

CHAPTER NO. 1

INTRODUCTION

1.1 Introduction:

These days, organizations must to expand their information about the atmosphere and make massive developments of the organization for survival and gain sustainable competitive advantage. Underneath such situations, the part of leader, who leads the organizations and facilitate proper developments by identifying the environmental needs, attains prominence. In actual fact, organizations are shaped to accomplish special goals.

Meanings of leadership frequently address the idea of impact and the job of people who are characterized as leaders. Analysts characterize leadership as far as gathering process, qualities, practices, or as an instrument of objective accomplishment see (Bass & Stogdill, 1990) for an itemized survey. Inalienable to the meaning of leadership is the qualification among managers and the leaders see Bedeian and Hunt (2006) for an ongoing trade. Leadership researchers customarily partner the executives with satisfying authoritative objectives and procedures, though leadership definitions incorporate social impact and the leader's job is setting a reason or vision of progress e.g., (Bass & Bass Bernard, 1985; Zaleznik, 1977).

Bedeian and Hunt (2006) as of late recommended review leadership as a subset of the board, yet he showed that both are critical to encourage performance of the organization. In accordance with this contention, (Berson, Nemanich, Waldman, Galvin, & Keller, 2006) survey is accentuate leadership as opposed to managerial jobs e.g., (Mintzberg, 1973). However, since the meanings of the executives and leadership styles frequently cover and both are contended to be significant indicators of organizational learning e.g., Vera and Crossan (2004), Berson et al. (2006) allude to the board styles when they cover with leadership, similar to the case with transactional or value-based leadership (Bass & Bass Bernard, 1985).

In accordance with (Berson et al., 2006; Yukl & Becker, 2006) characterize leadership as a procedure of impacting and instructing others to get why and by what method certain exercises and objectives should be cultivated. Thusly, it comprises a procedure of encouraging singular and aggregate endeavors to absorb and achieve mutual objectives in organizations. In spite of the fact that (Berson et al., 2006) emphasis on the procedure, capacities, or characteristics of the individual leader, and further they propose that supporters and the organizational context are important to a comprehension of the leadership procedure (R. J. House & Aditya, 1997).

The reason why leadership is important very much in the organization's behavior studies is obvious as of the fact that, from 2000, the organizations have consumed over USD50 billion for each year on the improvement of the leadership (McCallum & O'Connell, 2009). Modern researches also showed an enhance attention in the study of social sides of leadership (Balkundi & Kilduff, 2006; Uhl-Bien, 2011). On the word of various researchers, the part of manager and the leaders in improving the social capital of the organization is also underneath critical discussion in the meantime the most recent decade for example (Ellinger, Ellinger, Bachrach, Wang, & Elmadağ Baş, 2011; Hitt & Duane, 2002; Lengnick-Hall & Lengnick-Hall, 2003; Luthans & Youssef, 2004). In addition, in the previous decade, because of the increasing attention in the discovering of social aspects of leadership, scholars have also found their interest in finding relationships between the social capital and the leadership. According to (McCallum & O'Connell, 2009), in the existence of unexpected business situations and virtual business settings, it's very important for the organizations to get ready the leaders of their organization with certain abilities or skills that can benefit them to produce, usage and also bear the social capital of the organization.

The prominence of various aspects of leadership has been increased, the value of relational leadership's impact has been flourished. It has become an important part of the leadership performing more effective by the leaders (Hitt & Duane, 2002; Komives, Lucas, & McMahon, 2009; Uhl-Bien, 2011). Hence, the relational leadership considers as a new idea in the all leadership studies (Uhl-Bien, 2011). Research of organizational behavior on employee's creativity has primarily scrutinized individual or the elements of the organization that are to ease or prevent creativity. One main contextual element or factor is the leadership. Many other authors have mainly fixated on recognizing the part played by the particular behaviors of the

leadership on suppressing, supporting, inhibiting or to facilitating the creativity for example (Oldham & Cummings, 1996; Shin & Zhou, 2003; Tierney, Farmer, & Graen, 1999; Jing Zhou, 2003). These are including close by observing, supportive management, transformational leadership, controlling supervision, and developmental feedback. Nonetheless, (Jing Zhou & George, 2003) emphasized that a little bit of theory has been established to point out the origins of these behaviors.

Accordingly, (T. M. Amabile, Schatzel, Moneta, & Kramer, 2004) leader's supports behavior contains relations and task support. Leaders support on task contains make sure the sufficiency of the resources, which is vital for the execution of the job, while the relations' support concentrations on the apprehension of the leader with socio-emotional requirements of her or his employees. Even though previous researches have examined the impact of support of general leader on the followers' level of the creativity for example (F. M. Andrews, 1967; Mumford, Scott, Gaddis, & Strange, 2002; Tierney et al., 1999), these researches have extensively concentrated on the matters of the upkeep of the leader (T. M. Amabile et al., 2004), instead of the type of leader backing.

Accordingly to (Jing Zhou & George, 2003) that organizations have been sealed in a conflict among regulate and the creativity. Organizations as well as their leaders must require to control and influence on their employees in order to work premeasured techniques to bump into the unambiguous goals. To certify efficient and smooth operations, they are strictly relied on the control system, standardized routines and practices. But these organizations require improvement and change in their routines and their practices, services and products for the purpose to respond to changes in environments, opportunities and challenges.

Leadership styles are the blend of highlights, conduct and aptitudes that the supervisors used to speak with the workers of the organization. In theory of (Hersey & Blanchard, 1969) featured the blend of task based as well as connection based comportment about leadership styles. Task-based conduct is perceived by means of conveying obligations, explicit and same authoritative blueprints, connection based behavior and communicational channels and fruitful techniques are recognizing through open correspondence channels, passionate and mental backings, undivided attention and encouraging conduct (Swansburg & Swansburg, 1999). Hersey and Blanchard (1969) have discovered four strategies viable leadership. Those four strategies contain telling

leadership, second selling leadership, third participating leadership and fourth delegating leadership. In the telling leadership, the leader clarifies the jobs obviously gives a few directions if compulsory. In the selling leadership, leader offers supervision on novel assignments. In the participating leadership, the leader coordinates with individuals and offer thoughts with them and aides in verdict-assembly. In the delegating leadership, the leader enables individuals to settle on choices whenever required and urges them to acknowledge obligations beyond what many would consider possible.

Social capital's concept has newly improved its reputation, with the implication recognized by extensive range of social sciences disciplines (Baughn, Neupert, Anh, & Hang, 2011). In specific, (Perry-Smith & Shalley, 2003) put forward that social capital is an essential provider for the creativity and eventually a critical source of the formation of unique knowledge. McFadyen and Cannella Jr (2004), use alike concept and experimentally check these proportions at the singular level and discover considerable backing for this dispute. In spite of the significance of (Perry-Smith & Shalley, 2003) contributes to launching the key part of social capital in the creation of creativity as well as knowledge, their work be unsuccessful to solve the relationship between every aspect for the conditions of this situation in the social capital (Nahapiet & Ghoshal, 1998; W. Tsai & Ghoshal, 1998).

Few researchers stated that social capital is still going from their improvement stage and for the progress in human resources searchers and professionals it is at its initial stages (especially in the context of organizations). Adler and Kwon (2002) proposed that social capital as a result of behavior of the workers focused by mostly workplace researches. Furthermore, some other authors for example (Hodson, 2005; Whitener, Brodt, Korsgaard, & Werner, 1998) also concentrate on the behavior of the managers in the organizations as a contributor of social capital for the organizations. Furthermore, some of other authors have emphasized on the amplified responsibilities of leaders and the managers in leveraging the social capital of the organizations for their supporters (Ellinger et al., 2011). Hence, leadership is recommended as an essential component for the organization that is significantly impact on social capital of the organizations.

Social capital has rapidly arisen as a popular perception. At the level of organizations and society, social capital denotes to norms, trust, networks and joint understandings that tie together the member of communities and human networks, and allow participates to perform together

much more efficiently in order to pursue the shared goals or objectives. Social capital does effects the firms internally, stimulating bigger coordination between people and among units. The companies those are jointly working in the mutual effort are able to form deep ties with each other, in future it may help in several other business projects. Social capital can be seen as an advantage that groups or individuals have due to their place in the social structure of a market. Several organizational outcomes enhanced or are emerged from the suitable use of the social capital. Nonetheless on the other side, it is much difficult or challenging to value or measure the social capital. The results are complicated, uncertain, and turbulent due to the type of the relationship that manufactured them (Widén-Wulff & Ginman, 2004).

Social capital makes easy access to information and important sources with the purpose of promoting performance and utilize environmental chances (Johnson, Schnatterly, & Hill, 2013). Along with influential social capital the organization can have quickly access to broad scope of the information with the purpose to make inventive performance. Social capital is an intangible asset for any organization and prosperous organizations can utilize it effectively and rapidly. Social capital acquires information and enhances the learning of the organization via certain elements for instance cooperation and trust, hence it increases the organization's inventive performance (Turkina & Thi Thanh Thai, 2013). Coleman and Coleman (1994) has relied on that singular social capital has the capability to advantage each other by social structures or supplementary social networks. Social capital is contemplated as the value, personal relationships and mutual trust, effective communications or interactions, common cultural standard or norms are shared or spread by those people who are engaged in the social networks (Widén-Wulff & Ginman, 2004). Social capital impacts the performance of organizations in a alternate manner. There are some of following ways are including in which improving or enhancing the quality of goods and risk-taking, innovation and knowledge sharing, low rate of relocation of people, lower the cost of exchanges. Leadership has enhanced or improved the organizational learning through means of supporting the group changing and making or creating the process (McDonough III, 2000). It can also motivate the brain, innovation and creativity of the employees as well as it can boost the self-confidence in the employees.

The social capital's theory is all about social network, how they give resources to the lower level combined organization in societies, units in the organization, and individuals in units with which

to minor level combines can redesign the high level combines renegotiate their place between them (Adler & Kwon, 2002). It's not what you know, it's who you know. This usual saying combined all the usual knowledge considering social capital. Social capital mentions to the networks and norms that empower individuals to perform mutually (Woolcock & Narayan, 2000). Nahapiet and Ghoshal (1998) proposed the social capital theory in which they proposed the importance of social capital is that these resources accessed by network ties.

Employee's creativity in specifically includes in the enlargement of original ideas and solution of work contests, supplying physical and comparable performances that add to the development of the organization (Ng & Feldman, 2012). In spite of the different definitions provided by these researchers, agreed in their studies that organizations have more depend on the creativity with the purpose to sustain the improvement of the organization, outlive in tremendously active environments, bump into customer requirements and enhance productivity of the organization (Gotsi, Andriopoulos, Lewis, & Ingram, 2010; Howell, 2005). Social capital theory be responsible for a correspondingly forcing account of solitary factor allowing knowledge acquirement and increasing creativity. In precise, (Perry-Smith & Shalley, 2003) suggested that social capital is an essential provider for creativity and eventually a critical source of the formation of the fresh knowledge. Organizations must to raise the spirits of their employees to participate in the procedure of creativity as well as be responsible for fresh innovative ideas to the organization be at variance from the existing products, practices and platforms (Jaussi & Randel, 2014).

There is a long history of working as a creative struggle (Ellsworth, 2002), study on the behavior of the organizations on employee's creativity in contemporary organizations has just come to be a relatively and important ignored area of academic inquiry. Besides many other factors one major related element that impacts on the employee's creativity is the leadership (Shin & Zhou, 2003; Tierney et al., 1999). Whereas former revisions have been viewed at the specific part of leader's behavior plays in the pressing or support the creativity for example, (Oldham & Cummings, 1996; Tierney et al., 1999; Jing Zhou, 2003; Jing Zhou & George, 2001) to monitor or identify the origins of these behaviors, a little theory has been established.

Jing Zhou and George (2003) have suggested in their study at the origins of the creativity supportive leadership behaviors is the emotional intelligence. Creativity in the organizations is

affect-laden. Although creative results are over and over again glorious and sentimentalized, and the inventive people called as the masterminds, creativity is an intrinsically tough struggle and requires hard work plus the exasperation (Staw, 1995). In one of the utmost inspired and troublesome of human goings-on, creativity is about to happen along a bit that stirs things up. People frequently feel very comfortable and feel familiar and sticking to the routine, instead of doing the unfamiliar work or a dicey track (Staw, 1995). Like this, trying to generate to some degree innovative is frequently go along with by worry and unreliability. When the creative movement miss the mark to bring the fruitful outcome in spite of efforts of the creator, the creator feels hopelessness and anxiety; when an inventive bustle appears assurance or provides a reasonable consequence, the inventor hopes and excitement for example, (Csikszentmihalyi, 1997).

It has been recommended that leaders are most imperative aspects in the working context for the creativity for example, (Teresa Amabile & Gryskiewicz, 1987). In spite of this, the knowledge of (Tierney et al., 1999) is limited about the leadership's role in the process of creativity. Some of the studies are considering that creative leadership has limited their inquiry to a sole perspective of the leadership for instance, relations of leader-member; (Scott & Bruce, 1994); the style of leader's behavior; (Oldham & Cummings, 1996). There is also a strong emotion between creative investigators that creative performance appears from the key instructions among probable creators as well as their operational context for example, (T. M. Amabile, 1983, 1988; Ford, 1996; Woodman, Sawyer, & Griffin, 1993). Using the five exceptions for instance, (Oldham & Cummings, 1996), discover in their studies by testing that the probable interactions impacts are sporadic. Given the leading part of the leadership in the place of work, investigation is required to recognize the countless of co-operating employee and leader elements that are may form the employee's creativity. Furthermore, even though well-known creative work for example, (T. M. Amabile, 1988), most studies on the creativity are emphasizing on the singular facet such as the personality of the creator for example, (Oldham & Cummings, 1996). For the reason that creativity may be affected by a mixture of singular features cf. (Ford, 1996), research is needed to contemplate further characteristics of individual. To the end with, creativity studies frequently depend on a singular or a subjective source of the creativity pointers for example, (Scott & Bruce, 1994). Not many studies on the creativity that have contained measures of archival creativity for example, (Oldham & Cummings, 1996) have used ordinary least squares

(OLS) regression techniques in their study that might fail to identify the definite idea of the indicator creativity relationship.

Such as employee creativity is a vital source of the innovation in the organization and also competitive advantage (T. M. Amabile, 1983; TM Amabile, 1996; Oldham & Cummings, 1996; Shalley, 1991; Jing Zhou, 2003) organizations are progressively trying to raise your spirits singular creativity (Oldham, 2003). In several other organizations employees are working as a team, and singular creativity is frequently imposed in this particular context (Shalley, Zhou, & Oldham, 2004). Therefore, managing the creativity is not just only needs the recognition of the employees with their creative probable but as well as an accepting of how the context of team effects the creativity of the individuals with these different temperaments. This is the challenge for the practice and research that naturally has a cross-level attention, demanding vision into the dynamic interplay among team and individual. In spite of noticeably reviews for example, (Shalley et al., 2004) emphasizing the significance of singular-contextual interconnections and demonstrates in the comprehensive behavior of the organization literature of certain interconnection (G. Chen & Kanfer, 2006; G. Chen, Kirkman, Kanfer, Allen, & Rosen, 2007), the literature of the creativity has yet to discover how teams impact the expressions of the individual variances associated to the creativity (Taggar, 2002).

Some researchers believe that when a supervisor offers transformational leadership, employee's creativity flourishes (Jaussi & Dionne, 2003; Shin & Zhou, 2003) and also when the employees have the learning orientation (Redmond, Mumford, & Teach, 1993). A study involved in real practical managers as well as their employees to display the significant effect of leadership on the creativity. Creative self-effectiveness is based on the knowledge of a person as well as skills of a person enabling the creativity. Because effectiveness beliefs promote internal motivation by increasing the concept of self-competency (Bandura, 1986; Deci & Ryan, 1985), Creative self-determination also reflects in-depth stimulation to engage in creative activities.

Unfortunately, organizations have a great deal to think about the circumstances that advance the creative exhibition of singular occupations. Albeit various investigations have endeavored to recognize the individual qualities of people who get creative achievement (Barron & Harrington, 1981), little of this research focuses on creative achievements in the job settings. In addition, small experimental work has managed to evaluate the possibility that the characteristics of

organizational contexts to play an imperative part in the creative performance of employees (T. M. Amabile, 1988; Shalley, 1991; Staw, 1990). Finally, many theorists have been asked for research that the combined or joint effects of the employee's creativity are common and numerous factors for example, (T. M. Amabile, 1987; Staw, 1984; Woodman et al., 1993), Less experimental studies have been done in this type of nature.

Employee's creativity is frequently the preliminary point for the innovation (Jing Zhou & George, 2001), and a critical source for the success of the organization. In the up-to-date organizations, work is based on a faster knowledge and less narrowly described and explained. Environmental challenges and opportunities need novel approaches and this is a wished that these are far more creative that those described by the rivals. To cut a long story short, in order to prosper and survive, organizations must require to take the complete benefits of their employees, creative probable, so as to the invention, learning, change, competitiveness and performance can be gained (McAdam & Keogh, 2004; Woodman et al., 1993).

The meaning of the creativity is that the employees are utilizing the range of their own differentiated abilities, skills, views, experiences, and knowledge in order to create novel ideas with the purpose of completion of the tasks, decision making, and solving the problem in the efficient ways (Cheung & Wong, 2011). Therefore, creativity is broadly experienced in the industries of services because the employees typically work as a team with the purpose of adding a mutual consideration of the design of market of the services as well as facilitate the customer (M.-H. Chen & Chang, 2005). Without a doubt, leadership is an economic element that has a solid impact on the creativity (Scott & Bruce, 1994; Tierney et al., 1999).

In this study we have surveyed the effect of three leadership styles on employee's creativity via the mediation of social capital. And through these results we can conclude that which leadership style is better for the textile sector in Faisalabad.

1.2 Problem Statement:

As an employee of the textile sector, I observed that some employees are creative in nature at the start of their career. But with the passage of time their creativity goes down due to the behavior/response of the managers towards their ideas. And some of the employees are not much creative but they can be more creative due to the response from their managers towards their ideas. Problem is that the employee's creativity goes down due to their manager's leadership style. Moreover, the employees who are attracting more with other employees in completing the tasks and solving the problems are more creative (Kiruja & Mukuru, 2018). There is a requirement to inspect the outcome of leadership styles on employee's creativity along with the effect of social capital in between this relationship.

1.3 Research Questions:

Does manager's leadership style has an impact on employee's creativity?

Does manager's leadership style has an impact on social capital of an organization?

Does social capital of an organization affect its employee's creativity?

Does social capital mediate the relationship between manager's leadership style and employee's creativity?

1.4 Research Objectives:

To find the effect of leadership style on employee's creativity and find the strength of relationship between these two.

To find the more appropriate leadership style which enhances employee's creativity.

To find the mediation role of social capital between leadership style and employee's creativity.

1.5 Significance of the study:

As per global competition's results, the need for innovations and a dynamic environment, international firms are specifically demanding context to improve social capital and encourage creativity to endure and keep up an upper hand (P. Gooderham, Minbaeva, & Pedersen, 2011; P. N. Gooderham, 2007). The main objective of this paper is to demonstrate and tackle dissimilar characteristics of the social capital that can affect the performance of organizational creativity in terms of textile sector in Pakistan.

This study will help to increase consciousness amongst organizations to increase their social capital. Creativity in the Organization is much important equally for private and public organizations. The study will help to managerial functions how leaders can alteration their leadership style to motivate their employees so they can take creative decisions to increase the growth of sales.

1.6 Research Gap:

Although various studies have investigated important demonstrates and phenomena that social capital delivers unique tasks that strengthen the creativity indoors an organization, supplementary elements may exists that impact on the employee's creativity as well as social capital accumulation (Liu, 2013; Sözbilir, 2018). Organizational characteristics such as leadership, organization culture or motivation mechanism can be explored to improve social capital enhancement in organization setting (Liu, 2013). And the core framework of his study is to build intra organizational activities. In addition, his study might apply a same research design to strategic alliance formation or to the intra organizational settings. In such a way of different settings, the application of social capital can lead to some interesting results and can help explain the theory of social network. Liu (2013) suggested that same theoretical framework can be applied on other contexts or settings and comparison can be made to make differences if they exist. Employee's creativity if effected by the leadership style in the presence of social capital so that organizational characteristics (leadership style) enhance the employee's creativity.

