

The Relationship of Leadership Dtypes Towards Employees' Creativity: Mediating Effect of Employees' Empowerment in UAE Manufacturing Companies

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Abstract – The purpose of this study is to empirically investigate impact of transformational and transactional leadership on employees' creativity and employee empowerment in this association. Over the past many decades, employees have become an organizing way of coordinating work within organization. This trend creates new challenges for leaders, as they are expected to improve their creativity simultaneously. This study proposes a conceptual framework for understanding leadership styles and employees' empowerment to individual employees which would influence creativity. The conceptual framework includes employees' empowerment and support for creativity as mediating variables in the effect of leadership styles on employees' creativity. The study also validates the proposed conceptual framework using a second-order confirmatory factor analysis technique, namely, structural equations modeling, with the data collected from 597 followers from four e-government organizations in the UAE. The findings suggest that transformational and transactional leadership has significant positive impact on employees' creativity. Moreover, employees' empowerment have partial mediation effect in the relationship between leadership styles and employees' creativity. This study contributes to the research that identifies employees' creativity influenced by transformational and transactional leadership that can affect employee success and performance, particularly in the context of UAE-based e-government organizations.

Keywords: *Transformational and Transactional Leadership, Employees' Creativity, Empowerment, Confirmatory Factor Analysis and Structural Equation Modelling, TQM.*

1 Introduction

The organization in UAE has knowledgeable frequent revolution under the pressure of competition worldwide which carried out by understandable forces like social and economic, the new and rapidly fast era of information technology, the rising reputation of new purposes in developing economies, and service offerings with the growing expectations of customers [1, 2, 3]. In new era of global competition, the organizations in Abu Dhabi providing more authentic services.

The significance of employee's creativity, considerable research has been showed to classify [4]. Consideration of creativity as a complex product of interaction between person and situation in an organization [5 & 6]. Several variables such as leadership styles, organizational support and climate have been recognized as reasons of creativity [7, 8 & 9]. Leadership styles is considered as a significant organizational related concept, found to be in supporting employee's creative activities [10]. In view of the continuous variations enforced by competition worldwide, it is probable that the achievement and competitiveness of organizations be influenced by on ability of managers to encourage creativity in their build teams and also within organizations [11].

Employee's creativity promotes the achievements of any organization [12]. Organizational leaders pursue to encourage the maximum level of creativity among their employees, this creativity was influenced innovation among employees and they perform their jobs satisfactorily [13]. [28] detected that employee innovation is based on how creative employees are with the way their organizations work. Employee's creativity signifies to how employees feeling toward and sense their organizations in addition to how they

are pretentious by leadership styles [67]. Hence, emerging a high level of leadership skills means developing efficient on the part of the administrator [49]. Execution of leadership in an organization is essential for motivating employees and attaining their organizational goals [47]. As numerous studies have showed the gaps stay alive regarding leadership styles and how they can affect employees' creativity [46 & 72].

Leadership extends beyond management that is one of the reasons for the importance of leadership; it can improve outcomes in the organization [23]. The role of management is to involve consuming accessible resources to achieve an aim within an organization, but the quality of true leadership involves how employees can be determined to attain goals [70]. This is the major reason that the involvement of leadership thoughtful what is the best approach suited to a level of determination in employees to achieve the identified goals. A variety of methods be existent to be important within an organization; classifying what tactic is best suitable for a specific environment is the most serious issue [25]. Study of [51] examine that, famous management styles contain autocratic, consultative, persuasive, and democratic. The leadership styles manages an organization employees is reliant on the organization's objectives, mission, and vision [33]. This study sought to understand how leadership styles affect the creativity of employees within organization.

According to [84], leadership with its different styles is apparent and appreciated by numerous stakeholders as a main component of achievement, a distinguishing factor along convincing influence on the attainment of aims with the delivery of motivation to its recruits in organisations. Though, due to the abundance of moral and economic scandals related with unprincipled leaders of reputable companies, the want comes up for new leadership styles, which are grounded on the leader's moral characterization, that majorly concern for the others and shows connectivity among ethical actions and values [48]. It is essential to endorse a suitable organisational environment with the making of a well connection among employees and leaders, one of the main aims for organisations is to retain the finest talents in an extremely challenging business environment. In this way the study of [60] suggested that, always need is required to think on leadership with its styles for development.

