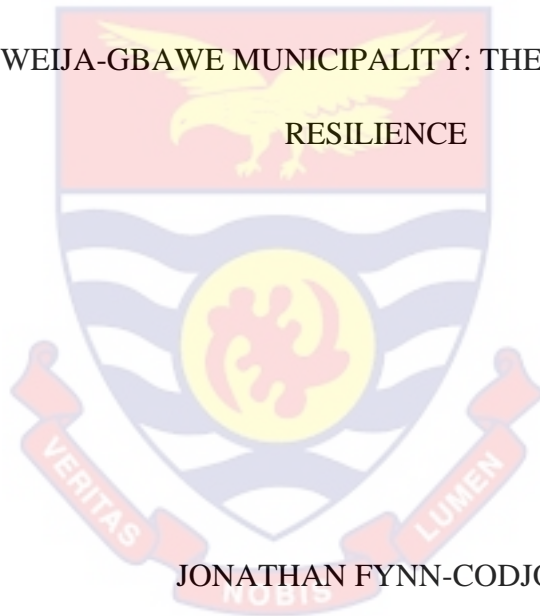


UNIVERSITY OF CAPE COAST

TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE CREATIVITY
AT THE WEIJA-GBAWE MUNICIPALITY: THE MEDIATING ROLE OF
RESILIENCE

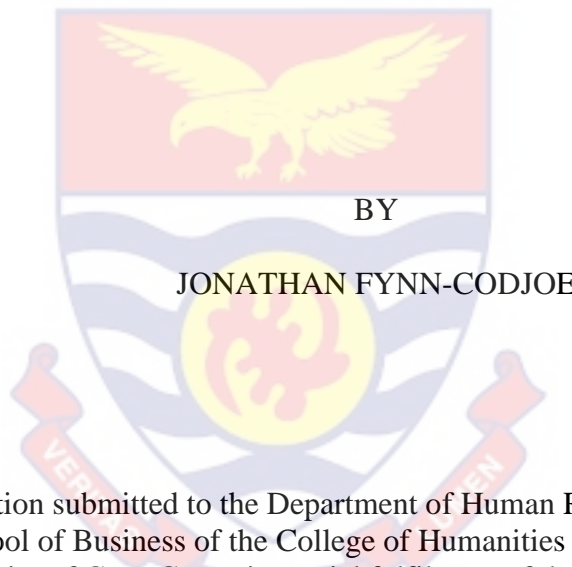


JONATHAN FYNN-CODJOE

2025

UNIVERSITY OF CAPE COAST

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AT THE WEIJA-GBAWE MUNICIPALITY: THE MEDIATING ROLE OF
RESILIENCE



JONATHAN FYNN-CODJOE

Dissertation submitted to the Department of Human Resource management,
School of Business of the College of Humanities and Legal Studies,
University of Cape Coast, in partial fulfilment of the requirements for the
award of Master of Business Administration degree in Human Resource
Management

MARCH 2025

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

Candidate's Name: Jonathan Fynn-Codjoe

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Supervisor's Name: Professor Elizabeth C. Annan-Prah

ABSTRACT

The study examined transformational leadership, resilience and employee creativity at the Weija-Gbawe Municipal Assembly. Specifically, four research objectives were investigated; to examine the influence of transformational leadership on employee creativity; to analyze the influence of transformational leadership on resilience; examine the influence of resilience on the employee creativity of employees; to and analyze the mediating role of resilience in the relationship between transformational leadership and employee creativity. The study relied on the quantitative approach and explanatory-correlational design. A structured questionnaire was used to gather data from a sample response of 245 respondents in the company. The data was then processed using the IBM SPSS Statistics (version 25) and analyzed using partial least square structural equation modeling (PLS-SEM). The study found that transformational leadership has significant positive influence on employee creativity and resilience of the employees in the company. The study also found that employee resilience has a significant positive influence on the employee's creativity. The findings further showed that resilience mediates the nexus between transformational leadership and employee creativity. The study, therefore, recommended that management of assembly should emphasize nurturing transformational leadership traits of the supervisors or leaders of respective departments and units in organisation. This can be done through seminars, conferences, meetings, and training workshops towards improving transformational leadership traits.