CHAPTER NO. 2

LITERATURE REVIEW

2.1 Leadership Style:

Leadership is a very extensive topic of attention for the scholars in the arena in behavior of the organizations. Research on the leadership has spread over several decades, a record number of models identified, measurements instruments and theories. These studies are fully tried to increase the readers' comprehending that how the leadership can lead the followers with the purpose of get done the aims of the organization while, regrettably, underestimated and ignored the difficulty of leadership between the followers and the leaders (Hilaire, 2008). Historically speaking, in the studies of the leadership, dissimilar forms of leadership have appeared in dissimilar stages of dissimilar time periods. While, defining the leadership, in the late 40s, trait approach was contemplated most significant and also the only representative definition for the leaders. Furthermore, another approach style approach is to developed the leadership, became very famous as well as continued to stay focus until 60s. Instead of the approach of traits, style approach recommended that leaders' actions are the supplementary imperative for the efficacy of the organization plus hence, supplementary valued assets. And subsequent approach is contingency approach' it was familiarized in the early 80s. Contingency approach suggested that the whole things are centered on the current condition nearby the leaders and the leaders' efficiency is also based on the certain conditions (the leaders are not much more effective as in all these conditions). Subsequently 80s, additional approach grabs the attention of the people that consider the leadership as goal provider as well as vision plus further concentrate to inspire the followers. Over time developments in the approaches of the leadership sustained and also lead the most of the current studies to reshape theoretical basis of the leadership (Hilaire, 2008).

Akram, Lei, Hussain, Haider, and Akram (2016) have investigated the impression of relational leadership on the organizational social capital. The three form of social capital of the

organization first form is structural organizational social capital OSC, second form is relational organizational social capital OSC and the third or last form is cognitive organizational social capital OSC, these three practices of the organizational social capital, they are mainly used in their study as a dependent variable. For collecting data, they used a self-administrative questionnaire that they distributed to an information technology IT Company in China and collect their data from 240 employees of the company. For analyzing the collected data from them they used multiple regression analysis and also correlation. Akram, Lei, Hussain, et al. (2016) have found that relational leadership is playing a significant part in producing relational social capital of the organization and structural social capital of the organization. However, there is an adverse or negative impression of relational leadership on cognitive social capital of the organization (Akram, Lei, Hussain, et al., 2016).

Jun (2017) finds public health nurse's (PHNs) transformational leadership fundamentally influences the public health nurse's (PHNs) social capital and public health nurse's (PHNs) social capital and the organizational strengthening had an intervening effect between organizational strengthening in public health nurse's (PHNs) and transformational leadership by get-together data from 29-Feb 2016 to 8-Apr-2016 by composed poll and data were examined using connections, auxiliary condition model, and engaging insights.

Although the topic of leadership styles has been examined intensively, specifically in the most recent century but leadership style is very little known arena (Bennis & Nanus, 1985). Leadership is typically described as a capability of motivating and impressing the followers by delivering them in order to fight for them (Sichone, 2004). Firestone (1996) has debated that the leadership fits in a special position and covers essential functions and tasks that a business has to fulfill with the purpose to live, enhance and be well-organized. Firestone (1996) has divided leadership functions between two groups as leadership function uses in typical operation and leadership function uses in transformations. Hughes, Lee, Tian, Newman, and Legood (2018) provide the empirical and theoretical evidence indicating that leadership is the essential variable that hinders or increases workplace innovation and creativity.

Golmoradi and Ardabili (2016) the relationship among leadership styles and organizational learning just as social capital is huge. Furthermore, leadership styles on organizational learning are far higher than the social capital, consequently there is a high association among these two

factors and results demonstrates suitable social capital can expand organizational learning and positively affect its relationship (Golmoradi & Ardabili, 2016). Leadership is all about influencing and giving direction (Banai & Reisel, 2007). Early studies believe that successful leaders are born and have some extraordinary features that isolated them from non-leaders (Stogdill, 1948).

Hood (2003) assessment dismembers the association among CEO regards, leadership style and good practices in the organization. The moral or good practices of formal clarification of ethics and not too bad assortment planning are joined into the examination, similarly as four groupings of characteristics reliant on (Rokeach, 1973) typology including singular, social, competency-based and moral quality based. Results demonstrated that all of the four sorts of characteristics are fundamentally and emphatically associated to transformational leadership, with value-based leadership decidedly connected with significant quality based and singular characteristics, and free venture leadership insignificantly related with competency-based characteristics. Exactly when size of organization and characteristics are controlled, transformational leadership give details a great deal of advancement in formal clarification of ethics, and value-based or transactional leadership explains a ton of advancement in not too bad assortment getting ready (Hood, 2003).

Voon, Lo, Ngui, and Ayob (2011) argued that leadership is a procedure impact among leaders and subordinates where a leader endeavors to impact the conduct of juniors to accomplish the organizational objectives. Organizational achievement in accomplishing its objectives and goals relies upon the leaders of the organization and their leadership styles. By embracing the proper leadership styles, leaders can influence employee job satisfaction, productivity and commitment. The sample of two hundred Malaysian officials working in open areas deliberately took an interest in this investigation. Two kinds of leadership styles, to be specific, first is the transactional leadership style and second is the transformational leadership style were found to have direct associations with employees' job satisfaction. The outcomes demonstrated that transformational leadership style has a positive or noteworthy association with job satisfaction while transactional leadership style has a negative or adversely association with job satisfaction in government organization. For the linear regression test, the discovering shows that solitary

contingent reward dimension of transactional leadership has noteworthy association with the two dimensions in job satisfaction (work assignment and working condition) (Voon et al., 2011).

Banai and Reisel (2007) analyzes the connections between strong initiative and occupation qualities and specialists' estrangement in Russia, Hungary, Israel, Cuba, Germany and the United States. One thousand nine hundred thirty-three laborers and non-managerial work force took an interest in the study. Strong initiative and employment qualities were observed to be identified with estrangement.

Ogbonna and Harris (2000) uncovered the purposes of leadership and the organizational culture have pulled in noteworthy excitement from the two scholastics and specialists. A noteworthy piece of the eagerness for the two areas relies upon unequivocal and certain cases that both culture and leadership are associated with performance of the organization. In any case, while the associations among performance and the leadership and among performance and culture have been assessed unreservedly, couple of assessments have investigated the connection between the three thoughts. Ogbonna and Harris (2000) assesses in their investigation that the possibility of this relationship and offerings accurate confirmation which put forward that the association among performance and leadership style is interceded by the sort of organizational culture that is accessible.

Watt (2013) on their study stated that a leader who has administrative skills, and should be able take initiative and also develop as well as sustain positive functioning relationships in the organization. A diagram of the verifiable setting of examination concerning the subject of leadership discovers that the composition on leadership and performance can be extensively organized into different significant stages. Early assessments on leadership (once in a while named 'trait' considers on leadership) concentrated on perceiving the character attributes which depicted productive leaders (Argyris, 1953; Mahoney, Jerdee, & Nash, 1960). Trait theories expect that successful or popular leaders are born and they have assured regular abilities which remember them from non-leaders see (Stogdill, 1948). In any case, the trouble in arranging and supporting these features provoked in all cases investigation of this trait approach, hailing the improvement of behavioral and style approaches to deal with arrangement with leadership (Stogdill, 1948). Behavioral and style researchers moved the highlight a long way from the features of the leader to the style and conduct the leader got (Hemphill, 1957; Likert, 1961). The

central completion of these assessments has every one of the reserves of being that leaders who grasp larger part guideline or participative styles are progressively compelling see, for instance, (Bowers & Seashore, 1966). In this common sense, these initial assessments are revolved around recognizing the one most perfect strategy for driving.

Additionally, to trademark hypotheses, the genuine inadequacy of behavioral and style theories is that they disregard the noteworthy activity which situational elements play in choosing the reasonability of singular leaders (Mullins, 1999). It is this imprisonment offers upsurge to the 'situational' and 'probability' theories of leadership such as, (Fiedler, 1967; R. J. House, 1971; Vroom & Yetton, 1973) which move the complement a long way from 'the one most perfect approach to deal with lead' to context-sensitive leadership. But every investigation accentuates the significance of different components, the common standard of the situational and plausibility standpoints is that leadership sufficiency is reliant on the leader's decision as well as cognizance of situational elements, trailed by the determination of the reasonable style to sort out every single condition.

Sloof and von Siemens (2019) investigated as an experiment that delegation may encourage or motivate the followers by effective behavior of leadership. In specific, (Sloof & von Siemens, 2019) have studied that how the exercise of the power and also allocation of the power – the rights of selecting or choosing the projects – by leaders affects the following putting into practice of the selected assignments by the supporters. To separate the pure inspirational or motivational impact of delegation, (Sloof & von Siemens, 2019) have focused on whether the measure of exertion that supporters have emphasized on the precise particular project that depends on who has been preferred the particular project and on upon the availability of the information while making the choice of selecting the project. Sloof and von Siemens (2019) find in their study that followers perform more efficiently on those projects which they have picked them by themselves but lessen the putting into practice efforts if the same particular projects are enforced on them by their leaders, but this inspirational or motivational impact of delegation of the delegation is continuous if and only if the supporters essential have to implement the project that they have not choose the projects by themselves.

Be that as it may, in an undeniable return to the 'one most perfect strategy for the leadership', ongoing investigations on leadership have separated 'transformational' leadership with

'transactional' leadership. Transformational leaders are battled to be idealistic and energized, with a trademark capability to animate juniors, transactional leaders are called to be 'instrumental' and from time to time revolve around give-and-take association with their juniors (Bass & Avolio, 1993). Strangely, (Bycio, Hackett, & Allen, 1995; Howell & Avolio, 1993).

Notwithstanding the way that the short rundown overhead displays that inspection concerning leadership has encountered times of doubt, late premium has concentration on the significance of the leadership job to the accomplishment of organizations. Fiedler (1996), a champion among the furthestmost appreciated scholars on the leadership, has given a continuous thesis on the significance of the leadership by contending that the adequacy of a leader is an important determinant of the accomplishment or frustration of a social affair, organization, or even a whole country. To be sure, it has been contended that solitary course wherein organizations have attempted to adjust to the growing unusualness and unsettling influence of the external circumstance is by means of getting ready and making leaders and furnishing them with the aptitudes to adjust (Hennessey Jr, 1998; Saari, Johnson, McLaughlin, & Zimmerle, 1988; Tom & Brian, 1991). These cases rely upon the assumption of a quick association among leadership and legitimate execution. This supposition requires essential review.

Gelderman, Semeijn, and Mertschuweit (2016), utilizing the sample size of 88 European industrial providers and finds the positive connection among performance and cognitive social capital and furthermore uncovers that the moderating impact of mechanical vulnerability on the connection amid the dimensions of the social capital and the key performance of the providers.

Various examinations which investigate the associations among performance and the leadership concur with the reappearance of the 'one most ideal approach to lead banter. Of explicit significance is the resurgence of eagerness into appealing leadership, which is as a rule insinuated as transformational leadership (Bass & Avolio, 1993). Various specialists guess that transformational leadership is associated with the performance of organization see, let's say, (Bycio et al., 1995; Howell & Avolio, 1993). Adroitly, it is fought that the idealistic and rousing aptitudes of transformational leaders persuade supporters to convey unrivaled performance (Nicholls, 1988; Quick, 1992).

In framework, an incredible piece of the overhead evidence showed as backing the instance of a leadership–performance association is described and a significant part of the time over-centers around the 'transformational' employment of leaders in corporate triumphs for instance, (Quick, 1992; Simms, 1997; Taffinder, 1997). Almost certainly couple of assessments have answer back to the view of (Porter & McKibbin, 1988) that a significant piece of the investigation uncovered as backing this case is whichever unsure or tentatively suspicious. The obliged or dubious character of investigation disclosures around there prescribes the need to inspect supplementary the possibility of the connection among leadership and execution.

Banai and Reisel (2007), characterize steady authority as encouraging objective achievement by directing subordinates to be compelling and learn in their jobs. We decided the nearness of strong initiative by explicitly inquiring as to whether their pioneers make premium, help free basic leadership, take into account learning through errors, and give a sensible arrangement of designs to guide activity.

How much strong initiative impact estrangement is liable to social contemplations. Hypotheses of certain administration propose that initiative is especially a component of the onlooker's perceptual and social desires. Representatives process data about their pioneers dependent on psychological constructions that have been pre-set up: "Schemas furnish hierarchical individuals with a structure in contradiction of which experience is mapped, an intellectual reason for comprehension and reacting to administrative conduct" (Dorfman, Hanges, & Brodbeck, 2004; Epitropaki & Martin, 2005; Lord & Maher, 2002). Adherents see their pioneers with verifiable suspicions about the attributes, qualities, and practices they most emphatically partner with initiative. This contrasts from country to country. For instance, a tough independent pioneer might be viewed as viable in the U.S. in any case, less so in societies where agreement and gathering focused standards are esteemed (R. J. House, Hanges, Javidan, Dorfman, & Gupta, 2004).

Berson et al. (2006) review hypothetical and experimental work applicable to the nexus of leadership with organizational learning. Leaders play pivotal part in the process of organizational learning in various ways. In the first place, by giving the relevant help in the organization, leaders acquire the required assets for figuring out how to happen through investigation and abuse. Second, leaders are basic to the mix of learning crosswise over gathering and

organizational levels. Leaders empower and improve this joining by giving an establishment of shared understandings of requirements and reason at various degrees of the organization. All through the learning procedure, leaders give the direction important to cross organizational limits and incorporate what is found out. What's more, third, leaders are significant in systematizing learning by coordinating new and existing information in the organization's strategies and practices.

It probably won't be a lot to state that leaders are frequently instructors or teachers, or if nothing else that viable leaders are great educators. As a result of their focal job in an organization and their capacity to traverse limits crosswise over levels, hardly any learning in an organization could happen without leaders giving direction, backing, and systematization. Along these lines, when one hears terms, for example, a learning organization or improvisation in organizations, the present audit would propose that leadership procedures are applicable, and that leaders are regularly driving through instructing.

While the survey of (Berson et al., 2006) has exhibited leadership as a positive impact on organizational learning, they understand this isn't generally the situation. Dictator types of leadership and even the management by-exemption leadership (Bass & Bass Bernard, 1985) may really hinder learning. At the point when leaders depend on alerts and dread, adherents may abstain from bringing new thoughts and acknowledge institutional methods.

García-Morales, Lloréns-Montes, and Verdú-Jover (2008) believes that the present data and knowledge society have need of fresh leaders who can face an actuality dependent on information and cheer improvement to get done developments in organizational performance. Be that as it may, organizations now and again neglect to accomplish reasonable superior because of their constrained conception of the connections in the middle of these dynamic factors. Until this guide, by no assessment has dismembered the prompt and atypical associations between these components. García-Morales et al. (2008), research looks to fill this exploration hole by breaking down hypothetically and experimentally how the leader's view of various halfway key factors identified with (knowledge slack, tacitness, absorptive capacity, organizational learning) and development impact the connection among transformational leadership and organizational performance. In view of the writing, we build up a hypothetical model that demonstrates the interrelations between these factors. For this purpose, (García-Morales et al., 2008) at that point

test the model utilizing information from 408 Spanish organizations by using confirmatory factor analysis and the program Lisrel 8.30, and find that organizational learning shows significant relationship with performance, and there is also a positive or significant relationships among performance and innovation while knowledge slack shows insignificant relationship with other variables, but transformational leadership showed significant impact on innovation.

Akram, Lei, and Haider (2016), described in their study is an endeavor to explore that employee innovative work behavior (EIWB) is impacted by relational leadership (RL) on the three distinct phases in innovation industry of China. It likewise examined the general influence of relational leadership on complete (EIWB). It was proposed that relational leadership positively or significantly impact on (EWIB). For testing the theories, a self-managed poll was utilized to discover what are the reactions of 261 employees from an information technology (IT) organization. Regression and correlation analysis proposed that (RL) influences each of the three phases of employee creative work behavior in huge way or significant manner. Its general influence on (EIWB) is likewise noticeable in our analysis. The outcomes of this examination recommend that relational leadership, being a ground-breaking inspirational tool, causes employees to portray inventive or creative work behavior at every one of thought age, thought advancement and thought acknowledgment phases of employee innovative work behavior (EIWB) (Akram, Lei, & Haider, 2016).

At present, most extreme motivation of each business is to accomplish inventiveness for its activities, thus leaving a space for the additional examination about the subject. Accordingly, there is more noteworthy essential to comprehend the leadership and the impact of organizational atmosphere on inventive work conduct in the organizations (Noor, 2013). However, various investigations inspected the innovative conduct in authoritative settings notwithstanding, the issue that how the leader's conduct influences the assistant's innovativeness or creativity has been given a little consideration since a serious in length time (Mumford, 2003). A few examinations, for example, (Mumford, 2003) utilized models of inventive performance for distinguishing three leader practices that may influence the assistant's creativity. They concentrated on issue development, learning objectives and sentiments of self-adequacy and bring into being that leader's conduct in fact influences the creativity of subordinates. Scott and Bruce (1994) guessed that singular critical thinking style, leadership and work bunch associations influence singular

imaginative work conduct. This influence could be indirect or direct through the impact on the people's observations about the atmosphere for development. They bring into being a positive or significant relationship of these factors with inventive work conduct of the employees. Barely any different analysts for example, (Kahai, Sosik, & Avolio, 2003; C.-T. Tsai & Tseng, 2010) have investigated the connection among singular level change leadership and employees' imaginative work conduct. Nusair, Ababneh, and Kyung Bae (2012) likewise examined the effect of transformational leadership to representative inventive work conduct in Jordanian public sector by gathering information from 358 employees and bring into being a 47% variety in worker creative conduct brought about by transformational leadership. Additionally, participative leadership style was discovered identified with singular development in the investigation of (Judge, Fryxell, & Dooley, 1997).

In an additional investigation (De Jong & Den Hartog, 2007), exposed thirteen leadership practices that unmistakably affected the thought age, thought advancement and thought execution phases of imaginative procedure. In another significant examination, (Janssen, 2005) referenced that if employees see that their leaders support them for their work, they take an interest in progressively imaginative exercises in the organization. Tierney et al. (1999) are likewise amongst different scholars who inferred that having sophisticated quality associations with the leaders brings about higher imaginative work conduct for the benefit of the employees. Chao, Lin, Cheng, and Tseng (2011), inspected the effect of the manager' leadership on worker creative conduct in the manufacturing or an assembling industry. They inspected the obstruction of the culture of the organization in addition to the justice of the organization in the connection among supervisor 'leadership and the employee's inventive conduct and found a positive connection among manager's leadership style and employee's creative work conduct. Sign from the overhead examinations is that leadership have an extraordinary impact in forming the behaviors or practices of organizational employees, in any case, there is an absence of investigation about the impacts of relational leadership on the inventive work conduct in the literature.

However, (Brower, Schoorman, & Tan, 2000) considered the results of relational leadership, (for example, employee satisfaction, delegation, work performance, surveillance or less monitoring, empowerment, and so forth.), yet the impression of the relational leadership on inventive work

conduct isn't referenced obviously. Guo et al. (2018), drawing from the value-based hypothesis of stress, we reviewed the associations among authoritarian leadership (AL), protective quiet, dread, and finally employee creativity. We moreover examined the directing effect of mental capital of an employee on these intervened associations. Guo et al. (2018) attempted their conjectured model in two examinations of employee-chief dyads working in Africa (Nigeria; Study 1) and Asia China; Study 2). The outcomes of Study 1 exposed that the adverse association among the creativity and (AL) was intermediated by the employee cautious quietness. Expanding these discoveries in a three-wave think about in Study 2, (Guo et al., 2018) outcomes uncovered an increasingly mind boggling relationship. In particular, the outcomes demonstrated that both defensive silence and fear sequentially mediated the connection between employee creativity and authoritarian leadership. Also, (Guo et al., 2018) discovered this intermediated relationship was directed by the mental capital of an employee to such a degree, that the relationship was more grounded when the psychological capital was small (as opposed to higher).

