

Leadership Styles Fostering Creativity and Innovation among Employees

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Abstract

This study examined the effect of leadership styles on creativity and innovation among employees. The sample (n = 300) was drawn from KP Pakistan, there were (n = 175) male and (n = 125) female participants. The research design of the current study was correlational and its sample was drawn from industries, management, hospitals, and academic institutes. Three scales were used in the study, The leadership styles assessment scale was developed by (Northouse, 2011). The creativity audit questionnaire authorship was of (Lifelong Learning Project, 2011) and the innovation scale was developed by (Hurt et al., 2013). The statistical techniques applied to the findings were independent t-tests, regression, and Tukey's comparisons. The study examined how leadership styles directly affect creativity and innovation among employees of different organizations. Research revealed a significant relation between leadership styles, organizations, age group, gender and position with creativity and innovation of employees at $p < 0.01$, 0.001 and 0.05 levels. On the base of results, it was concluded that leaders' leading styles significantly affect the employee's creativity and innovation with minor differences of demographic variables. Study findings are applicable in organizational psychology, counseling psychology, consumer psychology, and positive psychology equally.

Keywords: leadership styles, creativity, innovation, organizations, leaders, employees.

1. Introduction

Due to information technology (IT) and innovation and the variety of individual learning, there is a contrast in authority styles, these driving styles impact the worker's imagination and advancement inside the association. The level of innovativeness and development of workers is higher with majority rule and laissez-reasonable administration styles in opposition to dictators. Centre components in the execution of any association are the development and imagination, both of these thrive by the administration styles. In the introduce phase of life associations require greater inventiveness and development of representatives to be aggressive in this day and age of challenges. Innovativeness alludes to the age of novel and helpful thoughts that upgrade the proficiency and adequacy of procedures (Gong et al., 2009). While representative's innovativeness alludes to the person's advancement of novel and valuable thoughts and items that are the crude materials for development and imagination (Cummings and Oldham, 1997). Worker innovativeness can contribute for the upper hands for association, in this way, it is considered as a standout amongst the most generous part of a hierarchical situation (Sosik et al., 1999). The inventive approach of the representatives would include the criticalness of an association (Redmond et al., 1993) The initiative style can be characterized enough as the conduct of the pioneer in a gathering that is normal for him and is showed in both the same and the distinctive circumstances (Francesco, 2003). Authority style is the manner by which pioneers impact and move the exercises of the gathering individuals (Lewin, Lippit & White, 1939). Pioneers impact their subordinates from various perspectives. Each pioneer varies in his style of driving representatives because of individual contrasts. Each administration style has its own effect on the representatives. Among numerous authority styles, Lewin portrayed three styles of initiative; despotic, equitable and liberal administration style (Kippenberger, 2002).

Advancement is a procedure chiefly centred around usage of thoughts, expects to profit the association (Anderson, Dreu & Nijstad, 2004). Baregheh et al. (2009) characterized development as multi-arrange process by which associations change over thoughts into enhanced items, administrations or procedures keeping in mind the end goal to progress, contend and separate themselves effectively in their commercial center. Advancement has an association with adaptability and creation in view of which it is considered as basic issue for people and organizations (Drucker, 2014). In the survival and execution of associations in current focused condition, imagination and advancement play an indispensable and fundamental part (Wong, 2007).

2. Literature Review

Audit of writing involves the orderly ID and investigation of the composed material that contains data on inquire about issue. It is a broad efficient arrangement of potential wellspring of pre-work, actualities and discoveries of the picked issue. The present writing survey has contributed great foundation material and important knowledge to the present examination.

Hartog and Jong (2007) displayed an exploration paper to give a stock of pioneer practices liable to improve representatives' inventive conduct, including thought age and application conduct. The investigation depended on a mix of writing research and inside and out meetings. The paper investigates initiative practices that invigorate representatives' thought age and application conduct. The examination was done in information concentrated administration firms' experts, researchers, and engineers. The discoveries assessed that there were 13 significant initiative practices. Albeit inventive conduct is essential in such firms, it has gotten almost no consideration from analysts. Pioneers impact representatives' inventive conduct both through their considered activities intending to fortify thought age and application and additionally by their more broad, everyday conduct. Eijk (2010) explored the connection between initiative styles and the advancement procedure of an association. In this proposal the components of various administration styles that positively affect the development procedure were analyzed. Furthermore, the imperative elements of the advancement procedure were connected to the authority styles that positively affect the development procedure. Likewise, the relationship of authoritative learning with advancement and initiative styles was portrayed. The information for the proposal was gathered through optional sources. The gathered information was found in the library.