ACKNOWLEDGEMENTS

I would first of all appreciate my supervisor, Professor Elizabeth C. Annan-Prah for her support, encouragement and guidance in helping put this work to its current state. I am very grateful to her for her constructive criticisms to every detail of this dissertation.

I also express my gratitude to the management and staff Weija-Gbawe Municipal Assembly for the authority and cooperation throughout the data collection. I am also indebted to all respondents who made themselves available to respond to the questionnaires. Finally, I am grateful to all individuals unnamed, who have helped in diverse ways to the successful completion of this dissertation.

DEDICATION

To my family

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CHAPTER ONE

INTRODUCTION

In today's rapidly evolving business environment, organisations must continuously innovate to maintain a competitive advantage. Transformational leadership, characterized by vision, inspiration, and support for employees, has been widely recognized as a key driver of employee creativity (Lees et al., 2018). Leaders who exhibit transformational qualities foster an environment that encourages innovation, risk-taking, and problem-solving (Thawabieh et al (2016). However, the extent to which transformational leadership enhances creativity may depend on employees' psychological resources, such as resilience. Resilience enables employees to adapt to challenges, persist in the face of setbacks, and remain motivated to generate new ideas (Chaubey & Sahoo, 2022). This study explores the mediating role of resilience in the relationship between transformational leadership and employee creativity, offering insights into how organizations can leverage leadership and psychological strength to drive innovation.

Background to the Study

Businesses worldwide operate in a dynamic environment shaped by rapid technological advancements. To remain competitive, organizations must continuously integrate creativity and innovation into their products and services. Research underscores the critical role of employee creativity in fostering innovation and maintaining a competitive edge (Ouakouak & Ouedraogo, 2017; Yoshida et al., 2014; Liao et al., 2012). Creativity is the process of generating original ideas that improve efficiency and effectiveness (Shafi et al., 2020),

while employee creativity specifically refers to the ability of individuals to develop innovative and valuable products, ideas, and methods that serve as the foundation for organizational innovation (Chen et al., 2020). Creativity stems from an individual's accumulated knowledge, skills, and experiences (González-González & García-Almeida, 2021) and is considered a crucial factor in strengthening an organization's competitive advantage (Nasifoglu Elidemir et al., 2022).

Employee creativity extends beyond routine workplace behaviors to encompass unique and innovative contributions that drive organisational success (Darvishmotevali et al., 2020). Research suggests that organizations that cultivate a creative workforce experience greater value and sustainability (Thawabieh et al., 2016). Consequently, many organisations seek effective strategies to motivate employees to think creatively and generate original ideas (Ali Taha et al., 2016). This has led to a growing scholarly interest in understanding the factors that foster or hinder creativity within organizations (Chaubey & Sahoo, 2022; Hon & Lui, 2016; Jyoti & Dev, 2015). Among these factors, leadership has been identified as a key determinant of employee creativity and innovation (Ye et al., 2022; Chaubey et al., 2019; Qi et al., 2019). Leadership plays a crucial role in shaping creative behavior, with transformational leadership emerging as a particularly influential style in fostering innovation (Prasad & Junni, 2016).

Transformational leaders inspire their employees by creating a shared vision, instilling confidence, and fostering an environment conducive to creativity (Jung et al., 2010). They establish a balance between organizational goals and employee needs, facilitating collaboration and motivation (Shibru &

Darshan, 2011). Organizations today are increasingly focused on developing and enhancing the potential of their leaders to maximize employee creativity and overall performance (Bushra et al., 2011). Compared to other leadership styles, transformational leadership has gained significant recognition for its ability to stimulate employee creativity (Khalili, 2016; Mittal & Dhar, 2015; Schaubroeck et al., 2012; Shin & Zhou, 2003; Wang & Rode, 2010; Wang et al., 2013). Research suggests that transformational leaders play a unique role in enhancing employees' creative output by identifying new opportunities and fostering capabilities within organizations (Gupta et al., 2012; Reiter-Palmon & Illies, 2004). They inspire employees to think innovatively, which in turn leads to improved outcomes beyond expectations (Bushra et al., 2001).