Cheung and Wong (2011), have aim to study the moderating part of the leader' relations and tasks support in the relationships among followers and transformational leadership' level of the creativity. For this purpose, (Cheung & Wong, 2011) are utilizing a sample size of 182 number of subordinates and supervisors dyads was calmly gathered and come back from an inn, bank, café, trip specialist, and the banks of Hong Kong. The findings of the study of (Cheung & Wong, 2011) is that a positive or significant relationship among followers and transformational leadership' if the degree of leader is high then the creativity is much stronger' and the levels of the creativity are depending on the type of the leaders' support.

Pitelis and Wagner (2019) clarified and recommended that the important assignment of the key choices just as the way toward taking and the way toward making those among the main collusion of the organization strategic shared leadership (SSL) after that, began and kept up by a focal key leadership or a little group, produces (OGDCs) organizational powerful capacities in spite of the fact that the exchange of exclusively living unique abilities inside the (SSL) group, the transformation co-making of new ones just as their embeddedness-regulation inside the organization. It is likewise expands the perception of the organization which intercedes the relationship by enhancing co-shaped organizational dynamic capacities ODCs just as their ability

to give reliably change through measuring, reconfiguring and detecting. In perspective on that strategic shared leadership (SSL) works as the key indicator just as co-maker of the presence of organizational unique capacities ODCs.

Leadership involves managing situations to create those circumstances that encourage wanted behavior. Golmoradi and Ardabili (2016), utilizing structural equation modeling (SEM) and finds the relationship among organizational learning and social capital as well as leadership styles are significant. Furthermore, leadership styles on the organizational learning far higher than the social capital, hence there is a high connection among these two variables and results indicates suitable social capital can enhance the organizational learning and have a significant or positive impression on its affiliation (Golmoradi & Ardabili, 2016). Rouine (2018) conveys proof on how focus on nation's leadership style affected takeover choices by utilizing an example of finished and bombed bargains crosswise over 45 nations from 1992-2015 and shows obtaining premiums and takeover probability are fundamentally related with leadership style of the objective nation.

Other researchers utilizing the sample sine of 223 organizations in the rising economy of India examines that leadership development practices (LDPs) were significantly related with the human capital, whereas integration social capital influenced by leadership development practices (LDPs) (Subramony, Segers, Chadwick, & Shyamsunder, 2018). Leadership is a vital facet of working environment for the employees for instance, (Oldham & Cummings, 1996; Scott & Bruce, 1994).

2.1.1 Participative Leadership Style:

A participative leadership style promotes productivity and also promotes creativity in the team environment (Ferraris, 2015). The leadership style esteems the contribution of colleagues and friends, yet the duty regarding settling on an official choice (and for outcomes) rests with the participative leader. Participative leadership style increases the confidence in subordinates, because leaders and their subordinates and their colleagues are participating in the process of decision making. For the building of team, a participative leader ship style is very effective,

because participative leadership style promotes productivity and also promotes the creativity in team's environment.

2.1.2 Supportive Leadership Style:

Banai and Reisel (2007) believe that supportive leadership style is specially asking the employees if their leader make interest, allow to learn via mistakes, be responsible for a realistic plan to escort the actions, and assist independent decision making. Supportive leadership style and participative leadership are significantly related with competitive and innovative culture's form and Supportive leadership style concentrations on the leader's behavior and concerned the need of subordinate (Ogbonna & Harris, 2000). Supportive leader's behavior is associated with self-confidence and follower's positive attitude (R. J. House et al., 2004).

Previous studies on supportive leadership style (Blanchard, Hersey, & Johnson, 1969; Fiedler, 1996; R. House & Mitchell, 1974) have all argued that behavior of the leader forms the feelings of the subordinate's self-efficacy which, in turn, significantly impact on performance (Bandura, 1986; Shamir, 1990). Supportive leadership style especially asking to the employees if their leaders are interested, allow them to learn through mistakes, providing them to a realistic set of projects or plans to lead the process and help them to freely decision-making (Banai & Reisel, 2007).

2.1.3 Instrumental Leadership Style:

Nadler and Tushman (1990), well-defined instrumental leadership as a class of the leader's behavior regarding the enactment of the leader's professional knowledge headed for fulfillment of the organizational level and followers task performance. Ogbonna and Harris (2000) analyzed all leadership styles are positively indirectly related with performance, participative leadership and supportive leadership styles are positively associated whereas instrumental leadership style is negatively related. Instrumental leadership style is to building capable teams, describe the necessary behavior, built in measurement, and manager's punishments and rewards so that it is perceived by individual that behavior remain steady for them in order to accomplishing their

aims (Nadler & Tushman, 1990). Instrumental leadership style focuses on team's management, structure, and also the process to create instrumentalities on managerial level.

2.2 Social Capital:

Numerous other researchers characterized that social capital is a specific sort of source that looking like the character of the social relations inside an organization, comprehended by individuals, level of data sharing, share trust just as consolidated objective direction (Leana & Pil, 2006; Leana III & Van Buren, 1999; Nahapiet & Ghoshal, 1998). Although several numbers of studies indicated that social capital is playing a positive role in the organizations for example (R. Andrews, 2010; Leana & Pil, 2006; W. Tsai & Ghoshal, 1998). On the other hand, there is a slight focus on finding experimental evidence that it can be considered how the organization can make this resource (Adler & Kwon, 2002; Pastoriza & Ariño, 2013). In addition, a large portion of the articles in this specific oppressed zone are hypothetical in nature and less consideration gave to the part of estimating social capital, (such as conduct of managers have been examined by (Bolino, Turnley, & Bloodgood, 2002; Hodson, 2005; Pastoriza, Arino, & Ricart, 2008). Although, many other authors have mentioned, for example (Edelman, Bresnen, Newell, Scarbrough, & Swan, 2004; Pastoriza & Ariño, 2013) it is the time which is needed to transport from qualitative as well as hypothetical techniques of testing the theory methods. Hence, this study is concentrates in testing the part of social capital as opposed to hypothetical perspective.

In this examination writing, social capital has been under investigation for a very long while and hence, it has been demonstrated and translated in a altered way by different other scientists and authors (Adler & Kwon, 2002). As the results, research literature offers various explanations about the social trending plot. Social capital's definitions are also differing as per opinions of the other writers defining it through literature. Most accurately, it is analyzed in the study of social capital, which is dependent on the level of analysis, which focuses on. With regards to analysis level, social capital is seen as a characteristic of singulars (Burt, 2009; Portes, 1998), groups (Coleman, 1988; Putnam, Leonardi, & Nanetti, 1994), organizations (Nahapiet & Ghoshal, 1998), nations (Fukuyama, 1995), or networks (Adler & Kwon, 2002). On the opposite side, the social capital divided into two ways by focusing on analysis context for example exterior social

capital and second is the inner social capital. Exterior social capital exists in the form of network ties among personalities, communities or organizations relating to exterior actors (Wu, 2008; Zahra, 2010). While, internal social capital exists in the relationships between the firm and members of the community (Leana & Pil, 2006). This taxonomy of the social capital helps the leaders to understand the meaning of social capital and how it communicates with its actors supplementary clearly.

As indicated by the relevant degree of the examination, the social capital utilized in insightful investigations is the social capital of the organizations and as per the consideration of examination circumstances, there is an inward social capital exists in the organization. Inner social capital of the organization is framed with the assistance of the communications of three primary kinds of social capital exist in the organization. It is for the most part basic organizational social capital (OSC), social organizational social capital (OSC) and subjective organizational social capital (OSC) (Leana & Pil, 2006; Nahapiet & Ghoshal, 1998). To begin with, the structural dimension of social capital of the organization is the degree of associations or interconnectedness among the organization's individuals or employees and their entitlement to use to the scholarly capital of one another (Nahapiet & Ghoshal, 1998). Second, relational social capital of the organization characterizes the nature and the quality of these associations among the personages of the organization (Nahapiet & Ghoshal, 1998) that is well-defined the trust among the members of the organization. Third and last of all, cognitive dimension of social capital of the organization describes the level of mutual shared vision amongst the members of the organization (W. Tsai & Ghoshal, 1998) that unites them for a mutual goal. These three sorts of the social capital of the organization are truly created with the help of precise factors or activities exist in the organization and such figures top the creation of social capital of the organization, one between every one of these components is leadership that is considered as one of the key supplier between every one of the individuals.

In this specific study, it is suggested that social capital can increases the creativity in the organization and (Liu, 2013) debates that social capital is the essential helper to boost the creativity. Employees who have great relations with their associates as far as regard, kinship and shared trust for increment organizational creativity. Nahapiet and Ghoshal (1998), presumed that the pattern of relationships and the linkages build via exchanges are the foundation for social

capital; therefore, the members of the organizations provide their practical skills by join forces, coordinating, distribution of info, and communicating, social capital has a straight impact on the ability for generating intellectual capital. Also, workplace is the one of type of the social environment (T. M. Amabile, 1997), the creative work in the organization is impacted by the organization's environment (T. M. Amabile, Conti, Coon, Lazenby, & Herron, 1996; Nahapiet & Ghoshal, 1998).

The study of M. H. Chen, Chang, and Hung (2008) has contributed to our comprehension about the value of the social capital in a wide scope of social science disciplines; in any case, it doesn't well address the job of social capital in the creativity for research and development (R & D) project groups in a given setting. By utilizing the sample of 54 (R & D) project teams in high-innovation firms located in Taiwan, they inspected the effects of social capital on creativity of (R & D) venture groups from an intra-group point of view. They generated the results of their study by using factor analysis they discovered the four factors from the idea of social capital to be specific; first is the social interaction, second is the network ties, third is the mutual trust, fourth and last one is the shared goals. The findings are proposed that network ties as well as social interaction had significantly and positively affected the creativity of (R & D) project teams, however shared goals and mutual trust had adversely or insignificantly impacted on the creativity of (R & D) projects teams (M. H. Chen et al., 2008).

Liu (2013) explores social capital's mediating job and discover the connection between organizational learning, social capital additionally leadership styles are significant yet there is high affiliation among organizational learning and the leadership styles on the grounds that the impact of organizational learning and the leadership styles is more prominent than social capital and cases that social capital is a significant helper and enhance creativity. Daniel, Midha, Bhattacharjee, and Singh (2018) utilizing a four-year board informational index of 329 SourceForge activities, and demonstrates that the distinction in the advancement condition is effectively curvilinear relationship and the positive effect of the job and commitment decent variety on the undertaking achievement is decreased by connectedness and furthermore portray that when improvement condition contrast is moderate, the effect of job assorted variety is the more positive.

Leana III and Van Buren (1999) defined the social capital of the organization mirrors the role of social relations contained by the organization, recognized by members, which resulted in members levels of shared aim direction and mutual trust. Yli-Renko, Autio, and Sapienza (2001), proposed that social capital giving external information securing in the key client's connections and that specific information intervenes the connections among information procurement and social capital for the upper hand. Lee (2018) utilizing different estimation techniques, for example, pooled OLS, a quadratic regression, a split-sample approach and fixed impacts model to research nation level unequal board information of 194 nations for the time span of 1990-2015, and finished up the negative impression on holding social capital and the positive outcome on connecting social capital on wellbeing.

Peng and Lin (2018) using 2009 National Health interview (NHI) study of the people whose aged 65 and above, and finds in terms of social network and social contribution social capital is significantly related with the usage of (NHI) general preventive care services. Ahmad, Mustafa, and Ullah (2016) finds the positive relationship between social networking sites and attachment and bridging the social capital. Lu Wang, Huang, and Liu (2018) gather information from an open source framework (OSS) advancement network to recognize the job of authors' social capital in group asset procurement and use, likewise clarify its conflicting consequences for development performance and finds that group size, as an outflow of human resources, and group business, as a declaration of organizational assets, are decide by the social capital of task organizers, and, thus, have impacts on development performance.

Prior study on the behavior of organizational citizenship shows that such type of behavior is much serious for the organizational effectiveness, but some of theoretical works detail how it can be contributing in order to boost the organizational functioning (Bolino et al., 2002). Nahapiet and Ghoshal (1998) debated that a social capital of a firm encompasses a serious or a critical source of supportable gain of the organization. On the basis of the work of (Nahapiet & Ghoshal, 1998), we recommended that increase in the behavior of citizenship in the firm functioning by contributing in order to improvement of the social capital in the organizations; especially, behavior of citizenship contributed with the intention to formation of the relational, cognitive, and structural forms of the social capital (Bolino et al., 2002).

Baker and Dutton (2007) elaborated and identified social mechanism and methods of the organization that sustain and create positive social capital in the work organization. It is considering the resource-manufacturing abilities of the high-class reciprocity and connections in order to understanding of positive or significant relationships at work. Being in this specific kind of connection as well as practicing in this specific form of interaction, teams, dyads, and organization constructs valued assets, such as confidence, trust, joy, energy, and affirmation. These are long-lasting resources that have an impact outside the preliminary associating point among two or more than two individuals (Fredrickson, 1998). Baker and Dutton (2007) have introduced the idea of positive social capital in the work organization. Positive social capital has taken underneath account both means by which social capital is formed, and ends to which it is used. Social capital is significant or positive if the meant by which social capital is manufactured grows the procreative the capability of the groups and people. Social capital is significant or positive if it helps people flourish, thrive, and grow in the organizations and in this manner attain their objectives in the superior ways (Baker & Dutton, 2007).

The growing complications of the organizations, along with the increasing scale of the informational activities, places novel demands on the business firms. It is understood that investments in the social values centered on jointly, respect and trust can be lead to the benefits of long term such as innovativeness and corporate prosperity. It is believed that the benefits are on better acquisition of knowledge, spirit of communications causes lower cost transection, and a bigger consistency of action. In contrast, the perception of the social capital in the area of information behavior in the organizations is novel and requires a much harder theoretical framework. The main purpose of the study of (Widén-Wulff & Ginman, 2004) is to contribute in order to a superior understanding of informative and social facets are affixed to every one as well as to discover the mechanisms afterwards sharing of knowledge.

An increasing numbers of economists, political scientists, and organizational theorists, sociologists, have appealed the perception of the social capital in the pursuit for replies to a extending the range of queries being opposed in the field of their own. Looking for to make clear the perception and help to evaluate its efficacy for the organizational theory, (Adler & Kwon, 2002) have synthesized in their theoretical study in which they begun in these numerous

disciplines and also improve a mutual theoretical framework that recognizes the benefits, risks, sources, as well as possibilities of the social capital.

Inkpen and Tsang (2005), have inspected how the dimensions of social capital, network impact convey of the knowledge among network members. And they differentiate between three mutual network types: industrial districts, strategic alliances, and intra-corporate networks. For this purpose, they used the frame work of social capital, they recognized relational, cognitive, and structural dimensions for three types of network. After that they link these dimensions of social capital to the situations that ease knowledge transfer. To do this, (Inkpen & Tsang, 2005) offer the set of situations or conditions that encourage knowledge transfer to altered types of networks.

Social capital is obtaining importance as the perception that offers a foundation for the purpose of characterizing as well as describing the set of the relationships of a firm. Nonetheless, even though the perception of social capital has widely accepted, there is a wide range of unreliability about its effects and meaning (Koka & Prescott, 2002). In his revision, (Portes, 1998) recognized Pierre (Bourdieu, 1985) analysis as a first organized analysis of the social capital. As the perception developed, via work done by (Burt, 2009; Coleman, 1988) as well as the others, a harmony appeared that the social capital shows the capability of the actors to save advantages through integrity of the membership in the social structures or the further social networks (Portes, 1998). At the organizational level, the benefits contain fortunated access to the information and knowledge superior chances for the first-hand business, influence, reputation, and increased understanding about networks norms.

Turkina and Thi Thanh Thai (2013), have dedicated their study to the experimental evaluation of the massive level effect of the social capital on the immigrant business (high value added immigrant or outsider entrepreneurship, as well as on the general level of the immigrant entrepreneurship). For this purpose (Turkina & Thi Thanh Thai, 2013) have used multiple regression in their study in order to the data on the immigrant entrepreneurship in addition to the high end value supplementary refugee entrepreneurship delivered by OECD. Their sample size contained 34 OECD nations or countries. The measures or determinations of the autonomous factors (the constituents of the social capital) depend on the World Value Survey. What's more, the discoveries of the investigation have uncovered that the social capital performs a significant part or huge job in the top of the line esteem included worker business enterprise all in all just as

assume a critical job in outsider business in explicit. Along with solid statistical significance, the three factors or the components of the social capital are: institutional trust, interpersonal trust, and networking – provided the clarification for the dissimilarities in the immigrant entrepreneurship beyond the countries (Turkina & Thi Thanh Thai, 2013).

The social capital's theories are generally used with the purpose of comprehend the impact of the social perspectives on the human behavior (Portes, 2000). Social capital is considered as a set of the resources surrounded in the associations (Burt, 2009). On the macro level, the social capital is quantified by the networking level, trust, and the trustworthiness standards in the country (Putnam, 2000; Putnam et al., 1994). And these components or the elements are cumulative and self-reinforcing (Putnam et al., 1994).

Individuals can make extraordinary performance and gain personal achievement via social relations, resources exchanges, mutual trust and social support with their communication partners, colleagues and their friends (Perry-Smith & Shalley, 2003). Accordingly, few researchers have recognized social capital as the set of social resources entrenched in the interactive relationship (Y. Y. Chen, Zhang, & Fey, 2011). Nonetheless, other researchers have declared a complete theoretical cataloging of the social capital that contains not just simply interactive relationships nonetheless also it contains norms and the values associated with them (Bolino et al., 2002; Leana III & Van Buren, 1999; W. Tsai & Ghoshal, 1998). Citizenship behavior in organization taken as an instance (Bolino et al., 2002) debated how citizenship behaviors support certain collective values, and these citizenship behaviors are serious for the growth of social capital that benefit the overall organization's value. (Leana III & Van Buren, 1999), stated that 'value creation' is the main purpose of social capital for the reason that it provides successful combined action to the skills of an employee as well as shareholder. Consequently, mostly observed that social capital is involved in miscellaneous mechanisms inside the organizational perspective, for instance social associations, value sharing and creation system and trusting relations that effects the performance of individuals traced inside that social context.

Obviously there is discrimination among dissimilar dimensions of social capital, (Yli-Renko et al., 2001), depend on past papers that prepared dissimilarities in social capital for relationship quality, social interaction and network ties dimensions (Larson, 1992; Leana III & Van Buren,

1999; Moran & Galunic, 1998; Nahapiet & Ghoshal, 1998; W. Tsai & Ghoshal, 1998; Uzzi, 1997).

2.2.1 Social Interaction:

Social connection is the principal dimension of social capital alludes to entertainer's contacts in a social structure of collaboration (W. Tsai & Ghoshal, 1998). Nahapiet and Ghoshal (1998) suggested that social interaction can help to simplify knowledge give-and-take and develop an actor's creativity and learning. People can also use their own relations to get new innovative ideas or to right to use explicit resources or to get information. Social interaction and creativity are creating new knowledge. Great compatible relationships often link to the development of impressive relationships (positive as well as negative) may, in turn, effect individuals, motivate to knowledge exchange (Krackhardt, 1992; Lawler & Yoon, 1996).

With close communications, firms are capable to enhance the width, depth, and competence of collective knowledge give-and-take (Lane & Lubatkin, 1998). Social interaction provides key access to fundamental operations of the customers and more efficient sources of communication with vital customer. Social interaction developed with the passage of time in dyadic relations, interchange partners, with one another's capacity and unwavering quality, made comfortable in economic interchange (Larson, 1992; Ring & Van de Ven, 1994). Social interaction not only to facilitate the knowledge attainment by making extreme, repeated interaction, social interaction should also increase the capability of new firm to evaluate and identify the appropriate outer knowledge of the key customer.