[1] emphasized that creativity are achieved through leadership transforming employee more empowered and without empowerment; employees would lack confidence and creativity, which leads to the provision of poor quality services. [23] forced that there is still a need in UAE to develop an employee

empowerment model regardless of the quality of services offered. According to the Oxford Business Group UAE Country Report (2015), the UAE organizations is the largest in the Middle East region, but lack of creativity due to low employee empowerment is likely to result in increased poor leadership and absence of innovation.

Among the various factors that influence innovation and creativity of employees are the employees' empowerment and leadership styles. Explanatory frameworks for understanding employees' empowerment linkages are provided by the leadership [66]. This research attempts to investigate the impact of the leadership styles (i.e. transactional and transformational) on employees' creativity mediated by employees' empowerment, a leadership styles highly commended by Western academics and practitioners [14]. This study is among the first ones to consider employees' empowerment as a mediator between the leadership styles and innovation and creativity of employees in the UAE context.

2 Leadership

The effective leadership is related with well being job in workplace [53 & 55]. Research related to leadership style focused on one dimension of this particular phenomenon (transactional vs transformational) and is related with employee satisfaction or effectiveness. In this regard, [73] shows that transformational leadership larger the profit margin as compare to other leadership styles. [39] reported in a study that transformational leadership increase the professional efficacy.

2.1 Transformational Leadership

Leadership studies discipline the transformational leadership was firstly elaborated by [11]. According to this, an effective transformational leadership exceeds the limitations that are imposed by organisational culture and followers. The transformational leaders causes a metamorphosis structure or form and a change in nature or condition, change into another substance, a change in inner or outer form [15]. These leaders attain the outcomes through clear vision, charisma, passion and charm. People following the transformational leaders believe in themselves as an individual and often empowered to perform better.

Transformational leadership presume the institution needs require that innovation is preferable for status quo. Followers become eager to have the personal as well as intimate relationship with their leaders. If one believe in constant need of innovation for continuous innovation make sense that why transformational leadership is appealing. Still innovation is not

desired always and organisation does not want the transformation to establish the emotional connection with leaders. This attempts perceive to establish an emotional bonds with poor management for emotional manipulation.

2.2 Transactional Leadership

Max Weber in early twentieth century define the leaders who exercise the transactional leadership use the quid pro quo approach while leading the others. Task oriented leaders are concerned in managing the followers, achieving results rather than change and maintain the chain of command. Basically transactional leadership stress upon the idea that how transactional leaders are believing the followers and must be closely monitored. They have the result oriented style where they motivate their followers through punishment / reward system.

Transactional leadership has a criticism that it as a rigid and blames the followers, not the leaders. Some studies asserts that rewards leads to the selfish interest of followers and create the low motivated workers [12]. This criticism is opted for the reason that rewards being offered are unworthy or minimal of effort to obtain them. But still there are situations where rewards offered are considered as worthy and desirable. They have self interest in this transactional leadership and it become the strong motivation for the purpose of achieving the success. At the same time, despite of critics assertions on the contrary [12], the followers are motivated for better rewards and can bring great things for an organisation. This potential of self interest rewards leads the organisation to a greater success and is acknowledge in early 1705 by Bernard Mandeville.

3 Creativity

In the literature creativity consume often as replacements, but innovation academicians have confidence in two dimensions, connected to different phases of the innovation. 'Creativity one which raises with fresh ideas though employee's innovation is a procedure that includes the acceptance, execution and combination of fresh ideas surrounded by the organization which filled its required needs' [10]. Similarly, the major difference among the creativity afterwards, it appeared in terms of innovation is: "individual creativity is the making of original and valuable ideas, and it come out with innovation which is the fruitful execution of creative ideas" [8]. Individual creativity be able to measure the initial phase of innovation, while innovation is next phase, raising to the application and execution of ideas [79]. The literature discloses that creativity consumes connected to persons who make new ideas though innovation has been connected to

organizations [63]. Innovative work place environment according to Scott and Bruce (1994), is to contain of tasks in different ways, and that persons could be complicated at any phase, in at all combination.