Transformational leaders are often characterized as intelligent, proactive, and dynamic, capable of guiding themselves and their subordinates through change and heightened competitiveness (Ahangar, 2009). They encourage employees to look beyond personal interests and align their efforts with broader organizational goals (Ergeneli et al., 2007). By creating, communicating, and modeling a shared vision, transformational leaders have the ability to reshape teams and organizations, driving employees toward innovative achievements (McShane & Glinow, 2003).

The social exchange theory, developed by Blau (1964), provides a useful framework for understanding the relationship between transformational leadership and employee creativity. This theory suggests that social relationships are formed voluntarily based on mutual benefits. Under the principle of reciprocity, when leaders demonstrate fairness and deep concern for employees' needs, employees, in turn, feel motivated to contribute creatively

(Chon & Zoltan, 2019). However, research indicates that the effectiveness of transformational leadership in driving creativity is influenced by other organisational factors, including employee resilience (Bushra et al., 2011; Lemme et al., 2016).

Resilience serves as a key mediating factor in the relationship between transformational leadership and employee innovation. Resilient employees are more likely to leverage past experiences to develop new ideas and adapt to changing work environments (Panpakdee & Limnirankul, 2018). Resilience enhances efficiency, flexibility, and overall workplace adaptability (Zamuda et al., 2019). It enables employees to recover quickly from challenges and maintain a strong sense of creativity and problem-solving capacity (Kimura et al., 2018). Research has shown that resilience not only boosts individual persistence but also aligns employees with organizational goals, fostering sustained creativity (Lees et al., 2018).

Beyond corporate settings, the public sector plays a significant role in economic development by providing essential infrastructure and services (Alagidede, Baah-Boateng, & Nketiah-Amponsah, 2013; CIA, 2019). In Ghana, Metropolitan, Municipal, and District Assemblies (MMDAs) were established under the 1992 Constitution and the Local Government Act of 2016 (Act 936) to enhance service delivery and governance at the local level. However, despite efforts to improve public services, challenges persist, particularly regarding employee attitudes and performance at institutions such as the Weija-Gbawe Municipal Assembly (Sharma & Singh, 2017).

The Weija-Gbawe Municipal Assembly, located in the Greater Accra Region, oversees a diverse economic landscape that includes trade, agriculture,

small businesses, and service industries. As a local government body, it is responsible for providing essential services, developing infrastructure, and implementing local policies. The municipality is characterized by a mix of urban and suburban populations, benefiting from its proximity to Accra, which offers expanded economic opportunities. Additionally, the area has a rich cultural heritage and provides vital amenities such as schools, healthcare facilities, markets, and roads.

Despite its economic and administrative significance, employee creativity and innovation at the Weija-Gbawe Municipal Assembly remain key challenges. Addressing these issues requires a deeper understanding of the role transformational leadership plays in shaping employee creativity, particularly through the mediating influence of resilience. This study, therefore, aims to bridge existing research gaps by examining how transformational leadership impacts employee creativity at the Weija-Gbawe Municipal Assembly, with a focus on resilience as a mediating factor.

Statement of the Problem

Metropolitan, Municipal, and District Assemblies (MMDAs) in Ghana face numerous challenges, including insufficient creativity, low employee commitment, operational inefficiencies, resource wastage, delayed innovation, and low staff productivity (Kumasey, Bawole, and Hossain (2017). Similarly, Sharma and Singh (2017) argue that, unlike private-sector employees, MMDA employees despite enjoying job stability and favorable working conditions are generally less committed to taking on additional tasks that foster creativity and innovation.

Although previous studies have explored the relationship between transformational leadership and employee creativity, findings on its effects remain mixed. Some research suggests that transformational leadership positively influences employee creativity. For example, Longe (2014) found that this leadership style enhanced creative output among bank employees in Nigeria by supporting the development, optimisation, and maintenance of staff capabilities, ultimately leading to both tangible and intangible rewards. However, other studies present a contrasting view. Sofi and Devanadhen (2015) argue that transformational leadership does not directly enhance employee performance, as it may suppress creativity and innovation, resulting in poor organisational outcomes.