2.2.2 Relationship Quality:

Relationship quality is the second dimension of social capital, conversely, alludes to the formation of a setting of recognizable proof, trust, trust worthiness and commitments (Uzzi, 1997). Trust between organization's employees or members facilitate sharing of the knowledge and the operational adoption of the organizations or effectiveness of high-performance work rehearses (Leana III & Van Buren, 1999). Because risk taking can encouraged by mutual trust and lessen the interruption of improbability anxieties (Moran & Galunic, 1998), a trustworthy

actor can be able to get support from other performers, and be further willing to weak to the actions regardless of observing or controlling throughout the team work period. For that reason, such kind of trustees can get better performance results for performers.

Relationship quality denotes to the range that this interconnection is noticeable by the expectations reciprocity and the development of trust and goodwill (Dyer & Singh, 1998; Larson, 1992; Ring & Van de Ven, 1994). The findings of (Yli-Renko et al., 2001), showing that relationship quality is insignificantly or adversely associated to gaining of knowledge, but network ties and social interaction are significantly associated to knowledge acquirement.

2.2.3 Network Ties:

Third and concluding dimension of the social capital, as indicated by (Yli-Renko et al., 2001), refers network ties is to examinations crosswise over people inside a network (Perry-Smith & Shalley, 2003). An individual can benefit through creating more network ties contained by diverse contexts of creating unusual and different ideas. If someone connects with people who have dissimilar skills or backgrounds, the probability that she or he has information or can secure the information on various methodologies influence the person's general creativity (Rodan & Galunic, 2004).

The results of (Yli-Renko et al., 2001), are showing that network ties and the social interaction are the dimensions of social capital certainly related with the knowledge attainment. Moreover, increasing technological learning (Zahra, Ireland, & Hitt, 2000), expanding an enormous arrangement of Consumer network ties ought to likewise be expanding the new company's ability to deal with its outside relations. Consumer network ties are significantly associated with information procurement (Yli-Renko et al., 2001).

2.3 Employee's Creativity:

Sözbilir (2018), discovers social capital has a positive or significant impression on the organizational creativity as well as organizational effectiveness and furthermore finds organizational creativity has significant or positive impression on the organizational proficiency. Gelderman et al. (2016) locate the positive connection among cognitive social capital and performance and furthermore uncovers that the moderating impacts of technological vulnerability on the connection among social capital measurements or dimensions and the vital performance of the providers. (Rodrigo-Alarcón, García-Villaverde, Ruiz-Ortega, & Parra-Requena, 2018) inspected that social capital and its three measurements - relational, structural, and cognitive-affect and discover social capital has positive or significant impact on entrepreneurial orientation, structural social capital has a trivial negative impact and the negative impact of structural social capital must be countered if firm build and improve their dynamic capacities. Evidence shows that the interaction between people and the process of communication is essential for the organizational creativity (Handzic & Chaimungkalanont, 2004).

Semedo, Coelho, and Ribeiro (2018) presented that authentic leaders (AL) predicts affective commitments (AC), job resourcefulness (JR) and the creativity. The results also showed that (AC) and (JR) predict the creativity. In the other words, leaders' authenticity increases employees' creative spirit and, thus, employees' capability to overcome obstacles and meet challenges at work and their emotional bond play an important role (mediators) in this relationship (Semedo et al., 2018).

Another examination (Perry-Smith, 2006) utilized documented records and online overview information from 109 scholars working in two labs of an practical research foundation in United States. The creator communicated that the effect of progressively delicate ties in the social network causes to the lower level of creativity in the organization (Perry-Smith, 2006). Also, it is upheld by another observational research, which demonstrates that great association among individuals in organization's workplace can expand the degrees of creativity (Hsu & Fan, 2010; Hunter, Bedell, & Mumford, 2007) Likewise, some of other studies also indicate that social capital is significantly effects the creativity (Chang, Tein, & Lee, 2010; Gu, Zhang, & Liu,

2014). Sözbilir (2018) discovers social capital has significant impact on organizational creativity as well as organizational effectiveness and furthermore finds organizational creativity has noteworthy impression on the organizational productivity through the questionnaire was circulated to 131 managers of a Turkish Employment Agency.

Creative activities are full of influence. Maybe laboring is the most difficult and inspirational for the human efforts, a maker mostly know-hows the enthusiasm of the new discovery as well as the distress of failure. Engaging the creativity in the organizations inevitably makes skirmish, tensions, and disagreements and emotionally charged discussions because multifaceted organizations need both predictability and also need control as well as change and the creativity. Jing Zhou and George (2003) tries to describe the five elements via which the natural creativity of the individuals from the organization can be animated: first is identification, second is gathering the information, third is generating the idea, forth is idea modification and evaluation, fifth and last is implementation of idea. Jing Zhou and George (2003) proposed that leaders, and in the precise, emotional intelligence of the leaders, plays an important part in allowing and backing the stimulating of the creativity by these five corresponding directions. Subsequently narrating the theory and investigation on the emotional intelligence, (Jing Zhou & George, 2003) develop questions regarding how the leaders, emotional intelligence can facilitate and encourage the supporters' creativity lies in several ways.

Sanda and Arthur (2017), in their recent study stated that the use of authentic leaders (AL) in the management function would lead to boost in the creativity of employees. The managers of the organizations are paying attention in the process of creativity. Therefore, creativity is become a topic that increase its value in today's environment that changes rapidly because organizations need the creativity to survive in this rapidly changing environment or to compete with their competitors. In this way, there is the need of much bigger understanding of the dynamics among the personal and relevant elements those are answerable for the creative performance in the work order. In specific, first we need to understand or recognize the part of the leadership for the creativity. So far, creativity studies have inspected the leadership as well as employee's characteristics from a sole-domain point of view. For this purpose, (Tierney et al., 1999) collected their data from 191 employees of the research & development (R & D) department from a bulky chemical organization were used to test the multi-domain, leader characteristics,

inter-actionist creativity model of the employee's characteristics, and the leader member exchange (LMX). The outcome or the result of the study is that cognitive style, leader member exchange (LMX), employee basic motivation, the interactions among leader's intrinsic motivation and employee's basic motivation, and in the middle of leader member exchange (LMX) and the cognitive style of an employee relate to the creative performance of the employee measured by the ratings of supervisor, research reports, or the disclosure forms of inventions (Tierney et al., 1999).

Following to the previous researches, (Hirst, Van Knippenberg, & Zhou, 2009) well-defined creativity as the generation of employee of beneficial in addition to novel ideas with reference to products, procedures, as well as products at work (T. M. Amabile, 1988; Oldham & Cummings, 1996). Creativity at the work is not usually a boundless action by real-world constraints or objective but one frequently created by the challenges and the problems that appears in the findings of the works goals (Shalley, 1991).

Xu, Zhao, Li, and Lin (2017), proven in their study that leadership as a dominant influence in stimulating the individual creativity. Hirst et al. (2009), established and also tested the cross-level model of the individual creativity, research of team learning and theory of integrating goal orientation. By using the hierarchical linear modeling, (Hirst et al., 2009) discovered the cross-level interactions among behavior of team learning and orientation goal of individual in a cross-national sample of the 25 (R&D) research and development department teams containing the 198 numbers of employees. And (Hirst et al., 2009) found hypothesized the non-leader interaction among singular learning direction and the team learning behavior: in the team learning behavior, there is a positive or noteworthy affiliation among creativity and learning orientation was weakened at the higher level of the learning orientation. And there is an individual approach was significantly or positively associated to the creativity only when the behavior of team learning was high (Hirst et al., 2009).

Farmer, Tierney, and Kung-Mcintyre (2003), test in their study that a model of creative part of identity for the sample of Taiwanese employees. And the results of (Farmer et al., 2003) showed that the identity of creative role was forecasted by the perceived co-worker creativity expectation, personal-views of the creative behaviors, and high levels of exhibition to the culture of United States of America. Creativity was the highest when it was combined with the strong

creative identification ideas that the employee's organization appreciated the creative work (Farmer et al., 2003).

Gong, Huang, and Farh (2009), have examined relationship among job performance and employee's creativity. Additionally, (Gong et al., 2009) have recognized two learning-associated situational and personal variables—transformational leadership and the employees learning orientation—and also they examined their impacts on employee's creativity via self-efficacy of the creative employees. Gong et al. (2009) have found in their study that employee's creativity was significantly or positively associated to sales of employees and to supervisor-related job performance of employees. Transformational leadership and employees learning orientation were significantly or positively associated to the employee's creativity, and employee's creative self-efficacy were mediated all these relationships (Gong et al., 2009).

Despite the direct experimental evidence of the corporate world, (Gong et al., 2009) suppose a noteworthy affiliation among the employee's creativity and performance of the job. Specially, when the employees show their creativity on work, they create novel answers that are helpful to deal with tasks (T. M. Amabile, 1983; TM Amabile, 1996). Creative response may contain novel process or procedures to take actions, or to identify services or products to improve the needs of the customers (Jing Zhou, 1998; Jing Zhou & Shalley, 2003). Creative responses can likewise appear as present strategy or process payment to increase performance (for example, through decreasing the important assets to finish an assignment) or the substitute methods or actions are supplementary efficient. Both types of answers should facilitate the employees to enhance their individual performance of job. Moreover, other employees can take a unique, suitable idea and develop and apply this in their own work (Shalley et al., 2004). As the results, the performance of the all-inclusive organization or unit can be better. In addition, this benefit of employees' own creativity can help directly not to participate in the effectiveness or performance of their original work, supervisors can factor in these certain contributions when ranking the job performance of their employees.

Oldham and Cummings (1996), have examined in their study the joint and independent involvement of employees' creativity related to the personal features and three features or characteristics in the context of the organization—controlling supervision, supportive supervision, and job complexity—to the three pointers of the employees' creative performance:

discoveries of written patent, helps in the suggestion program of an organization, ratings of supervisors on the creativity. And the data collected from the participants (number of the employees from the two manufacturing services) fabricated the most inventive or imaginative work when they had reasonable creativity related features, dealt with entangled or mind boggling, testing their occupations, and were controlled in a steady, non-controlling style.

Rego, Sousa, Pina e Cunha, Correia, and Saur-Amaral (2007), examined in their study that six dimensions of the leaders' emotional intelligence and also examined the two dimensions of employee's creativity. By using the sample size of 138 numbers of managers from 66 different organizations report on the creativity of their own teams as well as informed on their emotional intelligence. The results of the study of (Rego et al., 2007), are pointing out the two key findings: (i) leader' the emotional intelligence describes the significant or important changes of both dimensions of creativity; (ii) the dimensions of emotional intelligence with upper supremacy of foretelling are self-discipline in contradiction of empathy and the criticism. The outcomes showed that leader who are emotional intelligent follow the ways promote the creativity of their teams (Rego et al., 2007).

Zubair and Kamal (2017), showed in their study that an authentic leaders (AL) style has a direct effect on employee creativity. An instance of the creativity is that an employee can be able with numerous legitimate new recommendations or proposals for planning the progression of service, this is a role of her or his job's requirement. A few authors (T. M. Amabile, 1988; Yong, 1994) proposed that creativity is the procedure in which the employees grow useful and fresh way out to bump into the tasks and problems those associated to their work in the way of objective-directed behavior. However, different analysts respect to the creativity as to be relevant to the features of the individuals. Let's say, (Evans, 1991) exposes that the creative persons have the features of sensitivity and awareness to the issues, sharp memory, and a high class of flexibility.

In one liner of study on the creativity is to discover its forecaster. For instance, (Andriopoulos, 2001) point outs five elements, those are leadership style, skills and resources, organizational culture, organizational climate, organizational system and structure, and these are appreciative to encourage the employee's creativity in the place of work. Apart from these elements, personality traits (Jing Zhou & George, 2001), creative process engagement and intrinsic motivation (X. Zhang & Bartol, 2010), climate of the organization (Scott & Bruce, 1994), psychological

empowerment (Deci, Connell, & Ryan, 1989) also, intergroup rivalry (Baer, Leenders, Oldham, & Vadera, 2010) have additionally been perceived as a wellsprings of the creativity. Leadership style is contemplated to be a fundamental to simulate the employee's creativity (Scott & Bruce, 1994; Tierney et al., 1999).

On the other hand, another line of study inspects the circumstances that are helpful in order to encourage the creativity on an extraordinary level. For instance, (Sagiv, Arieli, Goldenberg, & Goldschmidt, 2010) established on the outside enforced assembly stimulates the creativity while a systematic or organized structure individual cognitive style obstructs the creativity. There is an additional example is (Liao, Liu, & Loi, 2010) stated that member of the leader exchange and member of the team exchange apply unusual indirect impacts on the employee's creativity through self-efficacy. In addition, (P. Wang & Rode, 2010) presented that the interactive impacts between the transformational leadership, a leader with their employee identification, and advanced climate were related with the employee's creativity. In the expansion to this, (Baer, 2010) revealed that singulars were much more creative or innovative when they retained the idea networks of ideal size and the weak power of actors' idea network and the diversity of high networks. At the end, (A. C. Wang & Cheng, 2010) underlined that the impact of munificent leadership is contingent on the co-existence of creative or innovative role identity as well as independence of job.

Jia, Shaw, Tsui, and Park (2014), claimed in their study that they developed a social-structural point of view on the relationships among team's creativity and employee-organization relationships (EORs). Jia et al. (2014), debated that joint investment employee-organization relationships (EORs) approach, in which the employers are anticipating high level contributions of the employees and propose them to extensive or broad incentives or inducements, and then they will be connected with the creativity of higher team kin to the other approaches of employee-organization relationship (EOR). Jia et al. (2014), have also argued that they enhance the argument that work-related members of team communication density are mediating the relationship and this mediated relationship will be much stronger when members of the team facing complex task. For this reason, the data was gathered from 55 high technology firms located in China and then 1807 employees divided into 229 teams and (Jia et al., 2014) find support for their model in two-wave research.

Intrinsic motivation is a thought to spur the creativity and risk taking. Despite this, the relationship among intrinsic motivation and the common creativity predecessor is not often explained that the intrinsic motivation spurs the creativity and risk taking has infrequently been addressed. Dewett (2007) in their research adopted a singular level of attempts and analysis to relate numerous mutual creativity predecessor, intrinsic motivation, as well as willingness of individuals in order to take risk to employee's creativity. For this purpose, (Dewett, 2007) has collected the data from 165 (R&D) research and development supervisors and their personnel, substantiation is delivered viewing that intrinsic motivation is intermediated the association among such antecedents as well as willingness of singular in order to take risk or troubles and that willingness mediated the impact of intrinsic motivation on employee's creativity.

Other scholars (T. M. Amabile, 1983; TM Amabile, 1996) has established in his studies what probably is the utmost famous model of employee's creativity. The initial model discovers the helps of these three elements on employee's creativity: creativity-relevant processes, task motivation, and domain-relevant skills. Domain-relevant abilities or skills mention to technical skills, and task knowledge, and dependent on participations for instance education and cognitive skills. Creativity-relevant contains things like knowledge of heuristics for developing the ideas and dependent on experience and training. And third and the last element is the task motivation.

Authoritarian leadership (AL) alludes to a leader's conduct of affirming outright specialist and power over employees and instructing unchallenged submission by forcing exacting control on them (Cheng, Chou, Wu, Huang, & Farh, 2004). leaders who exhibit authoritarian practices are well-known for being clearly monitoring and starting structure, to such an extent that employees who don't pursue methods and standards exactly are seriously rebuffed (X.-P. Chen, Eberly, Chiang, Farh, & Cheng, 2014; Cheng et al., 2004). By delivering intimidations and quietly scaring employees, such leaders try to make their employee accommodating to accomplish organizational objectives (Pellegrini & Scandura, 2008). The hidden thought is that Authoritarian leadership (AL) might be increasingly viable and proficient in circumstances where brisk choices are required, as these leaders set explicit and clear-cut objectives (Huang, Xu, Chiu, Lam, & Farh, 2015). By setting clear standards and distributing rewards and penalties, the leader lessens vulnerability, as adherents know precisely what to do, and what not to do (H. Wang & Guan, 2018). As a general rule, notwithstanding, just a couple of studies have given exact proof of

conceivable positive results of Authoritarian leadership (AL) (Huang et al., 2015; H. Wang & Guan, 2018). By far most of past research demonstrated that Authoritarian leadership (AL) is adversely associated with attractive frames of mind and practices, for example, voice, performance, citizenship, trust and behaviors e.g., (Aycan; Chan, Huang, Snape, & Lam, 2013; X.-P. Chen et al., 2014; Pellegrini & Scandura, 2008). (AL) has additionally been identified with unwanted results, for example, turnover intentions (Lei Wang, Cheng, & Wang, 2018). In aggregate, Authoritarian leadership (AL) has frequently been viewed as an unwanted leadership style.

Leaders who are definitive in their methodology may adversely affect the chances of structure a fine execution and inventive workers. Additional, authoritarian relationships are control-based as well as the employees seeing such conduct just adjust to maintain a strategic distance from punishment (Aycan). Thusly, authoritarian leadership (AL) regularly seems to be excessively inflexible, requesting and influencing (X.-P. Chen et al., 2014; Pellegrini & Scandura, 2008), establishing a stressor that possibly will lessen an employee's ability to produce creative and unique thoughts. In fact, creativity is a work exertion that not just in general rise when people are looked with less rigid structure, demand, and pressure, yet additionally requires impressive measure of mental resource and emotional (TM Amabile, 1996). In this manner, the strain to fit in with an authoritarian leader is probably going to be counterproductive for the employees' age of inventive concepts (Mumford et al., 2002). These hypothetical contentions are in accordance with past study demonstrating that the connection among authoritarian leadership (AL) and the employee's creativity is commonly insignificant for instance, (A.-C. Wang, Chiang, Tsai, Lin, & Cheng, 2013; A. Y. Zhang, Tsui, & Wang, 2011).

Coordinating creativity and theories of social networks, (Perry-Smith, 2006) investigated the immediate and intelligent impacts of affiliation quality, arrange location, and outer links on singular inventive commitments. Results from an investigation of research researchers propose that feebler bonds are commonly more gainful for the creativity, while sturdier links have unbiased impacts. The researcher additionally discovered that centrality is all the more emphatically connected with creativity when people have limited bonds exterior of their organization and that the mix of supremacy and numerous outdoor bonds isn't ideal. The

researcher also argued the ramifications of these discoveries for creativity and informal organization investigate (Perry-Smith, 2006).

Albeit frequently attractive, singular creativity inside organizations can ostensibly be troublesome. Organizations, with their structures and rewards, may frequently smother the imagination that has turned out to be progressively important for firms, especially in tempestuous and questionable occasions (T. M. Amabile, 1998). With regards to creativity' functional significance, there has been an expanding enthusiasm by the executives, researchers in understanding the variables in work settings that oblige or encourage individual inventive commitments. This exploration supplements the underlying focal point of creativity investigate on singular qualities comprehend (Barron & Harrington, 1981) (for an audit) by concentrating on aspects of associations and employments. These features have incorporated the receipt of remunerations (Eisenberger & Armeli, 1997), the evaluative setting (Shalley & Perry-Smith, 2001), the unpredictability of occupations (Oldham & Cummings, 1996), and the utilization of objectives (Shalley, 1995). Albeit basic inspirational switches for associations, these components in general radiate fundamentally from formal hierarchical frameworks and are less social in nature. Progressively social aspects of the workplace have been given considerably less consideration, yet researchers have not completely disregarded them. Two original speculations of creativity suggest that creativity is to some extent a social procedure (T. M. Amabile, 1983; Woodman et al., 1993). All the more explicitly, elements in the workplace, for example, supervisory help and social impacts coming about because of gathering cooperation, are proposed to be significant predecessors to creativity. What's more, explore proof recommends that honors for creativity in general be gave on the individuals who concentrate under very creative sorts or who have been presented to innovative or creative good examples (Simonton, 1984). It likewise has been suggested that correspondence and communications with assorted others should improve creativity for instance, (TM Amabile, 1996; Ford, 1996; Woodman et al., 1993).