As find in literature the model of [75] that conceptualized innovative as a different stage procedure, like four sets of different behavioral actions identified as problem acknowledgement and idea creation, representing the creative behavior. At this phase persons involve with the known problems afterwards new ideas and preparation of it [26]. In the starting phase of an innovation, it has a component of chance founded on the examination of chances, which encourages individuals to examination for replacements or choices for refining the current condition.

4 Employees Empowerment

Organizational leadership tends to have a significant influence on employees behaviour and attitudes through empowering them [13 & 30]. Empowerment is the symmetrical power's concept where collaboration increase the power of everybody for their benefits in the organization [35]. Conversely, the asymmetrical concept of powers also involve the leaders to control and make other people in the organisation dependent upon them. The concept of this empowerment mainly comes under two categories [18]: first is the perception about self efficacy which focuses on individual's competence and second is the perceived control ability or the decision making authority where empowerment is considered as shared power for decision making.

A large portion of literature stresses upon the personal psychological empowerment aspect and holds that the person is more empowered while having the abilities and skills for doing the job effectively. Other theorists asserted that empowerment gives the person freedom and authority to do necessary actions for performing his job [65]. [18] conceptualise the employees empowerment as perception and process to foster the competencies of employees and their control. Perception is the employee empowerment which refers as symbolic construction of personal state like competence, ability and skill to control and act effectively i.e authority and opportunity to act [18].

5 Conceptual Framework

The planned conceptual framework has three leadership styles, which are independent variables like transformational leadership and transactional leadership. Employee empowerment is used as

mediator. While employees' creativity are dependent variables used as in conceptual framework.

The novelty of this study based on the transformational and transactional leadership, has been incorporated in the theoretical framework for explaining employee's creativity, moreover the originality of this study focus on the mediating effect of employees' empowerment between leadership and creativity of UAE smart government employees. The conceptual framework is presented in Figure 1.

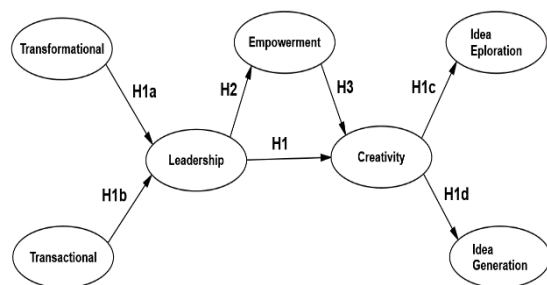


Figure 1: Conceptual Framework

5.1 Leadership and Employees' Creativity

The research about leadership propose the leadership style as a lever to facilitate the innovation [63, 27, 36 & 56]. In addition to this, leader help their followers to exhibit a high level of creativity at work (78). The impact of this leadership style reflects in creativity, morality and empowerment, which positively influence the creativity (56). Leaders with a vision motivate the employees, increase the willingness to performs a task beyond expectations and accept the challenges to adopt the creativity approaches (58). The resulting motivation level is more likely enhance the innovation in an organisation.

Leaders use the intellectual stimulation and inspirational motivation for orgnaizational creativity [29]. Furthermore, these leadership styles helps in achieving a significant change, reflecting interest of both followers and leaders. Leaders encourage the creative ideas noticeably within the organisation. The behaviour of leaders act like a force to enhance the creativity and individualized consideration serve as a reward for followers. The intellectual stimulation of followers enhance their exploratory thinking and inspirational motivation dispense the encouragement for idea generation process [81].

The empirical evidence provide a positive association of leadership style with creativity. [62] reported that transformational leadership positively impacts the innovative work behaviour of employees in Australian hospitals. Furthermore, moderating relationship of manager's relationship indicated that employees have an innovative behaviour when compare the transformational leadership of male

managers with female managers lead towards creativity. Consistent with this, [34] found that transformational leadership style have positive correlation with organisational performance and organisational creativity in Taiwanese pharmaceutical firms. Transactional leadership is also positively correlated with creativity of followers in Korean companies [78]. Also, transactional leadership behaviour of CEOs found to have a positive relationship with innovation in Taiwanese telecommunication and electronic companies [45].