Lussier (2005) watched the helpful relationship in Asian nations, the vast majority of the Asians tend to feel that individual commending will impact the gathering concordance and the pioneers should laud the whole gathering instead of one particular gathering part. The associations that better comprehend the social setting and give multi-social work have a tendency to produce more successful pioneers and more imaginative and creative representatives. Imperious initiative style is controlled by the total energy of a pioneer in a gathering or association. Pioneer is the special case who can settle on choices and take obligations regarding the advantages and disadvantages of the association. This administration style is viable at first however in the event that it is connected for the long haul without thinking about the requirement for freedom of the partners, it ends up plainly restricting elements for the association's improvement. Such sort of authority style at that point impedes the representative's imagination and development as it doesn't enable subordinates to settle on choices about the errand. Subordinates simply need to take after the pioneer's requests in the finishing of the assignment. Rather, an equitable initiative style includes relates to administration and basic leadership. The pioneer supports his adherents while defining objectives, deciding techniques to take care of the issues and giving new thoughts. Such sort of pioneer does not control his partners but rather gives them an opportunity to design their exercises as indicated by their individual learning and capacity and empowers their cooperation and collaboration. Just administration style is considered as the two-route channel of correspondence, including the criticism from representatives and the assignment of work and expertise. This kind of authority style is extremely compelling in the upgrade of workers' inventiveness and development due to the representative's inclusion in the fruition of assignments. Representatives don't hesitate to examine their thoughts and get direction from the pioneer for better execution. This gives better conditions to representatives to the investigate of their capacities and work in a circumstance where their imagination and development isn't obstructed by the pioneer's choices. In a liberal administration style, a pioneer gives fundamental data and manages working conditions. Pioneer enables the representatives to settle on choices with insignificant supervision. This style gives positive outcomes however embraces the presence of an entrenched gathering of people and imaginative and inventive specialists, who have created discretion and need the opportunity to express their innovative and scholarly possibilities. This style is portrayed by the part of a pioneer in giving data to subordinates and keeping up great work conditions. (Yukl, 2008). The free enterprise initiative style is described by the pioneer who gives the opportunity to his partners. The pioneer gives practically no heading and gives relates however much flexibility as could be expected (Khan et al., 2015). The pioneer offers self-rule to the representatives. Pioneer does not assume any part in basic leadership or in the execution of an arrangement for the culmination of an errand. Representatives have finish energy to decide. This initiative style enables representatives to chip away at their own, utilizing their capacities in powerful courses for better execution of the association. In such a way representatives can investigate their capacities and work in viable ways. This sort of administration gives great conditions to the upgrade of the representative's imagination and advancement.

Social setting ought to likewise be considered as the fundamental variable in authority. Variety in culture causes variety in pioneers and further their impact or effect on innovativeness and development of employees. Leadership does not depend just on the pioneer's capacity to influence the vision of adherents yet it is likewise a procedure of social communication that takes care of the requests of the setting and societies (Barzanò, 2008). Hard-working attitudes, practices, correspondence styles, and pioneer adherent relationships shift from culture to culture. Initiative skill is seen diversely in various nations (Kowske & Anthony, 2007). For example, in high-setting nations, Japan, china, and Korea, representatives have a tendency to incline toward circuitous messages and depend significantly on non-verbal codes, while the workers of low-setting nations, for example, Germany and Great Britain have a tendency to convey straightforwardly and build more data in messages (Hackman & Johnson, 2004). The social convictions, values, standards, and dispositions cause distinction in authority styles and their impact on representatives' inventiveness and advancement.

3. RESEARCH METHOD

This study obtained approval from the University of Haripur's ethical committee before commencement. The research employed a co-relational design, purposively selecting 300 participants from various organizations in Haripur, Pakistan.