Despite the fact that these thoughts give a significant begin to understanding the social setting, they miss the mark concerning mirroring the mind boggling social condition that specialists experience. Inside an association, the current expanded accentuation on collaboration and different types of employment sharing guarantees that information laborers must connect with

others to complete their occupations. Outside the association, these people are probably going to have more extensive bases of connections to some degree on account of the pattern of evolving business. As far as creativity, little is thought about the jobs of various sorts of work connections, the example of connections past direct ties, and the impact of connections outside of the work setting. On the off chance that creativity is really a social procedure, at that point concentrating all the more unequivocally on the social setting should upgrade comprehension of the stuff to be inventive in the very intuitive workplaces that most laborers experience. As Simonton attested, an effective 'social brain science of creativity' requests that the imaginative individual be put inside a system of relational connections (1984: 1273). Before the ongoing conceptualization by (Perry-Smith & Shalley, 2003), the creativity writing commonly overlooked relationship parameters tended to in informal organization speculations (Brass, 1995). The reason for the present research was to address these holes. All the more explicitly, I utilized an interpersonal organization focal point to endeavor to see how social setting identifies with the inventive commitments of people.

Müceldili, Turan, and Erdil (2013), have investigated in their study, how the authentic leadership (AL) forecasts inventiveness mutually indirectly and in a directly way; through the mediating job of the employee's creativity. For breaking down the association, an examination on an example of 142 delegates employed in both help and assembling corporations in Turkey is driven in the exploration. The fundamental sightings are; authentic leadership (AL) has a significant association with the employee's creativity; employee's creativity positively affects innovativeness and authentic leadership (AL) has a significant association with the innovativeness (Müceldili et al., 2013). Be that as it may, the examination accentuates authentic leadership (AL) impact on innovativeness. The discoveries recommend that authentic leaders stimulate creativity inside the corporation and furthermore guarantee the firm innovativeness. The findings of (Müceldili et al., 2013) are significant for the two researchers and experts. In the event that the organization picks out their leaders with the authentic highlights, they may enhance the employee's creativity and the organizational innovativeness which is a necessity as opposed to an alternative in the present dubious conditions. Additionally, the findings demonstrate that the optimistic outcomes of creativity on innovativeness which are predictable with past hypothetical and observational examinations (T. M. Amabile, 1988; Oldham & Cummings, 1996). In this examination, arbitrating part of the creativity for innovativeness was

tried by following recommendation prepared by (Baron & Kenny, 1986). As opposed to the desire for this examination, the trial of mediation demonstrates that the creativity is an insignificant arbitrator of the authentic leadership innovativeness relationship (Mücelandili et al., 2013).

The impacts of leadership and guiding practices on employee's creativity are fascinating points and have pulled in a lot of research consideration. The quantity of researches explicitly uncovering the impression of the leadership on creativity in the work environment is notable. Authors have inspected the effect of strong supervision, transformational leadership, value-based leadership, generous leadership, and empowering leadership and on creativity (Rego, Sousa, Marques, & e Cunha, 2012). Despite the fact that an enormous number of researches have explored the impact of guiding practices on employee's creativity, not very many exact examinations have researched the connection between employee's creativity and (AL).

Authentic leadership (AL) incorporates ethical and moral perspective, transformational/full-range leadership, and significant psychological capacities. These develops are adroitly very important to creativity. For example, past looks into demonstrate that transformational leadership have indicated noteworthy effect on the creativity (Shin & Zhou, 2003; Sosik, Kahai, & Avolio, 1998). (AL) is one of the leadership structures which have been established on optimistic brain science development. As indicated by organizational creativity writing for upgrading employee's creativity, organizations and managers should construct optimistic contexts in the work environment. (AL) enhance the optimistic feelings of employees by making optimistic, reasonable and straightforward connections, supportive (Peterson, Walumbwa, Avolio, & Hannah, 2012) which thusly make them progressively creative. Researches additionally have given proof for a optimistic connection among moral and ethical point of view and employee's creativity (Bierly, Kolodinsky, & Charette, 2009; Valentine, Godkin, Fleischman, & Kidwell, 2011).

As per (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008) conceptualization, authentic leadership (AL) parts (adjusted handling, disguised good point of view, mindfulness and social straightforwardness) stimulate creativity. For example, relational transparency segment gives creativity by means of communicating thoughts, difficulties and sharing data transparently. Cozy relationship might be improved via relational pellucidity among authentic leaders and the

employees. At the point when these association is framed, employees in general feel more liberated to attempt fresh stuffs (Fraley & Shaver, 1998) In accordance with this exploration, (Rego et al., 2012) contended that (AL) stimulate employees' impression of intrinsic inspiration and their psychological security, which thus make them increasingly creative (Rego et al., 2012). Psychological wellbeing gives a situation without dread and in this condition employees in general be increasingly creative. (AL) show straightforwardness with employees' that assemble more secure and confiding set up for them. Adjacent to psychological wellbeing, persuasive methodology was drawn upon for speculating how and why leader practices impact creativity. J Zhou and Ren (2011), recommend that inherent inspiration is viewed as a propensity that improves employee's creativity.

2.4 Conceptual Framework:

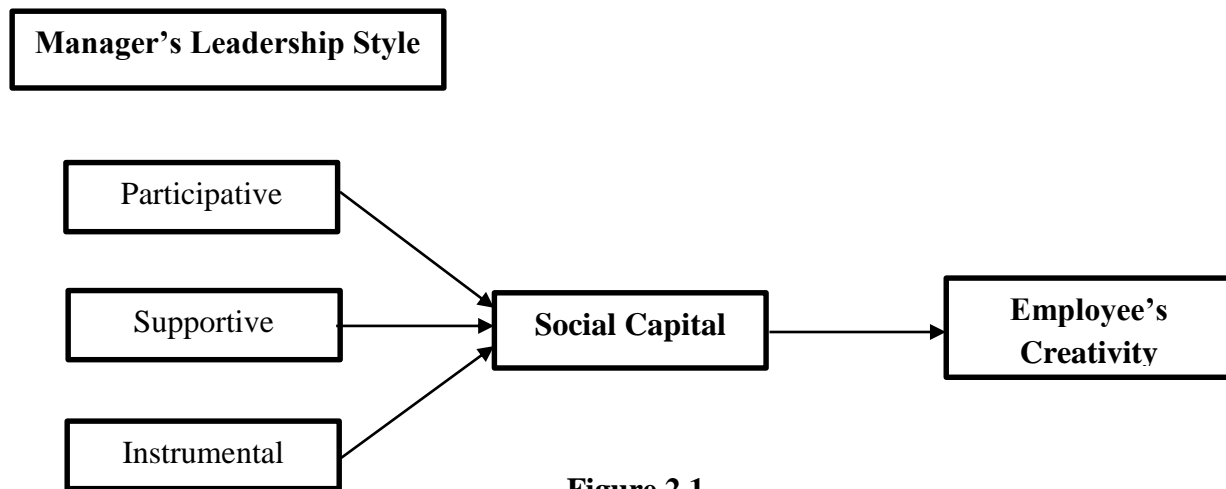


Figure 2.1

Hypothesis:

H1: There is an impact of manager's leadership style on employee's creativity.

H2: There is an impact of social capital on employee's creativity of an organization.

H3: There is a mediation of social capital between manager's leadership style and employee's creativity.

H3a: There is a mediation of social capital between participative leadership style and employee's creativity.

H3b: There is a mediation of social capital between supportive leadership style and employee's creativity.

H3c: There is a mediation of social capital between instrumental leadership style and employee's creativity.

CHAPTER NO. 3

RESEARCH METHODOLOGY

3.1 Population:

Population for this study is the Employees of the Textile sector of Faisalabad.

3.2 Sample Technique:

Convenience sampling technique is employed to accumulate data from the employees of textile sector (respondents) as it is mainly used for generalizing the results of the study (Etikan, Musa, & Alkassim, 2016).

3.3 Unit of analysis:

Managers from textile sector are the unit of analysis of our study.

3.4 Sample Size:

Authors (Garver & Mentzer, 1999; Hoelter, 1983; Sivo, Fan, Witta, & Willse, 2006), recommended for SEM a critical sample size is 200. Hence, Sample size of 300 is well thought-out as sufficient for this specific study as this study employed SEM using Smart PLS 3.0.

3.5 Dependent Variable:

3.5.1 Employee's Creativity:

Employee's creativity is asked in order to get a high ground and an innovative edge inside associations. Perceiving how individuals are affected by a gathering is imperative in ensuring perfect creativity inside employees. In this study, Employee's creativity is a dependent variable which is measured with the help of five things (Scott & Bruce, 1994), and (Jing Zhou & George, 2001). Creativity alludes to employees' age of new and valuable thoughts procedures, products, and processes at work.

3.6 Mediator:

3.6.1 Social Capital:

Social capital exhaustively insinuates those components of feasibly working social get-togethers that fuse such things as social connections, a typical sentiment of character, a common understanding, shared models, shared characteristics, trust, interest, and correspondence. In this investigation, Social capital is utilized as the mediator variable, and it is measured through the accompanying measurements.

3.6.1.1 Social Interaction:

A social interaction is give-and-take among in any event two individuals and is a structure square of the society. Social interaction is measured by 2 items (Nahapiet & Ghoshal, 1998; W. Tsai & Ghoshal, 1998; Yli-Renko et al., 2001). Social interaction can help to simplify knowledge give-and-take and develop an actor's creativity and learning (Nahapiet & Ghoshal, 1998).

3.6.1.2 Relationship Quality:

Relationship quality alludes to individuals in a wide scope of relationships, including those living together and firmly included. Relationship quality is measured by 3 items (Leana III & Van Buren, 1999; Moran & Galunic, 1998; Nahapiet & Ghoshal, 1998; Yli-Renko et al., 2001).

Relationship quality alludes to the formation of a setting of ID, trust, trust value and responsibilities (Uzzi, 1997).

3.6.1.3 Network Ties:

Network ties are characterized as data conveying associations between individuals. Network ties is estimated by 2 things (Larson, 1992; Uzzi, 1997; Yli-Renko et al., 2001). As indicated by (Yli-Renko et al., 2001), alludes network ties is to correlations crosswise over people inside a network (Perry-Smith & Shalley, 2003).

3.7 Independent Variables:

3.7.1 Leadership Style:

A leadership style is a leader's strategy for giving direction, completing strategies, and encouraging people. Various makers have recommended recognizing a wide scope of leadership styles as showed by pioneers in the political, business or various arenas. In this investigation, leadership style is utilized as an independent variable, and it is measured through the accompanying measurements.

3.7.1.1 Participative Leadership Style:

In participative leadership is a style of the management where choices are made with the most possible measure of interest from the individuals who are influenced by the choices. Participative leadership style is measured with 5 things (R. J. House, 1971) and (R. J. House & Dessler, 1974). A participative leadership style advances profitability and furthermore advances creativity in the group condition (Ferraris, 2015).

3.7.1.2 Supportive Leadership Style:

In supportive leadership style the leader passes the everyday assignment related choices along to the adherents. The devotees and the supporting head mutually take an interest in deciding, some of the time completing them together. Supportive leadership style is measured with 4 things (R. J. House, 1971) and (R. J. House & Dessler, 1974). Banai and Reisel (2007) accept that supportive leadership style is extraordinarily inquiring as to whether their pioneer cause enthusiasm, to permit to learn through slip-ups, give a reasonable arrangement to manage the activities, and in decision making independently.

3.7.1.3 Instrumental Leadership Style:

In instrumental leadership style the leader centers around accomplishing objectives. Instrumental leadership style is measured with 4 things (R. J. House, 1971) and (R. J. House & Dessler, 1974). Nadler and Tushman (1990), Characterized instrumental leadership as a class of the leader's conduct in regards to the institution of the leader's proficient learning toward satisfaction of the organizational level and devotees task execution.

Table 3.1**List of variables**

#	Variable Type	Variable	Dimensions	Authors
1	Independent	Leadership Style	Participative Leadership Style Supportive Leadership Style Instrumental Leadership Style Social Interaction Relationship Quality	(House 1971), (House and Dessler 1974), (Ferraris 2015), (Banai and Reisel 2007), (Nadler and Tushman 1990) (Nahapiet and Ghoshal 1998), (Tsai and Ghoshal 1998), (Yli-Renko, Autio et al. 2001),
2	Mediator	Social Capital	Network Ties	(Moran and Galunic 1998), (Leana III and Van Buren 1999), (Yli-Renko, Autio et al. 2001), (Uzzi 1997), (Larson 1992), (Perry-Smith and Shalley 2003)
3	Dependent	Employee's Creativity	-	(Scott and Bruce 1994), (Zhou and George 2001)

3.8 Data Collection Methods:

Primary data is gathered via self-administrative questionnaire to test the hypothesis by utilizing 5 point likert scales fluctuating from 1 indicates strongly disagree to 5 indicates strongly agree. Administration and competent authority of the textile companies are approached to get permission for collecting data from its employees. Afterwards, employees are approached, provide them information regarding research background and purpose then get the questionnaires filled.

3.9 Detail of Data Collection Instruments:

Leadership style is measured as independent variable by using the instrument developed by (R. J. House, 1971) and (R. J. House & Dessler, 1974). Five point Likert Scale oscillating from 1, ‘strongly disagree to 5, ‘Strongly agree) is used.

Social capital is used as mediating variable, and it has three dimensions. First dimension of social capital is social interaction which is measured with two items (Nahapiet & Ghoshal, 1998; W. Tsai & Ghoshal, 1998; Yli-Renko et al., 2001). Second dimension of the social capital is relationship quality which is measured with three things mirroring the degree to which the singular employees sees trust among himself/herself and partners (Leana III & Van Buren, 1999; Moran & Galunic, 1998; Nahapiet & Ghoshal, 1998; Yli-Renko et al., 2001). Third and final dimension of the social capital is network ties which is measured with two items (Larson, 1992; Uzzi, 1997; Yli-Renko et al., 2001).

Employee’s creativity is used as dependent variable and measured by using the instrument developed by (Scott & Bruce, 1994), and (Jing Zhou & George, 2001).

3.10 Data Collection Procedure:

Data is collected from the textile industry in Faisalabad through self-administrative questionnaire from the managers of the textile sector. The motivation behind the investigation was obviously

disclosed to the members. Members were guaranteed that their individual data could never be imparted to anybody and with their association. A printed questionnaire was provided to the members. The questionnaire contains the perceptions of manager's leadership style, social capital and employee's creativity. These questionnaires got filled at the spot and if not possible then after few days, completed questionnaire were collected from the participants.

3.11 Problems in Data Collection:

As mentioned above filled questionnaires collected from the participants after few days but when we went to the participants with the purpose of gather the filled questionnaire, few of the respondents did not taking it seriously by not filled the questionnaire even after two weeks. When they are asked about the questionnaire they filled the questionnaire on the spot blindly, not even read the questionnaire properly while filling the questionnaire.

3.12 Data Analysis and Statistical Methods:

For inferential statistics validity and reliability of the constructs is ensured using measurement model and hypothesis are tested by using SEM (Structural Equation Modeling) and Baron and Kenny (1986).

3.13 Research Model:

	Mediation Analysis	Equation	Sig. Value
Step-1	Conduct a simple regression analysis with X predicting Y.	$Y = \beta_0 + \beta_1 X + e$	X = 0.000
Step-2	Conduct a simple regression analysis with X predicting M.	$M = \beta_0 + \beta_1 X + e$	X = 0.000
Step-3	Conduct a simple regression analysis with M predicting Y.	$Y = \beta_0 + \beta_1 M + e$	M = 0.000
Step-4	Conduct a multiple regression analysis with X and M predicting Y,	$Y = \beta_0 + \beta_1 X + \beta_2 M + e$	X = 0.017 M = 0.000

CHAPTER NO. 4

DATA ANALYSIS AND RESULTS DISCUSSION

4.1 Data Analysis:

In table 4.1 Cronbach's Alpha of Participative Leadership Style is 0.750 and 5 number of items were used to collect. Cronbach's Alpha of Supportive Leadership Style is 0.595 and 4 number of items were used to collect. Cronbach's Alpha of Instrumental Leadership Style is 0.683 and 4 number of items were used to collect. Cronbach's Alpha of Social Capital is 0.716 and 7 number of items were used to collect. Cronbach's Alpha of Employee's Creativity is 0.811 and 5 number of items were used to collect.

4.1 Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Participative Leadership Style	.750	5
Supportive Leadership Style	.595	4
Instrumental Leadership Style	.683	4
Social Capital	.716	7
Employee's Creativity	.811	5

4.2 Descriptive Analysis:

The appropriation of information in table 4.2 displays that all out quantities of respondents are 270 out of which 250 men and 20 women, 92.6% of the all-out populace are guys and around

07.4% ladies. Because of predominance of guys we can easily say that generally guys are employed in the textile sector in huge urban areas of Punjab like Faisalabad.

Table 4.2 What is your Gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	250	92.6	92.6	92.6
Valid	Female	20	7.4	7.4	100.0
	Total	270	100.0	100.0	

4.2 Distribution of Respondents with respect to their Gender

4.3 What is your Age?

		Frequency	Percent	Valid Percent	Cumulative Percent
	25-34	176	65.2	65.2	65.2
	35-44	88	32.6	32.6	97.8
Valid	Above 44	6	2.2	2.2	100.0
	Total	270	100.0	100.0	

Distribution of the Respondents with respect to their Age

Table 4.3 displays that 65.2% of the respondents were dipping inside the age gathering of 25-34 years, 32.6% were having a place with 35-44 years, 2.2% were having a place with over 44 years old. Dominant part level of the respondents fell inside the age of 25-34 years that was 65.2% of the absolute populace.

Smallest amount of respondents has a place with the scope of over 44 years that was 2.2% of the populace. The current examination demonstrates that there is a lot of inclination in youngsters to work in textile sector rather than more seasoned individuals.

4.4 What your Marital Status?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	182	67.4	67.4	67.4
Valid Unmarried	87	32.2	32.2	100.0
Valid Total	270	100.0	100.0	

Distribution of the Respondents with respect to their Marital Status

Table 4.4 of nuptial status demonstrates that the complete quantities of respondents are 270 out of which 183 are hitched and 87 are single, 67.8% of the aggregates Population are hitched and around 32.2% are single. Because of predominance of wedded we can say that generally wedded are working in the textile sector in enormous urban areas of Punjab like Faisalabad.

4.5 What is your Degree of Education?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Intermediate	7	2.6	2.6	2.6
Valid Bachelor	97	35.9	35.9	38.5
Valid Masters / above	166	61.5	61.5	100.0
Valid Total	270	100.0	100.0	

4.4Distribution of the Respondents with respect to their Education

Table 4.5 displays that 2.6% of the respondents are Intermediate (12 years) degree holder, 35.9% are Bachelor (14 years) degree holder, 61.5% had Masters/over (16 years) schooling. Greater parts of respondents have the master (16 years) degree. The current examination displays that progressively qualified individuals join the textile sector.

4.6 What is your current Designation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	270	100.0	100.0	100.0

4.7 How much time did you spend on the same Job?

		Frequency	Percent	Valid Percent	Cumulative Percent
	1-2 Years	44	16.3	16.3	16.3
	3-5 Years	86	31.9	31.9	48.1
Valid	6-8 Years	49	18.1	18.1	66.3
	Above 8 Years	91	33.7	33.7	100.0
	Total	270	100.0	100.0	

Distribution of the Respondents with respect to their Job Experience

Table 4.7 displays that 16.3% respondents out of the respondents fall inside the experience gathering of 1-2 years, 31.9% are having a place with 3-5 years, 18.1% are having a place with 6-8 years and 33.7% having a place with over 8 years of experience. Greater part the respondents (33.7%) out of the populace fall inside the experience gathering of over 8 years. Least respondents have a place with the scope of 1-2 Years that are 16.3% of the absolute populace.