In Arab world, a small body of literature focused on the impact of leadership on anumber of areas of organisational creativity. [89] examined the employees perception about leadership in Labanese universities and its impact on employees organisational commitment. The findings suggested that Labanese leadership style is more pronounced with transformational and transactional style.

[5] in a study among public employees of Saudi Arabia found a positive moderating relationship of transactional leadership of managers with creativity of subordinates. Also, [7] reported that transformational and transactional leadership has positive relationship with creativity in Syrian educational institution. However, in Egypt, transactional leadership enhance the employees commitment and satisfaction [62]. [4] identified that respondents with position of dean or vice dean are more importantly practice the transformational and transactional leadership behaviour, head of department in Saudi universities. Moreover, Saudi managers in puclic sector do not possess the transformational leadership characteristics as they should.

A few studies are conducted in Abu Dhabi to examine the leadership style. [62] identified that leadership of bank managers positively impacts the self perceived performance and employee jon satisfaction. Similarly, [2] explored that leadership style of petroleum refinery companies in Abu Dhabi improve the out come of subordinates work which is beyond the transactional leadership styles. [62] examined the positive impact transformational leadership style of sales managers has a positive impact on performance and self perceived satisfaction of sales people in Jordanian manufacturing sector.

But literature related to UAE organisations lacks due to insufficient empirical evidence about transformational and transactional leadership which motivate and encourage the employee's creativity. Therefore, to address this particular gap the study formulated the following hypothesis.

H1: Leadership styles have a significant positive relationship with employees' creativity.

H1a: Transformational leadership style have a significant positive relationship with leadership towards employees' creativity.

H1b: Transactional leadership style have a significant positive relationship with leadership towards employees' creativity.

H1c: Employees' creativity have a significant positive relationship with idea exploration.

H1d: Employees' creativity have a significant positive relationship with idea generation.

5.2 Employees' Empowerment

Employee empowerment is supportive for change which promotes the consideration of finding new ways of working, provides the signals to employees. It encourage the employees to take new initiatives and supports the development of new suggestions and ideas [71]. This climate shapes the perceptions of employees about organisation expects related to behaviours and outcomes [75]. Empirical evidence supported this idea that that individual creative attempts are influenced by Characteristics and conditions of work environment [41 & 87]. Literature highlighted the employee empowerment because of its potential role in defining the employees' creativity [42].

The establishment of creative working environment works like a job related motivator which is likely to increase the employees' creativity [88]. In this regard, the setting of encouraging policies and procedures, provision of training and development programs for creativity of employees, supporting the risk taking and changes, appreciation of good ideas all these influence the creative behaviour of employees which is perceived to empower the creativity and promotion changes. Similarly, [24] proposed that organisational support encourage the individuals to engage themselves in creative practices.

Literature indicated that contextual factors such as employee empowerment might influence the relationship of leadership styles with outcomes of certain behaviours [54, 88 & 56]. [41] suggested that leadership effectiveness is a function of styles contextual factors in the organisation. Similarly, [76] posited the factors of employee empowerment needed to be taken into account for leadership, since they influence the leadership effect. [86] surveyed the 283 supervisor and subordinates dyads with a wide range of organisations in USA. The study found the 3 way interaction of transactional and transformation leadership, identification of leader and empowering them for innovation is associated with the creativity of employees.

This study would explores that how employee's empowerment supports the recognition of employee's problem and idea generation might enhance the leadership style's influence on creative behaviour of employees. Innovative employee's empowerment shapes the perception of employees about organisation values and expects the innovative behaviour [84]. Leadership qualities acts in accordance with organisational values by promoting the creative performance, offering the support, favourable respond of employees to their leaders because creativity is interpreted as organisation mission and strategic priority [16].

[85] in a survey evidence of employees in Chinese organisations provided the further support about this idea that effect of transformational leadership on creativity is dependent on employees' innovative empowerment. The study suggested that integrating employee's empowerment and leadership styles improves the creativity. Leadership not only reflects the personal characteristics and behaviour of leaders and other substantial factors influence the effectiveness and emergence of leadership [76].