Prior to data collection, consent was obtained from the participating organizations, including government colleges, universities, schools, hospitals, and factories. Participants were included if they had at least 2 years of work experience, were educated, and led at least 20 workers in well-established settings. Three scales were utilized for data collection: the Leadership Styles Assessment Scale, the Creativity Audit Questionnaire, and the Individual Innovativeness (II) scale. The Leadership Styles Assessment Scale, developed by Peter G. Northouse, identifies leadership styles, including authoritarian, democratic, and laissez-faire. The Creativity Questionnaire, developed by Leonardo Da Vinci, assesses creativity levels. Scores range from 15-23 (less creative), 23-38 (below average), 39-53 (average), 54-66 (above average), and 67 or above (highly creative). The

Individual Innovativeness (II) scale, developed by Hurt, H.T., Joseph, K., and Cook, C.D. Hurt, H. T., Joseph, K., & Cook for measuring innovation levels (Hurt et al., 1977). Scores are interpreted as follows: above 68 (highly innovative), below 64 (less innovative), above 80 (innovators), 69-80 (early adopters), 57-68 (early majority), 46-56 (late majority), and below 46 (laggards/traditionalists). Descriptive statistical analysis, independent t-tests, and regression analysis were employed to examine the research questions.

4. RESULTS

Table 1 *Psychometric properties of study population (N = 300)*

Variables	f	%
Organizations		
Industries	88	29.3
NGOS	55	18.3
Hospitals	40	13.3
Academic institutes	117	39.0
Leadership styles		
Laissez-faire	93	31.0
Democratic	152	50.7
Authoritarian	55	18.3
Male	175	58.3
Female	125	41.7
Age groups		
Adolescence	69	23.0
Adults	80	26.7
Middle age	151	50.3
Positions		
High	138	46.0
Middle	118	39.3
Low	44	14.7

Note: f = frequency, % = percentage

Table I illustrates the frequencies and percentages of organizations, leadership styles, age groups, genders and different positions of employees. Results showed that higher frequency (f = 117) is of academic institutes among organizations, less frequency (f = 88) was shown by industries, frequency (f = 55) was shown by NGOs and the lowest frequency (f = 44) was shown by hospitals. Results revealed that most of the data was collected from academic institutes, less amount of data was collected from industries, and much lesser part was done by management in data collection, while the data collected from hospitals was lesser than all other organizations. Results also showed that the higher frequency (f = 152) is of democratic leadership style, the moderate frequency (f = 93) is of Laissez-faire leadership style and the low frequency (f = 55) is of authoritarian leadership style. Results exposed that most of the leaders are practicing the democratic leadership style, fewer leaders are practicing the laissez-faire leadership style, and the authoritarian leadership style is practiced by few leaders. Results on gender showed that males have higher frequency (f = 175) as compared to females who showed lower frequency (f = 125). Results revealed that most of the data was collected from males, while less data was collected from females. Results also showed a higher frequency (f = 151) of the middle-aged participants, moderate frequency (f = 80) of adults, and low frequency (f = 69) of adolescents. Results revealed that most of the participants were of middle age, fewer participants were adults and the least amount of the participants were adolescents. Results showed the frequencies for the position of employees that the higher frequency (f = 138) is of employees in higher positions, less frequency (f = 118) is of middle position and the low frequency (f = 44) is of employees having low position in the organization. Results revealed that most employees who took part in the research had a higher position in the organization, fewer employees occupied the middle position, and the lesser data was collected from the employees occupying the low position in the organization.

Table 2: *Frequencies and percentage of creativity among employees of different organizations categories wise (N=300)*

Categories of creativity	f	%
Low creativity	8	2.7
Below average	38	12.7
Average	209	69.7
Above average	44	14.7
High creativity	1	.3
Total	300	100.0

Note. f = frequency, % = percentage

Table II results illustrate the frequencies and percentages of categories of creativity. Results show that higher frequency (f = 209) is of an average category of creativity, lower frequency (f = 44) is of an above average category of creativity, below average showed frequency (f = 38), low creativity was illustrated by frequency (f = 8) and high creativity has frequency (f = 1). Results indicate that average creativity was shown by most of the employees, while lesser employees showed low creativity and only 1 employee was higher in creativity.