4.8 What is your salary round about?

		Frequency	Percent	Valid Percent	Cumulative Percent
	51000-60000	156	57.8	57.8	57.8
	61000-70000	40	14.8	14.8	72.6
Valid	71000-80000	28	10.4	10.4	83.0
	Above 80000	46	17.0	17.0	100.0
	Total	270	100.0	100.0	

Distribution of the Respondents with respect to their Salary

Table 4.8 portrays the month to month pay of the respondents. It displays that 57.8% respondents out of absolute populace have month to month salary in scope of Rs.51000-60000, 14.8% earned Rs.61000-70000, 10.4% has Rs.71000-80000 and 17.0% earned more than Rs.80000. Larger part level of the respondents falls in salary gathering of 51000-60000. And least proportion of the respondents are drop in the income group of 71000-80000.

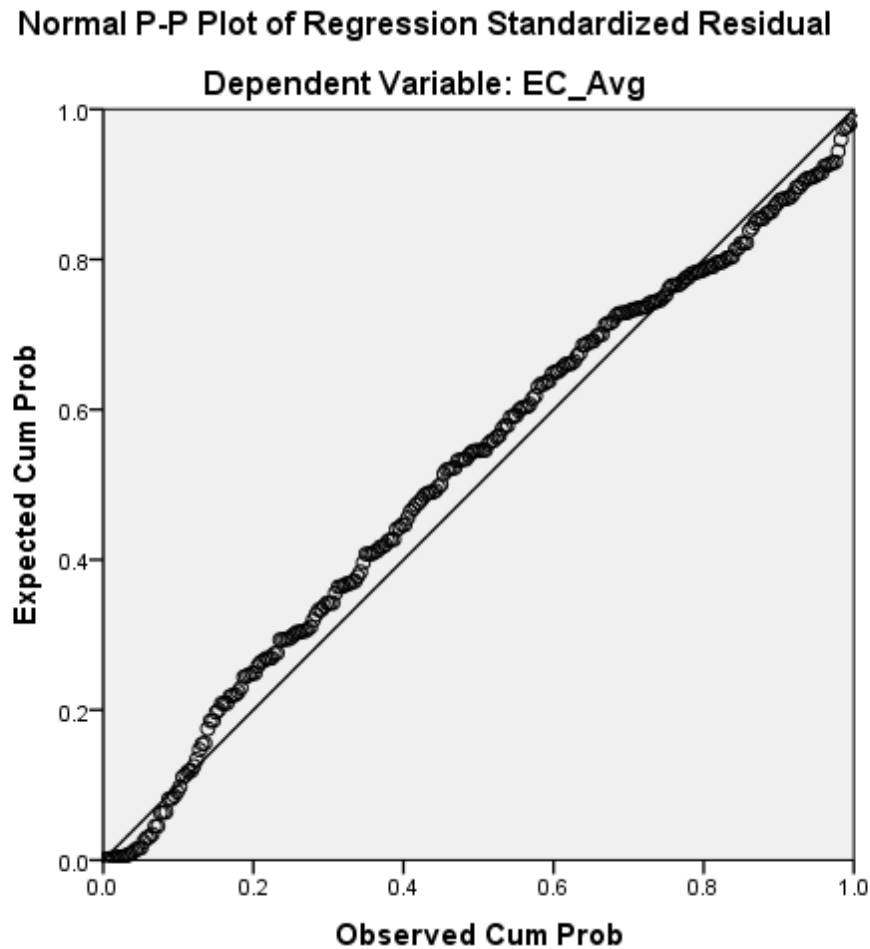


Figure 4.1

Figure 4.1 showed a diagonal line and a bunch of little circles. Ideally, plot looked like the two leftmost figures below. If the data is not normal, the little circles will not follow the normality line, such as in the figure to the right. Sometimes, there is a little bit of deviation, such as the figure all the way to the left. That is still ok; we can assume normality as long as there are no drastic deviations.

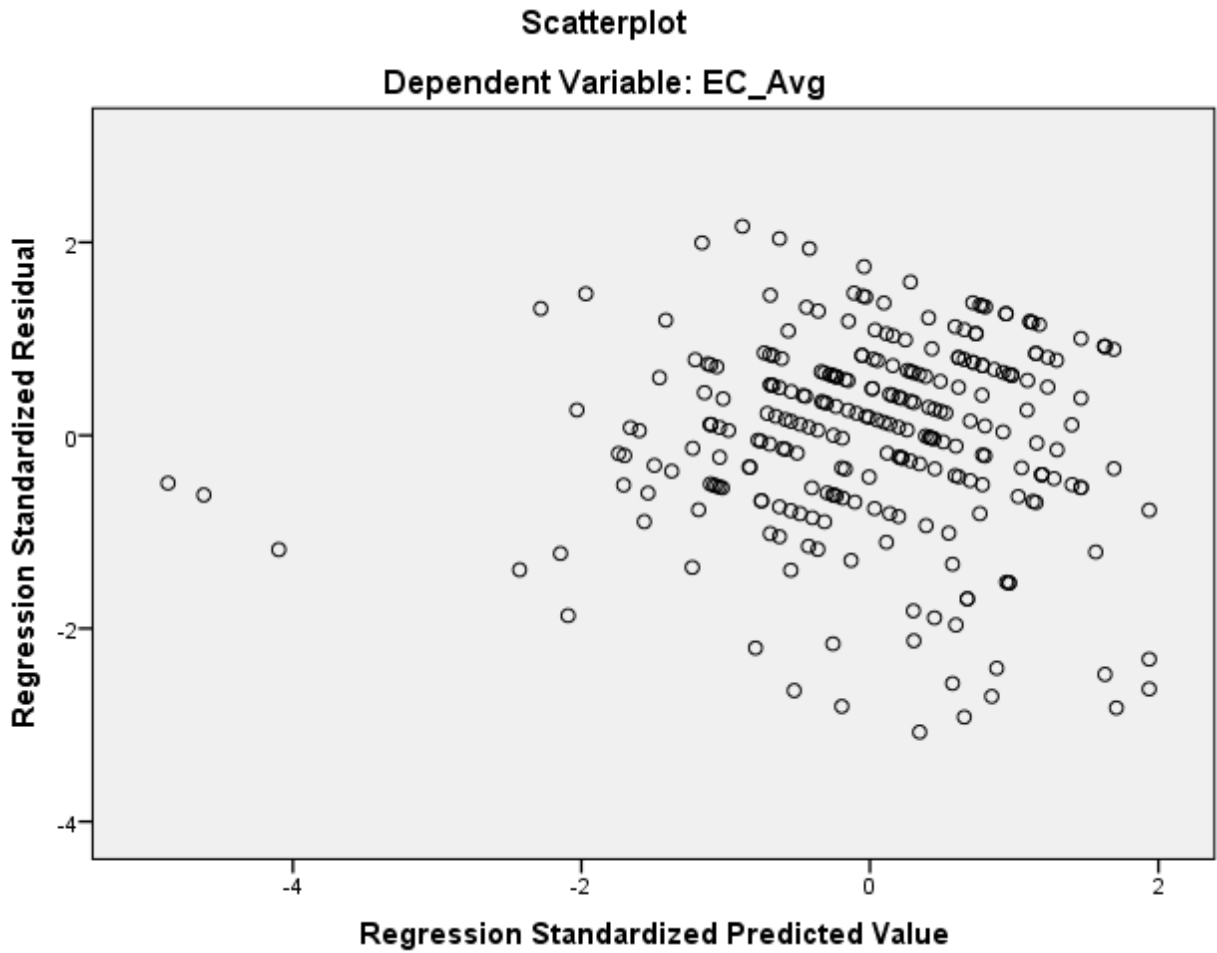


Figure 4.2

Figure 4.2 showed the next assumption to check is homoscedasticity. The scatterplot of residuals appeared right above the normal P-P plot in this output. The data looks like you shot it out of a shotgun—it does not have an obvious pattern, there are points equally distributed above and below zero on the X axis, and to the left and right of zero on the Y axis.

Table No. 4.9
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.351	.317		4.261	.000		
1 SLAvg_1	.214	.077	.186	2.789	.006	.675	1.482
PLAvg_2	.098	.064	.095	1.529	.128	.773	1.293
I_L_Avg_2	.318	.070	.279	4.538	.000	.799	1.251

a. Dependent Variable: EC_Avg

Table 4.9 checked the absence of multicollinearity using VIF values. All the way at the right end of the table, you will find your VIF values. Each value is below 10, indicating that the assumption is met.

4.10 Correlations

		Supportive Leadership	Participative Leadership	Instrumental Leadership	Social Capital	Employee's Creativity
Supportive Leadership	Pearson Correlation	1	.470**	.441**	.510**	.354**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	270	270	270	270	270
Participative Leadership	Pearson Correlation	.470**	1	.276**	.406**	.260**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	270	270	270	270	270
Instrumental Leadership	Pearson Correlation	.441**	.276**	1	.320**	.387**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	270	270	270	270	270
Social Capital	Pearson Correlation	.510**	.406**	.320**	1	.332**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	270	270	270	270	270
Employee's Creativity	Pearson Correlation	.354**	.260**	.387**	.332**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	270	270	270	270	270

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

Table 4.10 displays the value of Pearson correlation. Pearson correlation value among Supportive Leadership Style and Participative leadership Style is 0.470, as the significant worth is under 0.01 which means there is a connection among these two factors (Supportive Leadership style and Participative Leadership style). Positive value of Pearson correlation displays that if a manager high in Supportive Leadership style likewise have high in the Participative Leadership style. Pearson correlation value amongst Supportive Leadership Style and Instrumental Leadership Style is 0.441, as the significant value is under 0.01 which means there is a relationship among these two factors (Supportive Leadership style and Instrumental Leadership style). Constructive estimation of Pearson relationship displays that if a manager high in Supportive Leadership style likewise have high in the Instrumental Leadership style. Pearson

correlation value among Supportive Leadership Style and Social Capital is 0.510, as the significant value is under 0.01 which means there is a connection among these two factors (Supportive leadership style and Social Capital). Positive value of Pearson correlation displays that if a manager high in Supportive Leadership style likewise have high in Social Capital. Pearson correlation value among Supportive Leadership Style and Employee's Creativity is 0.354, as the significant worth is under 0.01 which means there is a connection among these two factors (Supportive leadership style and Employee's Creativity). Positive value of Pearson correlation displays that if a manager high in Supportive Leadership style likewise have high Employee's Creativity.

4.3 Regressions:

4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464 ^a	.216	.204	.64211

a. Predictors: (Constant), I_L_Avg_2, PLAvg_2, SC_Avg, SLAvg_1

4.12 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	30.059	4	7.515	18.226	.000 ^b
1 Residual	109.261	265	.412		
Total	139.320	269			

a. Dependent Variable: EC_Avg

b. Predictors: (Constant), I_L_Avg_2, PLAvg_2, SC_Avg, SLAvg_1

4.13 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	1.139	.326		3.488	.001
SC_Avg	.191	.079	.157	2.406	.017
1 PLAvg_2	.065	.065	.063	1.000	.318
SLAvg_1	.147	.081	.128	1.821	.070
I_L_Avg_2	.300	.070	.263	4.297	.000

a. Dependent Variable: EC_Avg

The result of the model summary table 4.11 displays the value of R-square which is 0.216 means there is 21.6% percent dissimilarity in the model caused by the independent variables Instrumental Leadership Style, Participative Leadership Style, Supportive Leadership Style, and Social Capital and remaining variation due to the other factors which are not included in the model.

In the ANOVA table 4.12 sum of squares value of Regression is 30.059 and sum of squares value of Residuals is 109.261 which means the total variation in the model is 139.320 out of which 30.059 due to the independent variables Instrumental Leadership Style, Participative Leadership Style, Supportive Leadership Style, and Social Capital and 109.261 is due to the other factors which are considered as error term in the regression model. The significance value of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.13 of coefficients there are four independent variables Instrumental Leadership Style, Participative Leadership Style, Supportive Leadership Style, and Social Capital and one dependent variable Employee's Creativity is used to run the regression analysis. The significance value of Social Capital SC is 0.017 which is beneath 0.05 means there is a significant affiliation among the Social Capital SC and Employee's Creativity EC Beta value which is 0.191 showing the positive connection among the Social Capital SC and Employee's Creativity EC. The significance value of Supportive Leadership Style SL is 0.070 which is not more than 0.10 means there is a significant affiliation among the Supportive Leadership Style SL and Employee's Creativity EC Beta value which is 0.147 displaying the positive relationship among the Supportive Leadership Style SL and Employee's Creativity EC. The significance value of Instrumental Leadership Style IL is 0.000 which is not more than 0.01 means there is a significant connection among the Instrumental Leadership Style IL and Employee's Creativity EC Beta value which is 0.300 showing the positive relationship among the Instrumental Leadership Style IL and Employee's Creativity EC. Whereas the insignificance value (sig value = 0.318) of Participative Leadership Style PL shows that there is no effect of Participative Leadership Style PL on Employee's Creativity EC.

4.14 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.461 ^a	.213	.204	.64211

a. Predictors: (Constant), SC_Avg, I_L_Avg_2, SLAvg_1

4.15 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	29.646	3	9.882	23.968	.000 ^b
1 Residual	109.673	266	.412		
Total	139.320	269			

a. Dependent Variable: EC_Avg

b. Predictors: (Constant), SC_Avg, I_L_Avg_2, SLAvg_1

4.16 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.215	.317		3.829	.000
1 SLAvg_1	.171	.077	.149	2.220	.027
I_L_Avg_2	.305	.070	.267	4.367	.000
SC_Avg	.208	.078	.171	2.677	.008

a. Dependent Variable: EC_Avg

The result of the model summary table 4.14 displays the value of R-square which is 0.213 means there is 21.3% percent discrepancy in the model caused by the independent variables Instrumental Leadership Style, Supportive Leadership Style and Social Capital and remaining variation due to the other factors which are not included in the model.

In the ANOVA table 4.15 sum of squares value of Regression is 29.646 and sum of squares value of Residuals is 109.673 which means the total variation in the model is 139.320 out of which 29.646 due to the independent variables Instrumental Leadership Style, Supportive Leadership Style, and Social Capital and 109.673 is due to the other factors which are considered

as error term in the regression model. The significance value of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.16 of coefficients there are three independent variables Instrumental Leadership Style, Supportive Leadership Style, and Social Capital and one dependent variable Employee's Creativity is used to run the regression analysis. The significance value of Social Capital SC is 0.008 which is not more than 0.05 means there is a significant affiliation among the Social Capital SC and Employee's Creativity EC Beta value which is 0.208 showing the positive relationship among the Social Capital SC and Employee's Creativity EC. The significance value of Supportive Leadership Style SL is 0.027 which is not more than 0.10 means there is a significant affiliation among the Supportive Leadership Style SL and Employee's Creativity EC Beta value which is 0.171 showing the positive relationship between the Supportive Leadership Style SL and Employee's Creativity EC. The significance value of Instrumental Leadership Style IL is 0.000 which is not more than 0.01 means there is a significant affiliation among the Instrumental Leadership Style IL and Employee's Creativity EC Beta value which is 0.305 showing the positive affiliation among the Instrumental Leadership Style IL and Employee's Creativity EC.

H3a: There is a mediation of social capital between participative leadership style and employee's creativity.

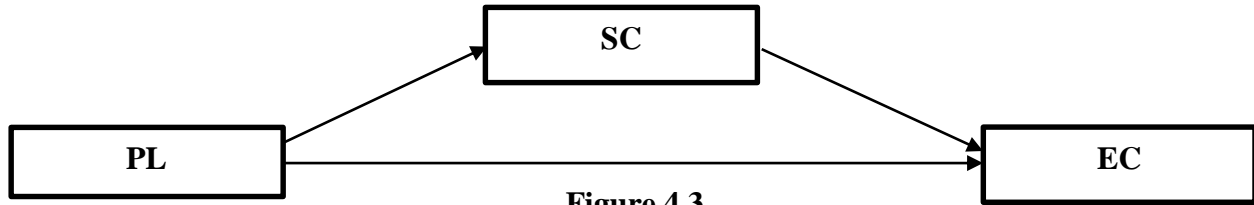


Figure 4.3

Mediation Step-1

4.17 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.260 ^a	.068	.064	.69623

a. Predictors: (Constant), PLAvg_2

4.18 ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	9.409	1	9.409	19.411	.000 ^b
1 Residual	129.910	268	.485		
Total	139.320	269			

a. Dependent Variable: EC_Avg

b. Predictors: (Constant), PLAvg_2

4.19 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.854	.237		12.052	.000
1 PLAvg_2	.268	.061	.260	4.406	.000

a. Dependent Variable: EC_Avg

The result of the model summary table 4.17 displays the value of R-square which is 0.068 means there is 6.80% variation in the model by reason of the independent variable Participative Leadership Style and remaining variation by reason of the other factors which are not included in the model.

In the ANOVA table 4.18 sum of squares value of Regression is 9.409 and sum of squares value of Residuals is 129.910 which means the total variation in the model is 139.320 out of which 9.409 due to the independent variable Participative Leadership Style, and 129.910 is due to the other factors which are considered as error term in the regression model. The significance value of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.19 of coefficients there is an independent variable Participative Leadership Style and one dependent variable Employee's Creativity is used to run the regression analysis. The significance value of Participative Leadership Style PL is 0.000 which is less than 0.05 means there is a significant relationship between the Participative Leadership Style PL and Employee's Creativity EC, Beta value which is 0.061 displaying the positive affiliation among the Participative Leadership Style PL and Employee's Creativity EC.

Mediation Step-2

4.20 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.406 ^a	.165	.162	.54063

a. Predictors: (Constant), PLAvg_2

4.21 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	15.469	1	15.469	52.927	.000 ^b
1 Residual	78.330	268	.292		
Total	93.799	269			

a. Dependent Variable: SC_Avg

b. Predictors: (Constant), PLAvg_2

4.22 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.231	.184		12.131	.000
1 PLAvg_2	.343	.047	.406	7.275	.000

a. Dependent Variable: SC_Avg

The result of the model summary table 4.20 displays the value of R-square which is 0.165 means there is 16.5% variation in the model by reason of the independent variable Participative Leadership Style and remaining variation due to the other factors which are not included in the model.

In the ANOVA table 4.21 sum of squares value of Regression is 15.469 and sum of squares value of Residuals is 78.330 which means the total variation in the model is 93.799 out of which 15.469 due to the independent variable Participative Leadership Style and 78.330 is due to the other factors which are considered as error term in the regression model. The significance value

of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.22 of coefficients there is an independent variable Participative Leadership Style PL and one dependent variable Social Capital SC is used to run the regression analysis. The significance value of Participative Leadership Style PL is 0.000 which is less than 0.05 means there is a significant relationship between the Participative Leadership Style PL and Social Capital SC, Beta value which is 0.343 displaying the positive affiliation amongst the Participative Leadership Style PL and Social Capital SC.

Mediation Step-3

4.23 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.332 ^a	.110	.107	.68010

a. Predictors: (Constant), SC_Avg

4.24 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.362	1	15.362	33.212	.000 ^b
1 Residual	123.958	268	.463		
Total	139.320	269			

a. Dependent Variable: EC_Avg

b. Predictors: (Constant), SC_Avg

4.25 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.445	.252		9.684	.000
SC_Avg	.405	.070	.332	5.763	.000

a. Dependent Variable: EC_Avg

The result of the model summary table 4.23 displays the value of R-square which is 0.110 means there is 11.0% variation in the model due to the independent variable Social Capital and remaining variation due to the other factors which are not included in the model.

In the ANOVA table 4.24 sum of squares value of Regression is 15.362 and sum of squares value of Residuals is 123.958 which means the total variation in the model is 139.320 out of which 15.362 due to the independent variable Social Capital and 123.958 is due to the other factors which are considered as error term in the regression model. The significance value of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.25 of coefficients there is an independent variable Social Capital SC and one dependent variable Employee's Creativity is used to run the regression analysis. The significance value of Social Capital SC is 0.000 which is not more than 0.05 means there is a significant affiliation among the Social Capital SC and Employee's Creativity EC, Beta value which is 0.405 showing the positive affiliation among the Social Capital SC and Employee's Creativity EC.