The literature also suggested that employee's empowerment enhance the relationship of leadership with employees' innovation [27, 45, 54 & 56]. Furthermore, [45] in a study of Taiwanese telecommunications and electronic industry investigated that employee's empowerment is supportive to innovation which raised the impact of leadership styles on innovation of an organisation. Later, [27] investigated that correlation of CEOs transactional and transformational leadership and organisational innovation is mediated by empowerment support innovation. Furthermore, support for innovation mediates the association between team innovation and leadership styles but it is moderated by excellence empowerment.

[86] rejected the hypothesis that transformation leadership and linkage of employees' creativity is weaker in high innovative employee empowerment. The study indicated 3 way transformational leadership interaction, identification of employee and leader empowerment in relation with innovation is related with employee creativity. Employees have the strong perception about climate encourage initiative, persistent approaches in worj, proactive and self-starting moderates the relationship between transformational leadership and implementation of employees' innovation behaviour.

Employee's empowerment refers to the extent where an organisation supplies the resources for potential innovative outcomes that supports the change and member's diversity [75]. It also facilitates the application of new ideas within an organisation [80]. An effective leadership should interact relevant

organisational contextual factors. [59] highlighted the lacks in empirical research that are incorporating the contextual influence in the relationship between innovation and leadership. A review of available literature showed that organisational support, risk taking and openness autonomy enhance the innovation by providing the environment and better foundation [41] which facilitate that leadership influences the innovative behaviour of followers [45].

The above discussion leads to formulate the hypothesis to investigate the influence of employee's empowerment supportive of innovation on association between transformational leadership and innovation. These hypothesis provides a better understanding on how employees' perception empowerment enhance the impact of transformational leadership on employees' innovation in UAE.

H2: Leadership have a significant positive relationship with employee's empowerment.

H3: Employee's empowerment have a significant relationship with employees' creativity.

H4: Mediating effect of employees' empowerment between leadership and employees' innovation.

6 Method

6.1 Sample

A cross-sectional survey utilized in this study. This calls for drawing a sample from the population whose findings are to be generalized [90]. Thus this study would require those respondents who are employees of e-Government Abu Dhabi. The sample frame for this study was determined from the population of employees. This study population will based on the findings of an assessment carried out by e-government Abu Dhabi portal (E-Government Portal, 2017). The findings suggested that only four major departments of Abu Dhabi.

Though, for probability sampling, a requirement is register all the essentials in the sample frame which is difficult if the research is employees oriented and country based. This in core means that the probability sampling methods would be imaginable in a research of this scale. Based on [52]; the effective sampling should be 384 employees. However, considering the previous study feedback rate is 25%, the final sampling is 1536 (stratified sampling).

The objective as according to [43] was to get minimum sample size of 200 respondents, which is suitable for running structural equation modeling.

6.2 Measures

The selection of items discussed in this section were used to measure the variables in this study. These are listed as: leadership styles (transformational and transactional), employees' empowerment and employees' creativity. To select the accurate scale items to measure these variables, the following understandings were created. Initially, it was vital to involve scale items that stand for a leadership-to-employees' creativity context.

The scales items to measure the considering variables used in this study have been established from an assessment of the related literature. A total of 41 scale items were used to measure the variables in the model. A summary of the number and sources of the items as showed in Table 1, used to test variables.

The selection of multi-items for each variable to provide a completed assessment and assisted the scholars to manage the deficiency of a single item to be measured [20]. In accordance to Peter (1979), the selection of multi-items scale were essential to attain usable measurement of complex constructs. [19] criticized single-item scales as: Firstly, absence of necessary correlation with the feature being measured. Secondly it is closely related to other attributes, next it has limited variance of scale and lastly it has unpredictable responses.

Using 7-point Likert scales to operationalised constructs, vary between 1= strongly disagree to 7 = strongly agree. According to few researchers The Likert-scales were selected because they take less time, and were easy to answer. A summary of the number and sources of the items as showed in Table 1, used to test variables.