Table 3: Levels of innovation categories among employees of different organizations (N=300)

Categories of innovation	f	%
Innovators	71	23.7
Early adopters	117	39.0
Early majority	112	37.3
Total	300	100.0

Note: f = frequency, % = percentage

Results of Table III reveal the frequencies and percentages of categories of innovation. Results show that a higher frequency (f = 117) is of early adopters of innovation, a lower frequency (f = 112) is of the early majority of innovation, and innovators showed frequency (f = 71). Results indicate that most of the employees are early adopters, fewer employees are early majority and 71 employees are innovators.

Table 4: Pearson correlation among study variables

Variables	1	2	3	4	5	6	7
1.Organizations	-						
2.Leadership	.105	-					
3.Creativity	.399**	.094	-				
4.Innovation	.479**	.121*	.733**	-			
5.Age group	-.285**	-.057	-.240**	-.284**	-		
6.Gender	-.104	-.093	.168**	.199**	.076	-	
7.Position	-.361**	.075	-.482**	-.399**	-.105	-.189**	-

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

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

Table IV illustrates that organizations have a positive correlation with leadership, creativity, and innovation. While it is negatively correlated with age group, gender, and position. Similarly, leadership styles, innovation, and creativity are positively correlated with each other. There was a significant relationship between them. They were directly related to each other if one increased the other would also increase. If a laissez-faire leadership style is higher, then, creativity and innovation will also be higher in employees.

Table 5: Mean, Standard deviation and t values for overall leadership among male and female leaders of different organizations (N=300)

Variables	Gender		t(df)	p	95% CI		Cohen's d
	Male (n=175)	Female (n=125)			LL	UL	
Leadership	48.48(4.013)	47.35(7.352)	1.698(297)	.091	-.179	2.429	0.190

Note: p < 0.01, p < 0.001, M= mean, SD= standard deviation, p = probability, CI = confidence interval, LL = lower limit, UL = upper limit

Table V illustrates mean, standard deviation, and t-values for males and females on overall leadership. Results showed a significant mean difference in overall leadership with $t(297) = 1.698, p < 0.01$. Findings indicate that males significantly scored higher on overall leadership ($M = 48.48, p < 0.01$) as compared to females ($M = 47.35, p < 0.01$). Results revealed that males are higher in leadership capabilities as compared to females.

Table 6: Mean, Standard deviation and t values for creativity among male and female employees of different organizations (N=300)

Variables	Gender		t(298)	P	95% CI		Cohen's d
	Male (n=175)	Female (n=125)			LL	UL	
Creativity	54.28(14.364)	59.11(13.812)	-2.937(273.296)	.004	-8.078	-1.594	0.342

Note: p < 0.01, p < 0.001, M= mean, SD= standard deviation, p = probability, CI = confidence interval, LL = lower limit, UL = upper limit

Results of Table VI demonstrate the mean, standard deviation and t-values for creativity among males and females. Results show a significant mean difference on creativity with $t(273.296) = -2.937, p < 0.01$. Findings indicated that females significantly scored higher on creativity ($M = 59.11, p < 0.01$) as compared to males ($M = 54.28, p < 0.01$).

Table 7: Mean, Standard deviation and t values for innovation among male and female employees (N=300)

Variables	Gender		t(298)	P	95% CI		Cohen's d
	Male (n=175)	Female (n=125)			LL	UL	
Innovation	52.14(15.208)	57.90(12.657)	-3.560(290.567)	.000	-8.932	-2.572	0.411

Note: p < 0.01, p < 0.001, M= mean, SD= standard deviation, p = probability, CI = confidence interval, LL = lower limit, UL = upper limit

Table VII indicates mean, standard deviation and t-values for innovation among males and females. Results on innovation show significant mean difference with $t(290.567) = -3.560, p < 0.01$. Findings indicate that females significantly scored higher on innovation ($M = 57.90, p < 0.01$) as compared to males ($M = 52.14, p < 0.01$).

Table 8: *Linear regression analysis for the effect of Lasir Fair Leadership Style on the creativity of different organizations' employees (N=300)*

Predictors	B	β	Outcome: Creativity	
			95% CI	
			LL	UL
(Constant)	44.537		41.108	47.966
Innovation	4.091	.388	3.213	5.456
Creativity	4.496	.399	3.317	5.674
R ²		.159		
F		56.367		
Adjusted R ²		.156		

Note: B = unstandardized regression coefficients, β = Standardized regression coefficient, CI = confidence interval, UL = upper limit, LL = lower limit.