Mediation Step-4

4.26 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.359 ^a	.129	.122	.67416

a. Predictors: (Constant), SC_Avg, PLAvg_2

4.27 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	17.970	2	8.985	19.769	.000 ^b
Residual	121.350	267	.454		
Total	139.320	269			

a. Dependent Variable: EC_Avg

b. Predictors: (Constant), SC_Avg, PLAvg_2

4.28 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.117	.285		7.416	.000
1 PLAvg_2	.154	.064	.150	2.396	.017
SC_Avg	.331	.076	.271	4.340	.000

a. Dependent Variable: EC_Avg

The result of the model summary table 4.26 displays the value of R-square which is 0.129 means there is 12.9% variation in the model due to the independent variable Participative Leadership Style and Social Capital and remaining variation due to the other factors which are not included in the model.

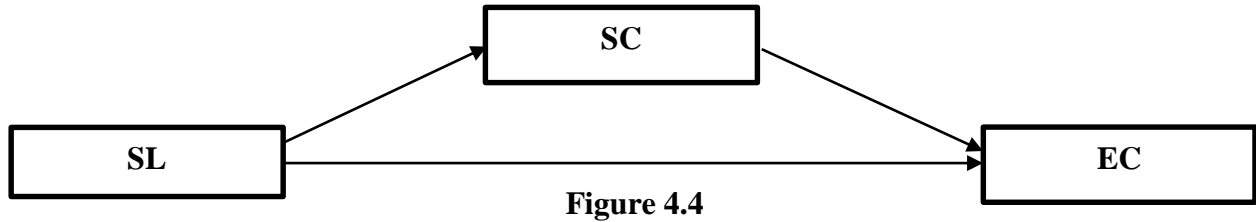
In the ANOVA table 4.27 sum of squares value of Regression is 17.970 and sum of squares value of Residuals is 121.350 which means the total variation in the model is 139.320 out of which 17.970 due to the independent variables Participative Leadership Style and Social Capital

and 121.350 is due to the other factors which are considered as error term in the regression model. The significance value of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.28 of coefficients there are two independent variables Participative Leadership Style and Social Capital SC and one dependent variable Employee's Creativity is used to run the regression analysis. The significance value of Social Capital SC is 0.000 which is not more than 0.05 means there is a significant affiliation among the Social Capital SC and Employee's Creativity EC Beta value which is 0.331 showing the positive relationship among the Social Capital SC and Employee's Creativity EC. The significance value of Participative Leadership Style PL is 0.017 which is less than 0.10 means there is a significant relationship among the Participative Leadership Style PL and Employee's Creativity EC Beta value which is 0.154 displaying the positive affiliation among the Participative Leadership Style PL and Employee's Creativity EC.

	Mediation Analysis	Equation	Sig. Value
Step-1	Conduct a simple regression analysis with X predicting Y.	$Y = \beta_0 + \beta_1 X + e$	X = 0.000
Step-2	Conduct a simple regression analysis with X predicting M.	$M = \beta_0 + \beta_1 X + e$	X = 0.000
Step-3	Conduct a simple regression analysis with M predicting Y.	$Y = \beta_0 + \beta_1 M + e$	M = 0.000
Step-4	Conduct a multiple regression analysis with X and M predicting Y,	$Y = \beta_0 + \beta_1 X + \beta_2 M + e$	X = 0.017 M = 0.000

H3b: There is a mediation of social capital between supportive leadership style and employee's creativity.



Mediation Step-1

4.29 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.354 ^a	.125	.122	.67431

a. Predictors: (Constant), SLAvg_1

4.30 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	17.462	1	17.462	38.404	.000 ^b
1 Residual	121.858	268	.455		
1 Total	139.320	269			

a. Dependent Variable: EC_Avg

b. Predictors: (Constant), SLAvg_1

4.31 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.260	.265		8.535	.000
1 SLAvg_1	.406	.065	.354	6.197	.000

a. Dependent Variable: EC_Avg

The result of the model summary table 4.29 displays the value of R-square which is 0.125 means there is 12.5% percent variation in the model due to the independent variable Supportive Leadership Style and remaining variation due to the other factors which are not included in the model.

In the ANOVA table 4.30 sum of squares value of Regression is 17.462 and sum of squares value of Residuals is 121.858 which means the total variation in the model is 139.320 out of which 17.462 due to the independent variable Supportive Leadership Style and 121.858 is due to the other factors which are considered as error term in the regression model. The significance value of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.31 of coefficients there is an independent variable Supportive Leadership Style SL and one dependent variable Employee's Creativity EC is used to run the regression analysis. The significance value of Supportive Leadership Style SL is 0.000 which is less than 0.05 means there is a significant relationship between the Supportive Leadership Style SL and Employee's Creativity EC, Beta value which is 0.406 displaying the positive affiliation among the Supportive Leadership Style SL and Employee's Creativity EC.

Mediation Step-2

4.32 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.510 ^a	.260	.257	.50884

a. Predictors: (Constant), SLAvg_1

4.33 ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	24.409	1	24.409	94.272	.000 ^b
1 Residual	69.390	268	.259		
Total	93.799	269			

a. Dependent Variable: SC_Avg

b. Predictors: (Constant), SLAvg_1

4.34 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.631	.200		8.161	.000
SLAvg_1	.479	.049	.510	9.709	.000

a. Dependent Variable: SC_Avg

The result of the model summary table 4.32 demonstrates the value of R-square which is 0.260 means there is 26.0% variation in the model by reason of the independent variable Supportive Leadership Style and remaining variation due to the other factors which are not included in the model.

In the ANOVA table 4.33 sum of squares value of Regression is 24.409 and sum of squares value of Residuals is 69.390 which means the total variation in the model is 93.799 out of which 24.409 due to the independent variable Supportive Leadership Style and 69.390 is due to the other factors which are considered as error term in the regression model. The significance value

of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.34 of coefficients there is an independent variable Supportive Leadership Style SL and one dependent variable Social Capital SC is used to run the regression analysis. The significance value of Supportive Leadership Style SL is 0.000 which is less than 0.05 means there is a significant relationship between the Supportive Leadership Style SL and Social Capital SC, Beta value which is 0.479 presenting the positive affiliation among the Supportive Leadership Style SL and Social Capital SC.

Mediation Step-3

4.35 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.332 ^a	.110	.107	.68010

a. Predictors: (Constant), SC_Avg

4.36 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.362	1	15.362	33.212	.000 ^b
1 Residual	123.958	268	.463		
Total	139.320	269			

a. Dependent Variable: EC_Avg

b. Predictors: (Constant), SC_Avg

4.37 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.445	.252		9.684	.000
SC_Avg	.405	.070	.332	5.763	.000

a. Dependent Variable: EC_Avg

The outcome of the model summary table 4.35 shows the value of R-square which is 0.110 means there is 11.0% variation in the model by reason of the independent variable Social Capital and remaining variation due to the other factors which are not included in the model.

In the ANOVA table 4.36 sum of squares value of Regression is 15.362 and sum of squares value of Residuals is 123.958 which means the total variation in the model is 139.320 out of which 15.362 due to the independent variable Social Capital and 123.958 is due to the other factors which are considered as error term in the regression model. The significance value of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.37 of coefficients there is an independent variable Social Capital SC and one dependent variable Employee's Creativity EC is used to run the regression analysis. The significance value of Social Capital SC is 0.000 which is not more than 0.05 means there is a significant affiliation among the Social Capital SC and Employee's Creativity EC, Beta value which is 0.405 showing the positive affiliation among the Social Capital SC and Employee's Creativity EC.

Mediation Step-4

4.38 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.395 ^a	.156	.150	.66349

a. Predictors: (Constant), SC_Avg, SLAvg_1

4.39 ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	21.782	2	10.891	24.740	.000 ^b
1 Residual	117.538	267	.440		
Total	139.320	269			

a. Dependent Variable: EC_Avg

b. Predictors: (Constant), SC_Avg, SLAvg_1

4.40 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.853	.291		6.365	.000
1 SLAvg_1	.286	.075	.250	3.819	.000
SC_Avg	.250	.080	.205	3.133	.002

a. Dependent Variable: EC_Avg

The result of the model summary table 4.38 demonstrates the value of R-square which is 0.156 means there is 15.6% percent variation in the model by reason of the independent variable Supportive Leadership Style and Social Capital and remaining variation due to the other factors which are not included in the model.

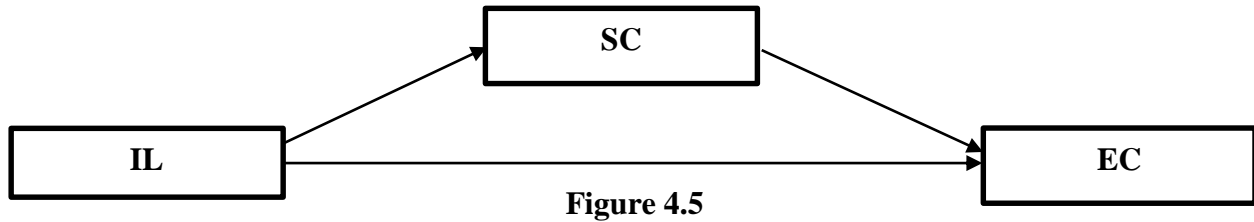
In the ANOVA table 4.39 sum of squares value of Regression is 21.782 and sum of squares value of Residuals is 117.538 which means the total variation in the model is 139.320 out of which 21.782 due to the independent variables Supportive Leadership Style and Social Capital

and 117.538 is due to the other factors which are considered as error term in the regression model. The significance value of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.40 of coefficients there are two independent variables Supportive Leadership Style SL and Social Capital SC and one dependent variable Employee’s Creativity is used to run the regression analysis. The significance value of Social Capital SC is 0.002 which is not more than 0.05 means there is a significant affiliation among the Social Capital SC and Employee’s Creativity EC, Beta value which is 0.250 showing the positive relationship among the Social Capital SC and Employee’s Creativity EC. The significance value of Supportive Leadership Style SL is 0.000 which is less than 0.05 means there is a significant relationship between the Supportive Leadership Style SL and Employee’s Creativity EC Beta value which is 0.286 displaying the positive affiliation among the Supportive Leadership Style SL and Employee’s Creativity EC.

	Mediation Analysis	Equation	Sig. Value
Step-1	Conduct a simple regression analysis with X predicting Y.	$Y = \beta_0 + \beta_1X + e$	X = 0.000
Step-2	Conduct a simple regression analysis with X predicting M.	$M = \beta_0 + \beta_1X + e$	X = 0.000
Step-3	Conduct a simple regression analysis with M predicting Y.	$Y = \beta_0 + \beta_1M + e$	M = 0.000
Step-4	Conduct a multiple regression analysis with X and M predicting Y,	$Y = \beta_0 + \beta_1X + \beta_2M + e$	X = 0.000 M = 0.002

H3c: There is a mediation of social capital between instrumental leadership style and employee's creativity.



Mediation Step-1

4.41 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.387 ^a	.150	.147	.66479

a. Predictors: (Constant), I_L_Avg_2

4.42 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.877	1	20.877	47.238	.000 ^b
1 Residual	118.443	268	.442		
Total	139.320	269			

a. Dependent Variable: EC_Avg

b. Predictors: (Constant), I_L_Avg_2

4.43 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.075	.266		7.807	.000
1 I_L_Avg_2	.442	.064	.387	6.873	.000

a. Dependent Variable: EC_Avg

The outcome of the model summary table 4.41 demonstrates the value of R-square which is 0.150 means there is 15.0% variation in the model by reason of the independent variable

Instrumental Leadership Style and remaining variation due to the other factors which are not included in the model.

In the ANOVA table 4.42 sum of squares value of Regression is 20.877 and sum of squares value of Residuals is 118.443 which means the total variation in the model is 139.320 out of which 20.877 due to the independent variable Instrumental Leadership Style and 118.443 is due to the other factors which are considered as error term in the regression model. The significance value of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.43 of coefficients there is an independent variable Instrumental Leadership Style IL and one dependent variable Employee's Creativity EC is used to run the regression analysis. The significance value of Instrumental Leadership Style IL is 0.000 which is less than 0.05 means there is a significant relationship between the Instrumental Leadership Style IL and Employee's Creativity EC, Beta value which is 0.442 displaying the positive affiliation among the Instrumental Leadership Style IL and Employee's Creativity EC.

Mediation Step-2

4.44 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.320 ^a	.102	.099	.56059

a. Predictors: (Constant), I_L_Avg_2

4.45 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.576	1	9.576	30.473	.000 ^b
1 Residual	84.223	268	.314		
Total	93.799	269			

a. Dependent Variable: SC_Avg

b. Predictors: (Constant), I_L_Avg_2

4.46 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.324	.224		10.370	.000
I_L_Avg_2	.300	.054	.320	5.520	.000

a. Dependent Variable: SC_Avg

The outcome of the model summary table 4.44 displays the value of R-square which is 0.102 means there is 10.2% variation in the model by reason of the independent variable Instrumental Leadership Style and remaining variation by reason of the other factors which are not included in the model.

In the ANOVA table 4.45 sum of squares value of Regression is 9.576 and sum of squares value of Residuals is 84.223 which means the total variation in the model is 93.799 out of which 9.576 due to the independent variable Instrumental Leadership Style and 84.223 is due to the other factors which are considered as error term in the regression model. The significance value of

ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.46 of coefficients there is an independent variable Instrumental Leadership Style IL and one dependent variable Social Capital SC is used to run the regression analysis. The significance value of Instrumental Leadership Style IL is 0.000 which is less than 0.05 means there is a significant relationship between the Instrumental Leadership Style IL and Social Capital SC, Beta value which is 0.300 displaying the positive affiliation among the Instrumental Leadership Style IL and Social Capital SC.

Mediation Step-3

4.47 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.332 ^a	.110	.107	.68010

a. Predictors: (Constant), SC_Avg

4.48 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	15.362	1	15.362	33.212	.000 ^b
Residual	123.958	268	.463		
Total	139.320	269			

a. Dependent Variable: EC_Avg

b. Predictors: (Constant), SC_Avg

4.49 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.445	.252		9.684	.000
SC_Avg	.405	.070	.332	5.763	.000

a. Dependent Variable: EC_Avg

The outcome of the model summary table 4.47 displays the value of R-square which is 0.110 means there is 11.0% variation in the model by reason of the independent variable Social Capital and remaining variation due to the other factors which are not included in the model.

In the ANOVA table 4.48 sum of squares value of Regression is 15.362 and sum of squares value of Residuals is 123.958 which means the total variation in the model is 139.320 out of which 15.362 due to the independent variable Social Capital and 123.958 is due to the other factors which are considered as error term in the regression model. The significance value of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.49 of coefficients there is an independent variable Social Capital SC and one dependent variable Employee's Creativity EC is used to run the regression analysis. The significance value of Social Capital SC is 0.000 which is not more than 0.05 means there is a significant affiliation among the Social Capital SC and Employee's Creativity EC, Beta value which is 0.405 displaying the positive relationship among the Social Capital SC and Employee's Creativity EC.

Mediation Step-4

4.50 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.445 ^a	.198	.192	.64682

a. Predictors: (Constant), I_L_Avg_2, SC_Avg

4.51 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	27.613	2	13.807	33.001	.000 ^b
Residual	111.706	267	.418		
Total	139.320	269			

a. Dependent Variable: EC_Avg

b. Predictors: (Constant), I_L_Avg_2, SC_Avg

4.52 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.418	.306		4.632	.000
1 SC_Avg	.283	.070	.232	4.013	.000
I_L_Avg_2	.358	.066	.313	5.412	.000

a. Dependent Variable: EC_Avg

The outcome of the model summary table 4.50 demonstrates the value of R-square which is 0.198 means there is 19.8% variation in the model by reason of the independent variable Instrumental Leadership Style and Social Capital and remaining variation due to the other factors which are not included in the model.

In the ANOVA table 4.51 sum of squares value of Regression is 27.613 and sum of squares value of Residuals is 111.706 which means the total variation in the model is 139.320 out of which 27.613 due to the independent variables Instrumental Leadership Style and Social Capital and 111.706 is due to the other factors which are considered as error term in the regression

model. The significance value of ANOVA table which is not more than 0.05 shows that the model is significant means the variables are used in the model are fit for relationship analysis.

In the table 4.52 of coefficients there are two independent variables Instrumental Leadership Style IL and Social Capital SC and one dependent variable Employee’s Creativity is used to run the regression analysis. The significance value of Social Capital SC is 0.000 which is not more than 0.05 means there is a significant affiliation among the Social Capital SC and Employee’s Creativity EC, Beta value which is 0.283 showing the positive relationship among the Social Capital SC and Employee’s Creativity EC. The significance value of Instrumental Leadership Style IL is 0.000 which is less than 0.05 means there is a significant relationship between the Instrumental Leadership Style IL and Employee’s Creativity EC, Beta value which is 0.358 showing the positive affiliation among the Instrumental Leadership Style IL and Employee’s Creativity EC.

	Mediation Analysis	Equation	Sig. Value
Step-1	Conduct a simple regression analysis with X predicting Y.	$Y = \beta_0 + \beta_1 X + e$	X = 0.000
Step-2	Conduct a simple regression analysis with X predicting M.	$M = \beta_0 + \beta_1 X + e$	X = 0.000
Step-3	Conduct a simple regression analysis with M predicting Y.	$Y = \beta_0 + \beta_1 M + e$	M = 0.000
Step-4	Conduct a multiple regression analysis with X and M predicting Y,	$Y = \beta_0 + \beta_1 X + \beta_2 M + e$	X = 0.000 M = 0.000