Table 1: Total of Scale Items with Sources Used in this Study

Constructs	Number of Items	Sources
Leadership Styles	23	Jung, Chow & Wu (2003); Janssen (2000);
Transformational	13	Jung, Chow & Wu (2003); Janssen (2000); Gumusluoglu & Ilsev (2009)
Transactional	10	Pieterse, Van Knippenberg, Schippers & Stam (2010); Howell & Avolion (1993); Krause (2004)
Employees' Empowerment	8	Avolio, Zhu, Koh & Bhatia (2004); Chang & Liu (2008)

Employees' Creativity	10	
Idea Exploration	5	McMurray & Dorai (2003); Krause (2004); Jong & Hartog 2010)
Idea Generation	5	Dorenbosch, van Engen & Verhagen (2005); Jong & Hartog (2010); Janssen 2000)

6.3 Normality Statistics of Preliminary Measures

In this study, skewness and kurtosis have been used for ascertaining the normality of the data. The skewness and kurtosis in this study have been worked out for each construct, which were presented and summarized results in Table 2. The generated results show that the skewness and kurtosis were inside the acceptable range of the ± 3 , as suggested by [74].

Table 2: Normality Statistics

Constructs	Range	Mean	Std. Dev.	Skewness	Kurtosis
Transformational	1-7	5.86	0.41	-0.112	-0.491
Transactional	1-7	5.58	0.53	0.163	-0.657
Employees' Empowerment	1-7	5.61	0.46	0.158	-0.274
Idea Exploration	1-7	5.76	0.49	-0.091	-0.773
Idea Generation	1-7	5.91	0.51	-0.033	-0.791

6.4 Sample Characteristics

This section gave the demographic characteristics including personal information of the respondents to the survey questionnaire from E-Government employees of Abu Dhabi.

A total of 597 usable responses were collected, the demographic characteristics included personal information of the respondents were presented in Table 3. There were 389 male respondents, representing 65.16% of the sample population; female respondents comprised 34.84% (N: 208) of the sample. The highest age group of the respondents was 31-35 years with the ratio of 35%, while 67.34% were married and the monthly income was AED.

5000 or above, representing 40.70% of the sample. With respect to education, respondents were mostly educated, as 48.07% had completed master.

Table 3: Personal Profile of Respondents

Variables	Number	Percentage
Gender	Male	389 65.16%
	Female	208 34.84%
Age	Less than 20	- -
	21-25	48 8.04%
	26-30	119 19.93%
	31-35	209 35.00%
	36-40	191 31.99%
	41-45	14 2.36%
	46-50	10 1.68%
Above 51	6 1.00%	
Marital Status	Single	144 24.12%
	Married	402 67.34%
	Widow	11 1.84%
Marital Status	Separated	17 2.85%
	Divorced	23 3.85%
	Supervisor	203 34.00%
Management Level Employee	Above	288 48.24%
	Staff	79 13.23%
Non-management Level Employee	Below	27 4.53%
	High school or less	93 15.58%
Education	Bachelor degree	167 27.97%
	Master	287 48.07%
	Doctorate	38 6.37%
	Others	12 2.01%
	Muslim	578 96.82%
Religion	Hindu	4 0.67%
	Christian	12 2.01%
	Buddhist	1 0.16%
	Others	2 0.34%
	Abu Dhabi Airports Company (ADAC)	189 31.65%

	uare		N/df				SA	
Transformational	25.691	8	2.038	0.973	0.931	0.978	0.067	0.641
Transactional	27.984	5	2.812	0.984	0.951	0.974	0.065	0.681
Employees' Empowerment	23.539	5	2.334	0.971	0.946	0.983	0.064	0.684
Idea Exploration	28.401	5	2.110	0.974	0.937	0.988	0.070	0.730
Idea Generation	20.756	4	2.891	0.983	0.955	0.981	0.071	0.775

8 Overall Measurement Model

Inspection of standardized residuals specified that all residual values were inside the threshold suggested by [32]. However, modification indices indicated that the indicators TF_1, TF_7 (transformational leadership), TS_1, TS_5 (transactional leadership) and EE_7 (employees' empowerment) had unacceptably high values. After iteratively removing these redundant items, the overall model fitness came up in good shape. The overall measurement model is depicted in Figure 2.