Lemme et al (2016) suggest that these conflicting findings indicate that the impact of transformational leadership is influenced by other organizational factors, such as employee resilience and the extent to which management ensures accountability. Furthermore, researchers like Akram, Haider, and Feng (2016), as well as Usmani and Jamal (2013), have criticized the limited scope of existing studies. They call for more comprehensive research that incorporates mediating variables to better understand how transformational leadership interacts with other factors to enhance employee creativity. Given these discussions, this study aims to address existing research gaps by examining the impact of transformational leadership on employee creativity at the Weija-Gbawe Municipal Assembly, with a specific focus on the mediating role of resilience.

Purpose of the Study

The purpose of the study was to examine the influence transformational leadership and employee creativity at the Weija-Gbawe municipality using resilience as a mediator.

Objectives of the Study

The study addressed the following specific objectives. To:

1. examine the influence of transformational leadership on employee creativity.
2. examine the influence of transformational leadership on employee resilience.
3. analyse the influence of employee resilience on employee creativity.
4. assess the mediating role of employee resilience in the nexus between transformational leadership and employee creativity.

Hypotheses

The following hypotheses guided the study.

1. H1: There is a significant positive relationship between transformational leadership and employee creativity.
2. H2: There is a significant positive relationship between transformational leadership and employee resilience.
3. H3: There is a significant positive relationship between employee resilience and employee creativity.
4. H4: Employee resilience mediates the relationship between transformational leadership and employee creativity.

Significance of the Study

The investigation of the relationship between transformative leadership and the creativity of employees may be of primary interest to policymakers and government officials. The formulation of appropriate policies that are capable of assisting managers in improving their leadership styles to mirror those of transformational leaders in order to stimulate creative behaviours among employees was facilitated by this information, which would be useful to policymakers. Again, the outcomes of the study would provide businesses with a wealth of information regarding the requirements of their workforce and the most effective means of meeting those requirements. The study makes a contribution to the existing body of literature and offer supplementary direction to future researchers who might be interested in conducting additional research on the topic. Furthermore, because this study was the first of its kind to be conducted in Ghana, the findings and suggestions that were derived from it would serve as a starting point for the development and discussion of contextual solutions to societal problems in a different setting.

Delimitations

For this study, only those individuals who work for the Weija-Gbawe municipality in the Greater Accra Region of Ghana are included. In this study, there are three variables that are utilized: transformational leadership serves as the independent variable, employee creativity serves as the dependent variable, and employee resilience serves as the mediating variable. In addition, the research is restricted to the sole application of structural equation modelling using partial least squares for the purpose of analyzing the data collected from the staff members.

Limitations

It is important to note that this study, like any other study, has some limitations. The purpose of this study is to investigate the correlation between transactional leadership and the creative output of employees working for the Weija-Gbawe Municipal Assembly. In order to acquire a comprehensive grasp of the ways in which the constructs are connected to one another, it was necessary for the researcher to collect pertinent information from all of the potential respondents during this process. It should be noted, however, that there are situations in which certain respondents did not collaborate with the researcher, which resulted in the respondents' unwillingness to respond to the questionnaires.

In addition, the current study was unable to utilize the mixed research approach due to the allocation of time and financial resources. Despite the fact that the outcomes of these studies are beneficial, a qualitative study conducted in conjunction with the quantitative method would have provided a deeper understanding of the phenomenon examined. Even though the difficulties described above were present, the researcher continued to adhere to the necessary research procedures, which insured that the outcome of the study was not impacted in any way.

Definition of Terms

- a) **Transformational Leadership** is a leadership style in which leaders inspire, motivate, and empower their followers to achieve extraordinary outcomes while fostering personal and professional growth

- b) **Employee Creativity**- refers to the ability of employees to generate novel and useful ideas, solutions, or processes that contribute to organizational growth and innovation.
- c) **Resilience**- entails an employee's ability to adapt, recover, and thrive in the face of workplace challenges, stress, and change. It involves maintaining a positive mindset, managing setbacks effectively, and continuing to perform well despite difficulties.