4.4 Mediation Analysis by Smart PLS:

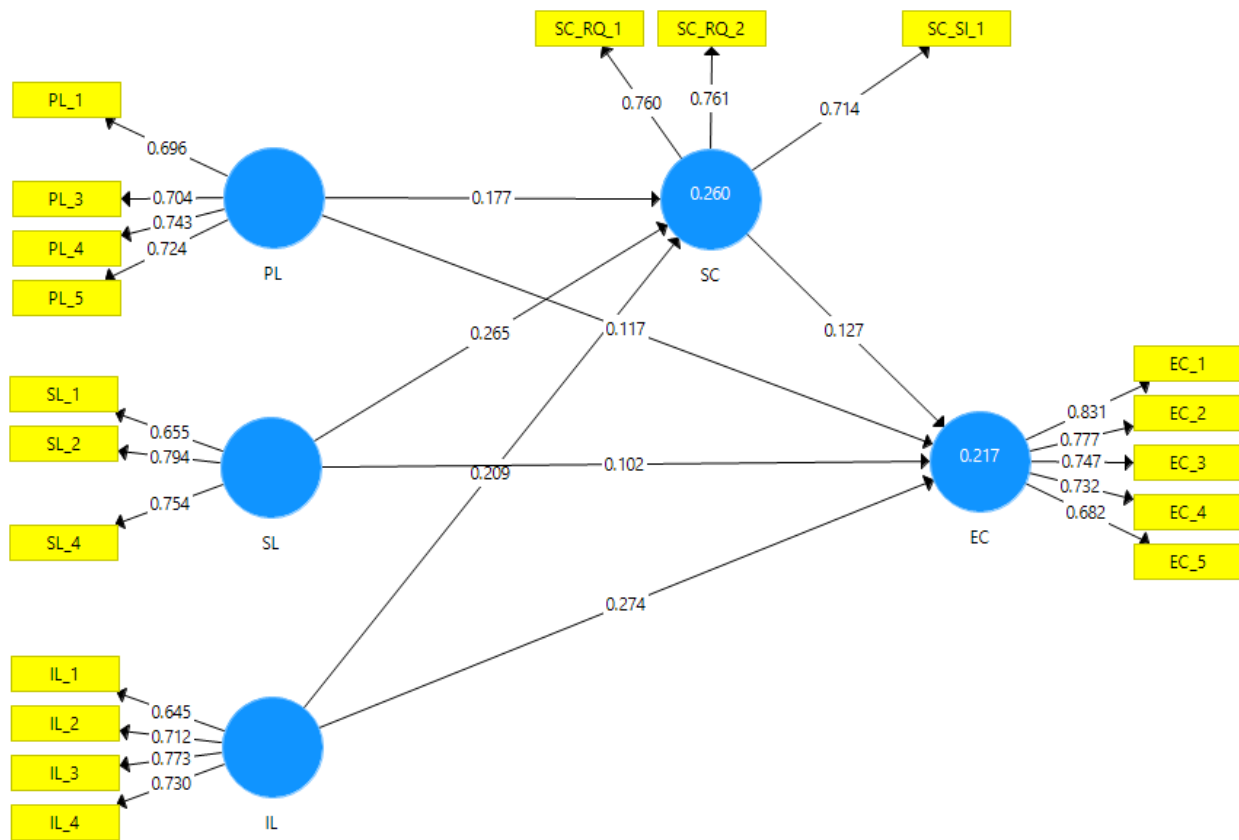


Figure 4.6

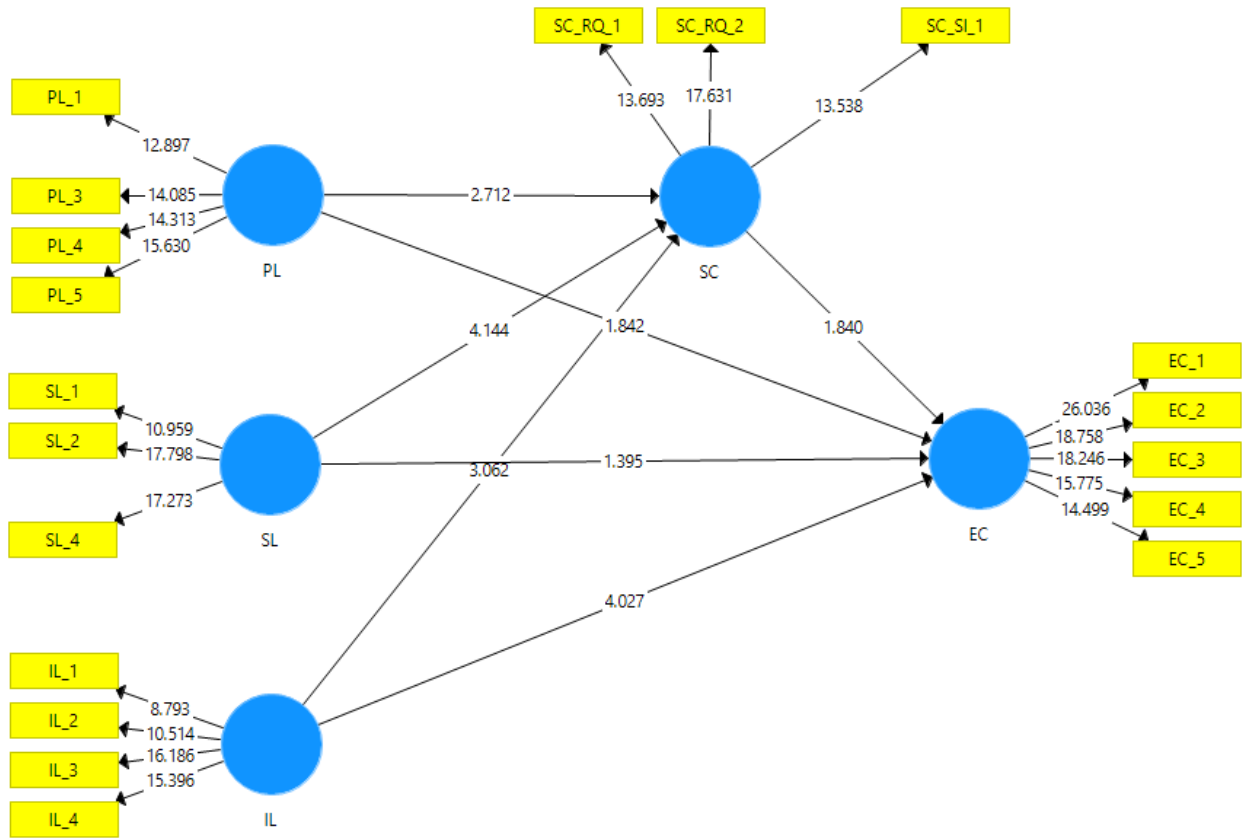


Figure 4.7

Table- 4.53
Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
IL -> EC	0.274	0.276	0.068	4.027	0.000
IL -> SC	0.209	0.210	0.068	3.062	0.002
PL -> EC	0.117	0.119	0.063	1.842	0.065
PL -> SC	0.177	0.179	0.065	2.712	0.007
SC -> EC	0.127	0.126	0.069	1.840	0.066
SL -> EC	0.102	0.105	0.073	1.395	0.163
SL -> SC	0.265	0.266	0.064	4.144	0.000

The result of smart PLS are shown in table- 4.53, which includes the direct relationship of the independent variables (IL=Instrumental leadership, PL, Participative leadership, SL=supportive leadership, SC=Social capital) with dependent variable (EC=Employee’s creativity). Significance value of IL > EC is 0.000 which is less than 0.05 means the affiliation of Instrumental leadership IL and Employee’s Creativity EC is significant and the value of original sample which is the value of coefficient is 0.0274 shows the positive relationship among the Instrumental Leadership IL and Employee’s Creativity EC. If a manager has high Instrumental Leadership IL, then the creativity of the employees will be high.

Significance value of IL -> SC is 0.002 which is less than 0.05 means the relationship of Instrumental Leadership (IL) and Social Capital (SC) is significant and the value of original sample which is the value of coefficient is 0.209 shows the positive relationship between the Instrumental Leadership (IL) and Social Capital (SC). If a manager has high Instrumental Leadership (IL), then the Social Capital (SC) will be high.

Significance value of PL -> EC is 0.065 which is less than 0.10 means the affiliation of Participative Leadership (PL) and Employee’s Creativity (EC) is significant and the value of original sample which is the value of coefficient is 0.117 shows the positive or significant relationship among the Participative Leadership (PL) and Employee’s Creativity (EC). If a manager has high Participative Leadership (PL), then creativity of the employees will be high.

Significance value of PL -> SC is 0.007 which is less than 0.05 means the affiliation of Participative Leadership PL and Social Capital SC is significant and the value of original sample

which is the value of coefficient is 0.177 shows the positive relationship between the Participative Leadership PL and Social Capital SC. If a manager has high Participative Leadership PL, then the Social Capital SC will be high.

Significance value of SC \rightarrow EC is 0.066 which is less than 0.05 means the relationship of Social Capital (SC) and Employee's Creativity (EC) is significant and the value of original sample which is the value of coefficient is 0.127 shows the positive or significant relationship among the Social Capital (SC) and Employee's Creativity (EC). If a manager has high Social Capital SC, then the creativity of the employees will be high.

Significance value of SL \rightarrow EC is 0.163 which is exceeding 0.05 means the affiliation of Supportive Leadership SL and Employee's Creativity EC is insignificant and the value of original sample which is the value of coefficient is 0.102 considered as zero.

Significance value of SL \rightarrow SC is 0.000 which is less than 0.05 means the relationship of Supportive Leadership (SL) and Social Capital (SC) is significant and the value of original sample which is the value of coefficient is 0.265 shows the positive relationship between the Supportive Leadership (SL) and Social Capital (SC). If a manager has high in Supportive Leadership (SL) then the creativity of the Social Capital (SC) will be high.

Table- 4.54**Specific Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
IL -> SC -> EC	0.026	0.027	0.018	1.443	0.149
PL -> SC -> EC	0.023	0.023	0.016	1.441	0.150
SL -> SC -> EC	0.034	0.034	0.020	1.651	0.099

The results of smart PLS are shown in table- 4.54, which includes the mediation relationship of the independent variables (IL=Instrumental leadership, PL, Participative leadership, SL=supportive leadership) with dependent variable (EC=Employee's creativity) and mediator variable (SC= Social Capital).

Instrumental leadership Style (IL) is analyzed on Employee's creativity (EC) while using the Social Capital (SC) as mediator variable and there is the insignificance value of this relationship is 0.149 which is over and above to 0.05 means the affiliation of Instrumental leadership Style (IL) and Employee's creativity EC via Social Capital SC is insignificant. This shows there is no mediation among the Instrumental leadership Style (IL) and Employee's creativity (EC) in presence of Social Capital (SC). And the value of original sample which is the value of coefficient is 0.026 is the positive value which is considered as zero. The results show that if a manager performs high Instrumental leadership Style (IL) then the creativity of his employees is not affected in the presence of Social Capital (SC).

Participative Leadership Style (PL) is analyzed on Employee's creativity (EC) while using the Social Capital SC as mediator variable and there is the insignificance value of this relationship is 0.150 which is greater than 0.05 means the affiliation of Participative Leadership Style (PL) and Employee's creativity (EC) through Social Capital (SC) is insignificant. This shows there is no mediation among the Participative Leadership Style (PL) and Employee's creativity (EC) in presence of Social Capital (SC). And the value of original sample which is the value of coefficient is 0.023 is the positive value which is considered as zero. The results show that if a manager performs high Participative Leadership Style (PL) then the creativity of his employees is not affected in the presence of Social Capital (SC).

Supportive Leadership Style (SL) is analyzed on Employee's creativity (EC) while using the Social Capital (SC) as mediator variable and there is the significance value of this relationship is 0.99 which is less than 0.10 means the relationship of Supportive Leadership Style (SL) and Employee's creativity (EC) through Social Capital (SC) is significant. This shows the full mediation between the Supportive Leadership Style (SL) and Employee's creativity (EC) in presence of Social Capital (SC). And the value of original sample which is the value of coefficient is 0.034 is the positive value which means there is a positive or significant affiliation amongst the variables. The results show that if a manager performs high Supportive Leadership Style (SL) then the creativity of his employees is also high in the occurrence of Social Capital (SC).

Study provides helps to the organizations in order to choose that which leadership style is suited for their organizations. Study also provided the understandings that participative leadership style negatively affected employee's creativity due to manager giving free hand to their employee's and giving them decision making power that's why they less interact with their manager and therefore the creative ideas and solution to the problems are not discussed then employee's creativity is goes down that's why hypothesis H3a rejected.

This study suggested that supportive leadership style is more appropriate for the organizations because in this style manager has the decision power and he support or appreciate the creative ideas of his employees. Therefore, employees more interact with their colleagues as well as with their manager to discuss their problems and their solution with each other to take creative decisions. It causes to generate the social capital and then employee's creativity increased that's why hypothesis H3b accepted.

This study discovered that if a firm implemented instrumental leadership style then the creativity of the employee's will go down due to their manager's leadership style, because in instrumental leadership style manager focuses on completing tasks therefore he provides instructions to their employees and he does not discuss problems with their employees neither employees share their creative ideas to their manager and with their colleagues so there is lack of social capital which causes reduction in employees creativity that's why hypothesis H3c rejected.

Table- 4.55**Summary of Acceptance and Rejection of Hypothesis**

	Hypothesis	Baron & Kenny	SEM
<i>H₁</i>	There is an impact of manager's leadership style on employee's creativity.	<i>H₀</i> Rejected	<i>H₀</i> Rejected
<i>H₂</i>	There is an impact of social capital on employee's creativity of an organization.	<i>H₀</i> Rejected	<i>H₀</i> Rejected
<i>H_{3a}</i>	There is a mediation of social capital between participative leadership style and employee's creativity.	<i>H₀</i> Rejected	<i>H₀</i> not Rejected
<i>H_{3b}</i>	There is a mediation of social capital between supportive leadership style and employee's creativity.	<i>H₀</i> Rejected	<i>H₀</i> Rejected
<i>H_{3c}</i>	There is a mediation of social capital between instrumental leadership style and employee's creativity.	<i>H₀</i> Rejected	<i>H₀</i> not Rejected

CHAPTER NO. 5

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion:

This study examined the mediating part of social capital in the affiliation of leadership style and creativity in textile sector of Pakistan because leadership style is important factor in order to growth of the organizations. For this purpose, three leadership styles have been used. First is the participative leadership style, second is the supportive leadership style, third and last one is the instrumental leadership style. The effect of these three leadership styles on employee's creativity have checked through the social capital. These three leadership styles are independent variable and employee's creativity is dependent variable. Social capital is playing the mediation role and it has three dimensions; first dimension is social interaction, second dimension is relationship quality and third dimension is the network ties. Data collected via self-administrative questionnaire from the manager of the textile sector of Faisalabad to test the hypothesis by utilizing 5 point likert scales. Convenience sampling technique has been used. To test the hypothesis two analysis have been used first is SPSS and second is Smart PLS 3.0 have been used. Results are analyzed through two different statistical techniques which are Mediation analysis by using Baron and Kenny technique and other by using the other software Smart PLS.

According to the results of smart PLS Instrumental Leadership Style (IL) has significant impression on Employee's Creativity (EC) and also Instrumental Leadership Style (IL) has significant impact on the Social Capital (SC). Participative Leadership Style (PL) has significant impact on Employee's Creativity (EC) as well as Participative Leadership Style (PL) has significant impression on Social Capital (SC). Social Capital (SC) has significant impression on Employee's Creativity (EC). Supportive Leadership Style (SL) has significant impression on the Social Capital (SC). But Supportive Leadership Style (SL) has insignificant impression on Employee's Creativity (EC).

Mediation of Social Capital (SC) between Supportive Leadership Style (SL) and Employee's Creativity (EC) has been found and in other relationship there is no mediation in among Participative Leadership Style (PL) and Employee's Creativity (EC) as well as there is also no mediation in third relationship of Instrumental Leadership Style (IL) and Employee's Creativity (EC).

According to the results of SPSS Social Capital (SC) has significant impression on Employee's Creativity (EC). Supportive Leadership Style (PL) has significant or positive impression on Employee's Creativity (EC). Instrumental Leadership Style (IL) has significant or positive impact on Employee's Creativity (EC). But Participative Leadership Style (PL) has insignificant impact on Employee's Creativity (EC).

Mediation of Social Capital (SC) between Instrumental Leadership Style (IL) and Employee's Creativity (EC) has been found a partial mediation and there is partial mediation among Supportive Leadership Style (SL) and Employee's Creativity (EC) as well as Social Capital (SC) has partial mediation among Participative Leadership Style (PL) and Employee's Creativity (EC).

5.2 Discussion:

A manager who helps their juniors or subordinates according to their work and motivate or encourage them to share take their decisions or take their decisions independently has a participative leadership style. If a manager has a participative leadership style, then his subordinates are more creative or confident regarding their work as compared to the others. But in current study participative leadership style has insignificant impact on employee's creativity in the presence of social capital for the reason that respondents of this study have not much pay attention to this. Employee performance is significantly or noteworthy impacted by the participative leadership style (Iqbal, Anwar, & Haider, 2015).

A manager who helps their juniors or subordinates according to their work has supportive leadership style. If a manager has a supportive leadership style, then his subordinates easy to share their creative decisions according to their work to their manager. In current study

supportive leadership style has significant impact on employee's creativity in the presence of social capital.

A manager who did not help their juniors or subordinates according to their work has instrumental leadership style. If a manager has an instrumental leadership style, then his employees are not creative for the reason that his employees do their work as per guidance provided by their manager it's like a one-man show. The manager just gives the instructions to their juniors or the subordinates and they just follow the instruction as received from their manager. The current study also provided us insignificant impact of instrumental leadership on the employee's creativity in the presence of social capital. (Nanjundeswaraswamy and Swamy (2014)) have also stated that instrumental leadership style has adversely or insignificantly impression on the effectiveness in the small organizations.

5.3 Recommendations:

Our study giving benefit to the organizations that when a firm hire a manager first they check his leadership style, because a better leadership style enhances the creativity of the employees of the organization. Our study provides help to the organizations in order to choose the leadership style that which leadership style is good for the organization. Because when a good leadership style is implemented in any organization then organization's employees share their ideas with their manager and they create a good environment in the organization it causes create a good network of social capital. And they can train their managers with a good leadership style according to their organization's environment.

5.4 Limitations and Future Directions:

- 5.4.1 We take sample size of 300 managers working in the textile sector of Faisalabad, for future studies take the large number of sample size.
- 5.4.2 Our study limited to Faisalabad city, future studies can explore in other city of Pakistan or even another country.
- 5.4.3 Our study focused on textile sector, future studies may explore other sectors.
- 5.4.4 In this study we examined the effect of managers' leadership style on employee's creativity through social capital, future study checks the effects of manager's leadership style on employee's job satisfaction.

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QUESTIONNAIRE

This questionnaire is being carried out as research for a **Master of Sciences in Business Administration** thesis. The results of this survey will be used for academic purposes only. The survey is anonymous and personal information cannot be connected to a specific respondent. **The researcher greatly appreciates your help and support with this research. Thank you for your valuable contribution!**

Please indicate your response to the following questions by circling the most applicable answer(s).

1. What's your gender?

- Male
- Female

2. What's your age?

- Under 18
- 18-24
- 25-34
- 35-44
- Above 44

3. What's your marital Status?

- Married
- Unmarried

4. What is your degree of education?

- High School
- Intermediate
- Bachelor Degree
- Masters / above

5. What is your current Designation?

6. How much time did you spend on the same Job?

- 1 -2 Years
- 3-5 Years
- 6-8 Years
- Above 8 Years

7. What is your salary round about?

- 51,000 – 60,000
- 61,000 – 70,000
- 71,000 – 80,000
- Above 80,000

Section-I:

In this section you will be asked about **Leadership Style**. Please indicate the number best indicates the degree to which you agree or disagree with each of the following.

	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Participative leadership					
#	Questions				
1	Before taking action I consult with subordinates?				1 2 3 4 5
2	When face with a problem, I consult with subordinates?				1 2 3 4 5
3	Before making decisions, I consider what my subordinates have to say?				1 2 3 4 5
4	I ask subordinates for their suggestions?				1 2 3 4 5
5	I listen to subordinate’s advice which assignments should be made?				1 2 3 4 5

Supportive leadership						
1	I do little things to make things pleasant?	1	2	3	4	5
2	I help people to make working on their tasks more pleasant?	1	2	3	4	5
3	I look out for the personal welfare of groups members?	1	2	3	4	5
4	I treat all group members as equal?	1	2	3	4	5

Instrumental leadership						
1	I explain the ways tasks should be carried out?	1	2	3	4	5
2	I decide what and how things shall be done?	1	2	3	4	5
3	I maintain definite standards of performance?	1	2	3	4	5
4	I schedule the work to be done?	1	2	3	4	5

Section-II:

In this section you will be asked about **Social Capital**. Please indicate the number best indicates the degree to which you agree or disagree with each of the following.

1	2	3	4	5					
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree					
Social interaction									
#	Questions								
1	I maintain close social relationships with other colleagues?				1	2	3	4	5
2	I know the colleague's friends on a personal level?				1	2	3	4	5
Relationship Quality									
1	In this relationship, both sides avoid making demands that can seriously damage the interests of the other colleagues?				1	2	3	4	5
2	In this relationship, neither side takes advantage of other colleagues even if the opportunity arises?				1	2	3	4	5
3	The colleagues always keep his/her promises to me?				1	2	3	4	5

Network ties						
1	I have known other colleagues, contacts through colleagues?	1	2	3	4	5
2	The colleague has ‘opened the doors’ of other colleagues for me?	1	2	3	4	5

Section-III

In this section you will be asked about **Employee’s Creativity**. Please indicate the number best indicates the degree to which you agree or disagree with each of the following.

	1	2	3	4	5	
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Employee’s Creativity						
#	Questions					
1	Employees in my organization searches out new technologies, techniques, processes or/and product ideas?	1	2	3	4	5
2	The employees in my organization suggest new ways to increase product quality?	1	2	3	4	5
3	The employees in my organization come up with creative solutions to problems?	1	2	3	4	5
4	The employees in my organization suggest new ways to achieve goals or objective?	1	2	3	4	5
5	The employees in my organization compared to our competition, our firm is able to come up with new service offering?	1	2	3	4	5