Table VIII shows the results of regression analysis between Lasir Fair Leadership Style and creativity and innovation. The results indicated that Lasir fair leadership style is significant predictors of creativity. The predictor variable Lasir fair leadership style ($\beta = .399$) has a positive effect on outcome variable creativity with a level of .000 significance.

The adjusted R² of .156 indicated that 15.6% variation in creativity and innovation can be accounted for due to Lasir fair leadership style and 84.4% is due to extraneous factors. Results supported the hypothesis of the present study.

Table 9: *Linear regression analysis for the effect of Democratic leadership style on creativity of different organization employees (N=300)*

Predictors	B	β	Outcome: Creativity	
			95% CI	
			LL	UL
(Constant)	31.328		24.188	38.468
Innovation	1.075		1.005	1.045
Creativity	1.397	.378	1.006	1.787
R ²		.143		
F		49.646		
Adjusted R ²		.140		

Note: B = unstandardized regression coefficients, β = standardized regression coefficient, CI = confidence interval, β = standardized regression coefficient, UL = upper limit, LL = lower limit.

Table XI shows the results of the regression analysis between leadership styles and creativity. The results indicated that democratic leadership styles are significant predictors of creativity and innovation. The predictor variable leadership styles ($\beta = .378$) has a positive effect on the outcome variable creativity with a level of .000 significance.

The adjusted R² of .140 indicated that 14% variation in creativity and innovation can be accounted for due to democratic leadership style and 86% is due to extraneous factors. Results supported the hypothesis of the present study.

Table 10: *Linear regression analysis for the effect of Authoritarian leadership style on creativity of different organizations employees (N = 300)*

Predictors	B	β	Outcome: Creativity	
			95% CI	
			LL	UL
(Constant)	16.725		12.391	21.059
Innovation	.665	.651	.532	.736
Creativity	.725	.733	.649	.802
R ²		.537		
F		345.768		
Adjusted R ²		.536		

Note: B = unstandardized regression coefficients, β = standardized regression coefficient, CI = confidence interval, UL = upper limit, LL = lower limit.

Table X shows the results of the regression analysis between authoritarian and creativity. The results indicated that innovation is a significant predictor of creativity. The predictor variable authoritarian leadership style ($\beta = .733$) has a positive effect on the outcome variable creativity and innovation with the level of .000 significance.

The adjusted R² of .536 indicated that 53.6% variation in creativity can be accounted for due to innovation and 46.4% is due to extraneous factors.

5. DISCUSSION

The topic of the present investigation was to investigate the effect of leadership styles on the innovation and creativity of workers in various associations. Discoveries of the present investigation investigate that there is a certain connection between leadership styles and innovation and the creativity of employees in various organizations. The study inspected that majority rule, free enterprise, and dictator initiative styles impact innovation and creativity of representatives in various ways. The free enterprise initiative style extraordinarily upgrades the representatives' innovativeness and development, while the fair style makes it somewhat constrained and the most reduced impact appeared by tyrant authority style. Close by with authority styles, the present examination likewise investigated the impacts of associations, sexual orientation, age gatherings, and position on the imagination and development of representatives in various organizations. In current examination, females were observed to be more innovative and creative as contrast with guys.

Population demographics features demonstrated through table I and creativity and innovation categories frequency showed in table II and III. Which table IV clearly representing the relationship within the study variables. Table IV which expressed that associations, authoritative leadership styles, age, sex and position are the noteworthy indicators of innovation and advancement of workers of various associations. Associations anticipate/influence development and innovativeness by giving great workplace of representatives. The fundamental condition could bring about the improvement of inventiveness and development. What's more, the work load can lessen the imaginative and creative capacities of representatives. So also, extraordinary administration styles anticipate the inventiveness and advancement of representatives. For example, equitable and free enterprise administration style anticipate more noteworthy level of development and imagination among workers as contrast with the dictator authority style. Age gatherings, sexual orientation and position additionally foresee the innovativeness and advancement of representatives in various behavior.