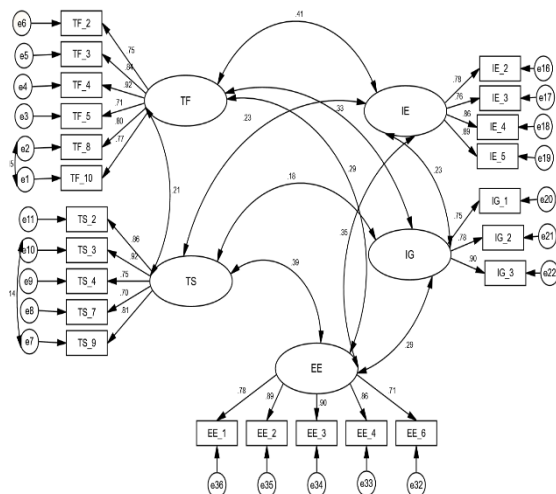


Figure 2: Overall Measurement Model

Chi-square = 916.312, df = 596, GFI = .941, AGFI = .911, CFI = .955, TLI = .939, RMSEA = .041, and Chi-square / df = 1.812

The results showed that the overall measurement model was well fitted which generated a RMSEA of 0.041 and chi square value of 916.312 with 596 degrees of freedom (p<0.005). The statistics for the test of fit were GFI= 0.941, AGFI=0.911, CFI =0.955 and CMIN/df = 1.812. In sum, the confirmatory factor analysis results specified that the overall measurement model is good.

9 Structural Model

In the measurement model (stage one), once all constructs were validated and acceptable fit attained [50], a structural model can then be tested and obtainable as a second and key stage of the analysis [32]. The structural model has been defined as “the portion of the model that specifies how the latent variables are related to each other” [32]. The purposes of structural model to identify which latent constructs directly or indirectly affect the values of other latent constructs in the model [50]. The overall model is depicted below in Figure 3.

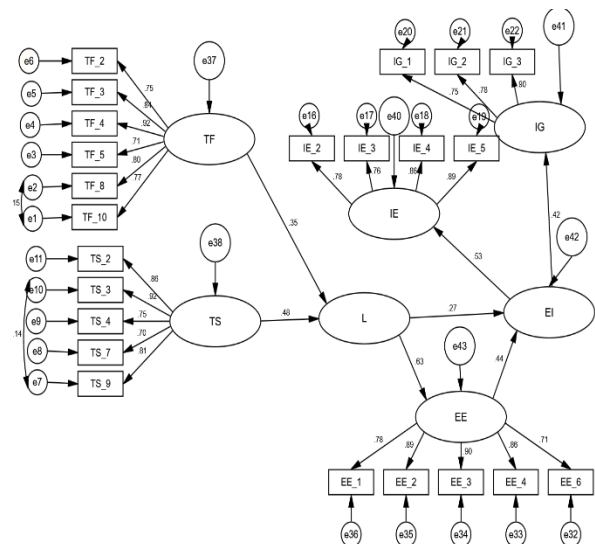


Figure 3: Structural Model

Chi-square = 633.421, df = 596, GFI = .941, AGFI = .916, CFI = .958, TLI = .951, RMSEA = .041, SRMR = 0.23 and Chi-square / df = 1.972

The results showed that the structure model was well fitted which generated a RMSEA of 0.041 and chi square value of 633.421 with 596 degrees of freedom (p<0.001). The statistics for the test of fit were AGFI=0.916, GFI= 0.941, CFI=0.958 and CMIN/df = 1.972. In sum, the consequences specified that the structure model is good.

In the path diagram shown in Figures, the values for the paths connecting constructs with a single-headed arrow represent standardized regression beta weights. As in the measurement model, the values

appearing on the edge of the boxes were variance estimates in which the amount of variance in the observed variables is explained by latent variables or factors, and values next to the double headed arrows showed correlations. The evaluation of the structural model of this study is showed in Table 8.

Table 8: Testing Hypotheses

Hypothesized Path	Standardized Estimate	T-Value	P-value	Result
H1a: TF-->L	0.41	4.914	***	Significant
H1b: TS-->L	0.33	4.042	***	Significant
H1: L-->EC	0.27	3.154	***	Significant
H1c: EC-->IE	0.51	6.114	***	Significant
H1d: EC ->IG	0.42	5.206	***	Significant
H2: L-->EE	0.63	7.441	***	Significant
H3: EE-->EC	0.44	5.541	***	Significant

In testing the hypothesized model, results presented in Table indicated that the hypotheses H1, H1a, H1b, H1c, H1d, H2 and H3 were statistically significant and in the hypothesized direction.