Organisation of the Study

This study is broken down into five distinct chapters. In the first chapter, which serves as the introduction to the study, a backdrop of the study, a statement of the problem, objectives of the study, research questions, significance, delimitations, and limitations of the investigation, as well as the organisation of the study, are presented. In the second chapter, a review of the relevant research is presented. This study includes both theoretical and empirical material that supports transformational leadership, resilience, and employee creativity. Within the third chapter, the methodological framework and approaches that was utilised throughout the course of the research project are presented. The analyses of the data, as well as the discussion of the results and the primary findings with relation to the literature, was the primary focus of the fourth chapter. A summary, conclusions, and recommendations based on the findings of the study was presented in the last chapter.

Chapter Summary

The chapter began with an introduction to the study, detailing its theoretical foundations and empirical findings while highlighting assertions made by previous researchers to establish its significance. This was followed by

the problem statement, where the issue was logically presented, and gaps in the existing body of knowledge were identified. The study's aim was then articulated, accompanied by three specific objectives to provide direction for the research. Corresponding research questions were formulated based on these objectives. The chapter also outlined the study's significance, scope, and the structure of its various sections before concluding with an overview of its chapter organization.

CHAPTER TWO

LITERATURE REVIEW

Introduction

A review's primary objective is to assuage the concerns of previous researchers on a specific study topic, as well as to highlight areas of agreement and disagreement within the works of those earlier scholars. The purpose of this chapter was to provide an overview of the concepts that were utilised in the research, including transformational leadership, resilience, and employee creativity, as well as the connections between these concepts. The theoretical review, the conceptual review, the empirical review, and the conceptual framework are the fundamental components that are covered in this chapter.

Theoretical Review

This part of the article provided an overview of the social exchange and social learning theories that served as the foundation for the research. The aforementioned theories were utilised, despite the fact that there are a number of theories that might be utilised to explain the variables of the study and the interrelationships between them.

Social Exchange Theory (SET)

Blau (1964) proposed the situational equilibrium theory (SET) as a means of illustrating how two parties in a relationship seek the benefit of either party through exchanges. As stated by the well-known author, social interactions are essential for the purpose of preserving positive relationships between persons (i.e., employers and employees) in an organization. In addition, the idea proposes that when one party acts in a way that is beneficial to the other party

or strives to improve their well-being, the latter will feel obligated to return the favour by providing the former with another benefit.

Furthermore, Peter (2016) argued that the foundation of SET is the idea that individuals engage into partnerships with the intention of maximising the benefits they receive while simultaneously minimising the expenses they incur. According to Cropanzano et al. (2001), this indicates that some antecedents encountered in the workplace, such as transformational leadership, have the potential to result in enhanced employee attitudes, behaviours, performance, and additional efforts, such as creativity. The premise is that if employers take care of their employees by providing them with transformational leadership and making them engaged (Hassan & Ahmed, 2011) in the workplace, the employees will, in turn, experience that as being beneficial, advantageous, and fair to them, and they may reciprocate by contributing their innovative ideas to the job.

SET makes a contribution to the explanation of why employees who perceive a transformational leadership style in their supervisors generate a sense of obligation to reciprocate with greater creativity. (Duarte et al., 2021; Ribeiro et al., 2018) Previous study has also revealed that transformational leadership raises workers' extra work roles by encouraging employees' affective commitment and individual creativity. This is accomplished through the promotion of workers' extra work roles. Because of this, the employees will develop the tendency to perform well and respond with a good attitude, conduct, and action; consequently, they will become staff members who are creative and imaginative. Furthermore, subordinates who are working under the leadership of a transformational leader may experience, in accordance with the norm of

reciprocity, the desire to enhance their performance in order to repay the leader's good behaviours and, as a result, achieve a balance in the exchange relationship (Wang et al., 2014; Ribeiro et al., 2018).