The present investigation was ended up being valid by the consequences of table VIII which demonstrated that there is backwards connection amongst position and advancement of representatives of various associations. Development is just the capacity of a man himself. Regardless of whether a man is pioneer, representative, or at high or low position, it doesn't influence the capacity of a man to be creative. A low positioned worker can be more creative than the high positioned representative. Advancement is just the capacity of a man himself. Regardless of whether a man is pioneer, worker, or at high or low position, it doesn't influence the capacity of a man to be imaginative. A low positioned representative can be more inventive than the high positioned worker.

Table V, which demonstrated that sex will come about noteworthy contrast in level of authority capacities among male and female pioneers of various organizations. Male observed to be more fit for pioneers as contrast with females. The fundamental factor adding to this distinction of sexual orientation among pioneers of various associations is culture. Culture enormously influences the part of a sexual orientation in a general public. Culture assumes a prevalent part in the way individuals think, learn, lead, take after and impart. (Osuoha, 2002). Culture makes most ladies hesitant to take an interest in influential positions and want to stand aside while the guys assume responsibility. As the females were put aside that makes them to be less fit for administration abilities when contrasted with guys. Culture has any kind of effect of point of view among sexual orientation parts. Eagly and Carli's (2007) broad work on ladies and administration propose that sexual orientation influences the activity of initiative.

Results of table VI demonstrated that there is noteworthy distinction in the level of innovativeness among male and female workers of various associations. Females have a tendency to be more inventive than the guys. Females are considered as the makers of their home. They tend to make their homes more wonderful and beautiful, for this respect they attempt each conceivable method to make their homes worth living. Other than this they likewise hone new courses in cooking and embellishing. These family unit tasks influences the females to hone more innovative exercises than the guys, which makes females more inventive than guys. Guys are generally worried about outside exercises. They are pragmatic and method of reasoning masterminds. Alongside this they discovered less open doors for inventive practice. Reutaer et al. (2005) found that ladies have outperformed men in innovative capacity. Baer and Kaufman (2008) additionally found that females are more inventive than guys. was turned out to be valid by the consequences of table VII which demonstrated that advancement level among female workers is higher as contrast with the male representatives of various associations. Development alludes to the execution of the innovative thoughts. As females are thought to be the inventive masterminds, they actualize those innovative thoughts into down to earth work. For example, family unit errands, cooking, sewing of dresses, planting, and so on the assignments performed by the females have a tendency to be more imaginative and creative as contrast with guys. Females endeavor to make everything inventive. While guys do act as it was given. Guys concentrate on finish of work or obligation as opposed to do it in inventive manner. Baer and Kaufman (2008) additionally found that females are more imaginative than guys.

Table VIII findings reveals that Lasir fair leadership style is positively relate with employees innovation and creativity in various organizations. Association has a fundamental impact in the upgrade of workers' abilities. Condition gave by the association is essential, that significantly influences the advancement level of representatives. Each association has its own particular techniques for work. Representatives working in associations which give open condition to workers to work unreservedly and empowers the inventive and original thoughts are have a tendency to be more creative. They look for new thoughts regardless of the customary methods for taking the necessary steps. This gives them great condition to rehearsing development, which upgrades their level of advancement. Associations in which work stack is at its pinnacle, representatives concentrate progress toward becoming on simply diminishing the work stack, and finishing it. This work stack causes strain, stress and uneasiness among representatives, which does not enable them to thoroughly consider of the container. A standout amongst the most habitually referred to factors essential for ingenuity is adequate time to think inventively and investigate alternate points of view. These days workers are frequently time obliged, making them get a handle on exhausted and consumed. The expanded workload and keeping with the timetables was viewed as particularly impeding to inventiveness and ingenuity. Axtell et al.

(2000) found that associations' way of life and structure assume an imperative part in affecting the representatives' inclination to create inventive thoughts. Morrison and Phelps (1999) recommend that an authoritative atmosphere that is viewed as protected and supports chance taking is imperative in rousing people to execute creative thoughts.

Consequences of table IX demonstrated the fifth theory of the present examination which expressed that among workers of the distinctive associations authoritative leadership style and innovation and creativity are straightforwardly associated with each other. Initiative style, for example, free enterprise authority style, improves the development of representatives. As it enables the representatives to take a shot at their own will. Practically zero direction was given to the representatives and the representatives are allowed to settle on choices and work in their own particular style. This enables representatives to finish a particular errand in whatever way they need to. By doing as such workers have a tendency to be more creative.

