base seems to require the pioneers and their subordinates to see obviously and concur on their choice making parts and obligations; if not, disarray and disappointment may emerge (Qalati, Ostic, Sulaiman, Gopang, & Khan, 2022).

### **Creativity**

There is not a proper definition of creativity. Creativity is the formation of another item, benefit, thought, method or procedure that has esteem and is valuable (Asad, 2010; Bashir & Asad, 2018). This connection between inventive potential and valuable and esteemed thoughts is a key point in numerous hypothetical structures; besides, it is likewise expressed that such a connection is crucial to hierarchical productivity, complex critical thinking and worldwide viability (Zhang & Bartol, 2010).

Another research stream has focused on factors that develop followers' creative skills. The literature has pointed out the part of pioneers' characteristics, for example, specialized ability, innovative critical thinking aptitudes and social capabilities (influence, social insight and training) in animating adherents' inventive yields (Asad, Sharif, & Alekam, 2016). Others have pointed out the instruments and procedures that pioneers need to use so as to advance devotees' inventiveness: inspiration, learned incitement, help, independence, objective setting, input and access to assets (Asad, Iftikhar, & Jafary, 2019; Asad, 2011; Haider S. H., Asad, Fatima, & Abidin, 2017; Haider, Asad, & Fatima, 2017).

Creative management is an alternate intends to expand representatives' inventive yield. Imaginative chiefs are equipped for perceiving their workers'

inventive potential and aptitudes, and of utilizing such potential (Farrukh & Asad, 2017; Fatima & Asad, 2018). To attain to that, they take a shot at correspondence, they acknowledge slip and clash, they permit their workers to work with self-rule and adaptability, they allot obligations, and they support intrinsic rewards (Chethiyar, Asad, Kamaluddin, Ali, & Sulaiman, 2019). The manager acts as organizer, since he or she creates the environments, settings and conditions in which people can set free their creativity (Hammami , Ahmed , Johny, & Sulaiman, 2021; Haq, Asad, Natarajan, Sankar, & Asif, 2021).

It is expressed hassles the basic part that administrators and pioneers play in giving a connection that energizes or smothers inventiveness (Al Kahtani, Nawab, & Allam, 2016). Inventiveness is the consequence of a complex set of inside individual inward procedures, however it needs a prolific ground to thrive; administrators and pioneers are enter in making (or not) such rich soil, in various courses, for example, sustaining amazing associations with representatives, advancing equity and empowering cognitive trust (Abraiz, Aneela, & Sobia, 2012).

From these different examination streams, no doubt administration and imagination are inexorably connected. Pioneers are potential affecting components in cultivating or hampering their supporters' inventive practices. The accompanying segment points of interest the relationship between these ideas.

## **METHODS**

### **Design**

Data was collected through questionnaire from both leaders and employees from different organizations in the service sector. Leaders and followers were asked to evaluate creativity, emotional intelligence and intrinsic motivation.

### **Hypothesis**

H1. There is a positive relationship between leader's EI and intrinsic motivation

H2. There is a positive relationship between leader's EI and employee creativity

H3. There is a positive relationship between Intrinsic motivation and employee creativity

### **Sampling and Population**

Managers and employees were selected from service sector of Lahore city in Pakistan which includes private organizations. age group is maximum 57 and minimum 22 both Male and Females included. A total of 100 questionnaires were requested to give the responses but only 93 were returned. 12 of them were rejected due to missing values. Remaining 81 responses are included in the study. From 81 samples 23 were females and 58 were male. Convenient sampling used for this study.

**Data Collection Method**

Questionnaire was used for this study which is 5 point Likert scale. Zuhaib , Wenyuan, Sulaiman, Siddiqu, and Qalati (2022) measures reliability and validity in their study so this study these measures. The specific measures are shown below along with Cronbach alpha for the various dimensions of the study. Descriptive correlation and multiple regression analysis were used to analysis of study and to test questionnaire reliability and validity tests were applied. Cronbach’s alpha of questionnaire was 0.916 which is shown in table below which confirms a high reliability of the measures for this study.

**RESULTS AND DISCUSSION**

Hypothesis 1 states that there is a positive correlation between EI of leaders and intrinsic motivation and the result shows that there is positive significance between intrinsic motivation and EI of leaders.

Correlations

		Emotional Intelligence	intrinsic motivation
Emotional Intelligence	Pearson Correlation	1	.595**
	Sig. (2-tailed)		.000
	N	81	81
intrinsic motivation	Pearson Correlation	.595**	1
	Sig. (2-tailed)	.000	
	N	81	81

\*\* Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 2 states that there is a positive relation between leaders’ EI and followers’ creativity (Castro, Gomes, & Sousa, 2012).

Correlations

		leaders creativity	employee creativity
leaders creativity	Pearson Correlation	1	.442**
	Sig. (2-tailed)		.000
	N	81	81
employee creativity	Pearson Correlation	.442**	1
	Sig. (2-tailed)	.000	
	N	81	81

\*\* Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 3 states that there is a positive significant relationship between intrinsic motivation and employee creativity.

Correlations

		employee creativity	intrinsic motivation
employee creativity	Pearson Correlation	1	.587**
	Sig. (2-tailed)		.000
	N	81	81
intrinsic motivation	Pearson Correlation	.587**	1
	Sig. (2-tailed)	.000	
	N	81	81

\*\* Correlation is significant at the 0.01 level (2-tailed).

Descriptive Statistics

	Mean	Std. Deviation	N
employee creativity	33.11	6.609	81
intrinsic motivation	11.75	2.300	81
Emotional Intelligence	53.43	8.062	81

Total observations of this model are 81. Mean of this model is 33.11, 11.75 and 53.43 respectively.

Model Summary<sup>a</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig. F Change
1	.588 <sup>a</sup>	.346	.329	5.413	.346	20.628	2	78	.000	2.167

R square shows the correlation between the observed and predicted variables in this case value of r square is near to -1 ( 0.346) which is not a good

fit model. It also not considered that significance of variables.

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1208.744	2	604.372	20.628	.000 <sup>b</sup>
	Residual	2285.256	78	29.298		
	Total	3494.000	80			

a. Predictors: (Constant), Emotional Intelligence, intrinsic motivation

b. Dependent Variable: employee creativity

Degree of freedom shown in the above table gives the value of association with source of variance. Value of F-statistics shows the model is good fit because it is significant at 0.000.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
		1	(Constant)	12.408			4.150	
	intrinsic motivation	1.626	.327	.566	4.966	.000	.974	2.278
	Emotional Intelligence	.030	.093	.036	.319	.751	-.156	.216

All the values of T-statistics are not significant because all are above 0.05. Model is not good fit hypothesis not significantly proved.

Zhang and Bartol in 2010 were used intrinsic motivation as a mediating variable and they were found positive significant results. Asif, Asad, Bhutta, and Khan (2021) found managers EI effect of Jordanian industrial SMEs on their employees' creativity. Results of this study are similar to Awwad and Hanane investigation as not found effect of leaders EI on Followers creativity but contradict to Zhang and Bartol there is also no effect of intrinsic motivation on followers' creativity.

**CONCLUSION**

The current research aimed at exploring the relationship between leaders' EI and followers' creativity. Furthermore, it also looked into the effect of intrinsic motivation on followers' creativity. The findings show that followers' creativity is not associated with their leaders' emotional intelligence. Our results show that EI and intrinsic motivation has no effect on followers' creativity. Dimensions of EI which were selected for this study was not appropriate, there were some more

dimensions which affects followers' creativity same in the case of intrinsic motivation

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