Social Learning Theory (SLT)

Bandura (1977), the pioneering scholar of the SLT, proposed that individuals learn by gradually studying and imitating the attitudes, values, and behaviours of significant role models in their surroundings, such as their leader. Bandura's theory was published in 1977. The SLT expressly accepts that the majority of human conduct is taught by observation and experimentation over the course of time through modelling (Decker, 1986). An individual is able to build a notion of how behaviours are executed and the effects they cause through the process of witnessing other people.

According to Bandura (2014), even while humans learn by modelling, they do not just react to external influences as if they were "unthinking organisms." Instead, they choose, organize, and alter stimuli that come into contact with them. Since individuals are able to gain knowledge from examples prior to actually engaging in the actions themselves, they are typically spared the penalties of wasteful trial and error. Boekhorst (2015) stated that when subordinates watch the good actions that are displayed by credible role models, they learn that these behaviours are essential behaviours within their social environment and would want to replicate them after they have gained this knowledge. As a result of either the leader's position or the fact that they view the leader as a mentor worthy of imitation, they will make an effort to emulate the actions of their superiors.

According to Liden et al. (2014), followers will be more likely to try to imitate the behaviours of their leader if they perceive that the leader displays favourable and attractive features. According to Hunter et al. (2013), leaders are a significant source of role modelling in the workplace because of their standing and authority over followers. This is especially true when leaders are viewed as trustworthy role models. It is possible for leaders to exert a large amount of influence over the attitudes and behaviours of their followers by effectively conveying to subordinates the sorts of behaviour that are expected of them and by aligning rewards to incentivize such behaviour (Newman et al., 2015).

The findings of previous studies have demonstrated that followers who observe their leader exhibiting creative ideas and treating employees in the same manner will be motivated to emulate these behaviours by aiding their colleagues and the organisation (Hunter et al. 2013). According to Liden et al. (2014), followers learn to serve others through a phenomenon known as the "trickle-down" effect. This phenomenon occurs when the leader shows the behaviours that are wanted and stimulates employees to imitate those behaviours from the leader.

When compared to other types of leadership, transformational leaders are more likely to be regarded as credible role models. This is because followers feel that transformational leaders behave in a selfless manner and are driven to help others without expecting anything in return (Sendjaya et al., 2008). According to the hypotheses that were proposed by earlier researchers, the SLT appears to be an appropriate method to use in this current investigation to explain the associations that were found in the study. This is because when transformational leaders demonstrate behaviours and attitudes that are selfless,

innovative, empowering, and concerned with the overall well-being of their employees, those employees will learn from the leaders to likewise behave in the same manner over the course of time.

According to Schwarz et al. (2016), this will result in an overall improvement in the creative levels of the employees, as well as the promotion of peaceful cohesiveness and interactions among coworkers, the enhancement of the performance of the organization, and the maintenance of a competitive edge. Again, when followers consistently observe their leaders acting in ways that promote the well-being of the organisation and/or team, rather than their own self-interests, and upholding the group's norms and beliefs, which are behaviours that are reflected in the transformational leadership construct (Brown & Treviño 2006; Sendjaya et al., 2008), employees or followers will learn to also exhibit the same behaviour, which will ultimately lead to an improvement in creativity.

Conceptual Review

For the purpose of this phase of the study, the concepts that constitute the variables of the study are the primary focus. Reviews of transformational leadership, employee resilience, and employee creativity, as well as the subdimensions that are relevant to each of these topics, are included in this section. Uncertainties will be dispelled, and the review will provide a comprehension of the arguments that were presented by earlier academics.

Concept of Leadership

In the study conducted by Ul Hassan and colleagues (2013), it was found that a leader plays a very important and crucial part in the accomplishments of a company. In point of fact, leadership is one of the aspects of organizational

behaviour that receives the most attention, and it has been determined that every group and team requires a leader to direct and guide them in order to achieve their own objectives (Mohiuddin, 2017). A significant factor that is widely being examined and discussed in the field of organisational behaviour and performance is the fact that leadership is a quality that is highly valued in most organisations. This has become a key cause that is being investigated and debated.