Law based authority style gives direction and set objectives to the consummation of errands. Representatives under such initiative style don't have finish opportunity rather they encounter flexibility of articulation, flexibility of showing their thoughts, displaying their aptitudes of capacity. Be that as it may, the basic leadership is just in pioneer's grasp. It is the pioneers' business to acknowledge or dismiss the thought displayed by the workers. Such representatives can show their advancement capacities however alongside limits. Majority rule initiative style likewise upgrades the development yet not exactly free enterprise authority style. Tyrant administration style don't give space to representatives to take a shot at their own particular or to give proposals. This impedes the capacities of representatives. Workers can't take a choice or present thoughts. Under dictator authority styles representatives simply need to take after the requests, regardless of their own capacities and inclinations of doing work. In such a path, development of representatives is straightforwardly influenced.

Contingent upon administration style, advancement level is specifically influenced whether as far as upgrade or as far as diminishment. Amabile et al. (1996) proposed that pioneers upgrade development level of representatives by esteeming people's commitments and demonstrating trust in the work gathering.

table X which demonstrated that advancement of representatives is conversely identified with the age gatherings of workers of various associations. As a man gets more seasoned, his psychological capacities are influenced enormously. In seniority a psychological decay shows up. Advancement is the intellectual capacity of a man. Maturity individuals think that it's hard to adapt to issues, trouble is found in managing workload. There the youngsters are more dynamic and energetic than old people. Their intellectual capacities are completely created, which lead them to growing new thoughts, attempting new things. So the advancement has opposite connection with age gathering, as a man gets more seasoned, he ends up noticeably unbending to original thoughts, faces trouble in tolerating changes, that prevents his development. As the age expands, the advancement level among workers diminishes. More established representatives are less inventive than their more youthful partners. More seasoned workers are likewise regularly accepted to be less adaptable, less open to change, and less spurred (Ng and Feldman 2012; Shearring 1992).

The present investigation was turned out to be well-founded by the after effects of table X which demonstrated that associations have positive association with the inventiveness of representatives of various associations. Association has a basic impact in the improvement of workers' capacities. Condition given by the association is essential, that significantly influences the imagination level of representatives. Each association has its own methodologies for work. Representatives working in associations which give open condition to representatives to work uninhibitedly and empowers the innovativeness spoke to by representatives are have a tendency to be more imaginative. They look for new thoughts regardless of the conventional methods for taking every necessary step. This gives them great condition to rehearsing imaginative thoughts, which upgrades their level of innovativeness. Associations in which work stack is at its pinnacle, representatives concentrate progress toward becoming on simply diminishing the work stack, and finishing it. This work stack causes pressure, stress and tension among representatives, which does not enable them to thoroughly consider of the container. As per Nonaka & Takeuchi (1995), effective associations are those that reliably make new information, disperse it generally all through the association, and quickly incorporate it in new items. Oldham and Cummings (1996) featured the authoritative setting that improves imagination. Amabile (1998) composed that innovativeness is genuinely upgraded when a whole association underpins it.

6. Implication of the study

The discoveries of current examination have awesome ramifications for associations to be more viable makers. Results uncovered the impact of initiative styles on imagination and advancement of representatives. Results demonstrated that diverse administration styles impact imagination and development of workers in various ways. By embracing the appropriate administration style, the inventiveness and development of workers could be upgraded which enormously influence the execution result of the association. Inventiveness and development ought to be the concentration for enhanced outcomes, better and compelling execution of association.

7. Conclusion

In conclusion the present examination uncovered that there is immediate connection between initiative styles and inventiveness and development among workers of various associations. Results uncovered that free enterprise and fair initiative style improve the innovativeness and development of workers while the dictator administration style ruins the inventiveness and advancement of representatives. Discoveries of the examination additionally uncovered the sexual orientation contrasts that guys are more able for leadership qualities as contrasted with females. Another decision about innovativeness and advancement in light of sexual orientation was made that females have a tendency to be more inventive and creative in contrast with guys. Discoveries additionally uncovered that association's condition assumes a key part in the introduction of inventiveness and development. Moreover comes about age gathering and position found the negative relationship or minimal impact of age gathering and position on the imagination and advancement among representatives of various associations.

8. References

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