10 Employees' Empowerment as a Mediator

Hypothesis H4 tested the mediating relationship of employees' empowerment with leadership styles and employees' innovation. The procedure for testing mediator as followed.

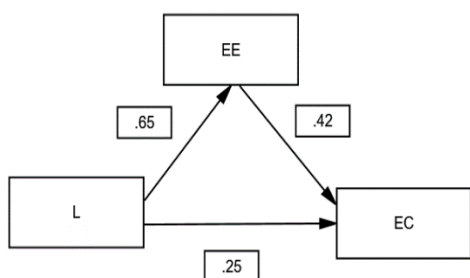


Figure 4: Mediating Effect

The model showed the mediating effects of employees' empowerment with leadership styles and employees' creativity. The procedure to find the mediation effect by Awang et al. (2015). The indirect effect in the model is .27 (.65 x .42 = .27), while the direct effect is .25. Meanwhile the indirect effect is greater than the direct effect, the mediation occurs.

The type of mediation is partial mediation since the direct effect was also significant.

The results of any mediation test should be reconfirmed by using the bootstrapping procedure. This study has conducted the Maximum Likelihood Bootstrapping procedure with bootstrap sample of 1000 and a bias correction confidence interval of 95%. The results obtained as shown in Table 9.

Table 9: The Results of Bootstrapping Procedure

	Indirect Effect	Direct Effect
Bootstrapping Results	.28	.25
Bootstrapping P-Value	.000	.001
Result	Significant. The mediation occurs	Significant

Thus, the result of mediation test has been confirmed by the bootstrapping procedure. Partial mediation occurs since direct effect was also significant. Hence the hypothesis H4: Mediation effect is accepted.

11 Conclusion

The research model established in this study combined the construct of leadership styles (transformational and transactional leadership) with an employees' empowerment, employees' innovation. This model proposed that leadership directly influences employees' creativity (idea exploration and idea generation). Moreover, employees' empowerment mediates those associations in Abu Dhabi's e-government organizations. Four hypothesis were expressed in this study to discover the leadership styles related to employees' creativity and to inspect the proposed relationships. In this study, analyses were accomplished to investigate the objectives. The analysis elaborated an empirical examination of the direct relationship of leadership styles on employees' creativity in Abu Dhabi. The second assessment was the level which viewed employees' empowerment mediate the relationship.

The evidence from the results of this study suggests that the influence of leadership styles on employees' creativity is stronger its influence on their in Abu Dhabi's government employees. Employees' innovation refers to the implementation stage of new ideas: perhaps this might be due to leaders having more influence at the application stage than at the earlier idea generation stage. Evidence from the result phase also shows that the organisational position of leaders over employees means that they have more access to resources, an essential

requirement of successful creativity. The findings show that leaders can have a greater influence on employees' innovation.

It is found that employees' empowerment positively and significantly mediates the association of perceived leadership with employees' creativity in Abu Dhabi's organizations. The finding suggests that employees with high levels of employees' empowerment are more responsive to innovative leadership than other employees. The interaction of leadership and employees' empowerment results in more creative ideas, suggestions and innovative practices.

12 Implications of the Research

This study inspected employees' empowerment as a mediator in the associations among leadership styles and employees' creativity. The consequences of this study delivered both practical and theoretical implications. Primary, this study signified the theoretical or empirical research concerning the significances of employees' empowerment in the leadership for the development of employees' creativity. In spite of the fact that employees' empowerment is a vital feature as a basic necessity for the operation active of employees [90] [91] [92] [93]. There has been few empirical research of employees' empowerment in the leadership with styles for the development of employees' creativity. As projected, this study exposed the significance and impression of employees' empowerment associations in considerate idea generation, and improved our understanding of the employees' empowerment important to implementation of such ideas [94] [95]. Therefore, this study delivered a foundation for scholars to more test the associations between these concepts.

13 Future Research

Further research is desirable to spread our understanding of the constructs used in this study, by consuming diverse ways to examine them. This study has exposed several research openings in the field of leadership, specifically in the creativity and innovation of employees. Other parts that could be of researchers' attention contain, but not limited are, employees' empowerment on their creativity and innovation, it produce valuable influence and impact on activities of organizations.

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