To put it simply, leadership is a method of social control that allows a leader to seek the controlled participation with subordinates in order to achieve the aims and goals of the organisation (Omolayo, 2000). Additionally, Bamigboye noted that leadership is a process in which a single individual can utilise their skills and capabilities to stimulate the remaining members of society. The development and progress of followers, as well as their wishes and aspirations, are the primary focuses of leadership.

In light of this, there is an urgent requirement to effectively manage and motivate the staff members through the development of strong leadership. Although there is a wealth of literature on traditional leadership styles, such as transformational (Flanigan, 2012), transactional, autocratic (Bass & Bass, 2009), and more recently, servant leadership (Eva, Robin, Sendjaya, van Dierendonck & Liden, 2019; Van Dierendonck, 2011), there is a dearth of recorded information regarding the impact that transformational leadership has on the creativity of employees through other contextual factors, such as employee resilience.

Transformational Leadership

Over the past few years, researchers have conducted extensive research on the concept of transformational leadership (Suifan, Abdallah, & Al Janini, 2018; Jyoti & Dev, 2015; Yang & Yang, 2019). They have discovered that this concept is effective in terms of increasing the performance expectations of followers (Rao, 2014) and transforming their personal values and self-concept into a higher level of needs and aspirations (Avolio et al., 2003). Transformational leadership is now closely associated with a variety of outcomes that pertain to the individual.

These outcomes include the following: followers' creativity (Wang, Tsai, & Tsai, 2014), satisfaction and performance (Mittal & Dhar, 2015), organisational commitment (Ma & Jiang, 2018), work withdrawal (Wang & Walumbwa, 2007), task performance and organizational citizenship behaviour (Gumusluoglu & Ilsev, 2009), and absenteeism (Yang & Yang, 2019). According to Jiang and Chen (2018), creativity is one of the individual outcomes that has a significant impact on the promotion of organisational innovation and competitive advantage to an organisation.

In the field of management literature, transformational leadership has gained popularity due to its motivational and relational style, as stated by Para-González et al (2018). A concept known as transformative leadership was initially dreamed of by Bums in 1978. He made a distinction between the traits of transformational leadership and those of transactional leadership. According to Bastari et al (2020), transformational leaders are able to inspire their colleagues to work for longer hours and create more than what is expected of them. They treat their followers in a paternalistic fashion, guide them in all

situations, help them whenever required, deliver knowledge to them, polish their skills and treat them equally (Lei, Leaungkhamma & Le, 2020; Al Harbi, Alarifi & Mosbah, 2019).

It is a form of leadership in which relationships are organized around a collective purpose in ways that transform, motivate and enhance the actions and ethical aspirations of followers (Burns, 1978). A transformational leader is someone who, according to El Toufaily (2017), is someone who wants to develop their followers' full potentials, higher needs, good value systems, moralities, and motivations. As a result of this evolution, the followers are inspired to come together, alter their objectives and beliefs (Li, Mitchell, and Boyle, 2016; Slåtten and Mehmetoglu, 2015), and look beyond their own self-interests to fulfil the organization's aims.

In recent years, researchers have conceived of transformative leadership as a collection of behaviours that are relatively consistent but predominantly vary from person to person (Solomon, Russell-Bennett, & Previte, 2012). The notion of transformational leadership, which was conceptualized by Bass and Avolio (1994), is comprised of four characteristics that are exhibited by the leader. This concept has gained widespread acceptance. Transformative leadership can be broken down into four distinct dimensions: idealized influence, inspiring motivation, intellectual stimulation, and personalized consideration.

According to Ghimire, Haron, and Bhatti (2021), the motivation of followers' professional traits is the outcome of the interplay between these four factors. As a result, the constructs that are being investigated in this study are the four dimensions of transformational leadership or the behaviours of

transformational leaders. These constructs are what represent transformational leadership.

Idealised Influence

Having the power to influence followers through the leader's loyalty, devotion, and principles is what we mean when we talk about idealised influence. The leader has the ability to serve as a model that followers look up to, respect, and trust at all times. According to Kasımoğlu and Ammari (2020), this particular behaviour of the leader is marked by the leader's ability to make decisions consistently and the ability to expose themselves to personal dangers. According to Jyoti and Dev (2015), transformational leaders possess a set of values that are honourable, beliefs that are strong and ethical, and a sense of mission that is responsible. These are the qualities that followers will mimic and turn to when dealing with challenging circumstances. According to Özbay and Sariçoban (2021), these ideal beliefs are transmitted from leaders to their followers, who, in turn, consider them to be exceptional

Inspirational Motivation

Obiwuru et al (2011) state that inspirational motivation is associated with the capacity of the leader to encourage followers by means of the formation of a vision and the expression of key purposes. Through the leader's encouragement and positivity, followers develop a belief in their own capacity to accomplish above what they had anticipated they would be able to do. These kinds of leaders have a tendency to establish a future vision that is appealing, motivating, compelling, and inspiring. According to Odumeru and Ogbonna (2013), inspirational motivation refers to the degree to which leaders are able to

drive their followers by expressing and communicating high expectations of them through the use of inspirational visions.

A creative work environment is one in which followers are encouraged to take chances in interpersonal relationships, perform beyond the typical expectations, and develop original material (Sirkwoo, 2015). This component contributes to the cultivation of such an environment. (Ngaithe et al., 2016) A leadership-reframing study confirmed that leaders who communicate confidence to their followers motivate their followers to view every hard scenario as a new opportunity and to always seek out fresh and creative ideas. This was achieved by leaders who communicate confidence to their followers. According to Gardner et al. (2011), this can unquestionably contribute to the development of an environment that actively encourages creative problem-solving in the workplace.

Intellectual Stimulation

The intellectual stimulation factor of transformational leaders focuses on the ability of the leader to inspire reason, creativity, and intelligence while the organisation is engaged in the process of problem-solving (Ghimire, Haron, & Bhatti, 2021). A setting that encourages creativity and innovation is ideal for its growth and development. According to Jyoti and Dev (2015), at this point, followers are encouraged to think about the issue in fresh ways and to take a risk that they have carefully considered. According to Jyoti and Dev (2015) and Cekmecelioglu and Ozba (2016), transformational leaders are those who challenge and question the efforts and proposals of their followers within the context of problem-solving.

This approach encourages followers to reframe problems in a more accurate manner, target difficulties in a pragmatic manner, and address previous situations in a new manner. 'Out of the box' thinking is encouraged by their leaders, which in turn encourages employees to develop creative and generative thinking (Amabile & Pillemer, 2012). This momentum encourages people to think creatively and generatively. According to Porter and Heppelmann (2015), an employee who expresses himself creatively to a boss who accepts and encourages his critics, recommendations, and proposed solutions is likely to come up with a solution that is both unique and ground-breaking.

Individualised Consideration

An attribute known as individualised consideration is one in which the leader provides individual attention to followers, trains and coaches them as a mentor, and pays attention to the unique demands of each and every individual (Shafi, Lei, Song, & Sarker, 2020). Leaders are the ones that individually listen to the challenges that followers are experiencing and offer help when it is needed. It is beneficial for the followers to receive feedback from the leader on an individual basis, as this contributes to their personal development and self-actualization (Sirkwoo, 2015).

According to Gong et al. (2009) and Odumeru and Feanyi (2013), the individualised consideration of transformational leaders focuses on the manner in which leaders pay attention to the specific needs of each employee for professional development and advancement. Leaders who are knowledgeable of the specific characteristics, skills, and capacities of each of their followers are in a better position to comprehend and accurately classify the appropriate

duties and missions that should be assigned to them in accordance with those characteristics (Anthony, 2017).

Employee Resilience

On a regular basis, even on a daily basis, individuals are confronted with challenges and adversity in the workplace. These challenges can include working with colleagues who are degrading (Cortina, Magley, Williams & Langhout, 2001), executing demanding tasks such as firing employees (Molinsky & Margolis, 2005), or taking on challenges outside of work, such as caring for a relative (Kossek, Colquitt & Noe, 2001), which require workers to be more resilient in their duties.

Resilience is the capacity of individuals, groups, and organizations to absorb the stress that is caused by these challenges and to not only recover functioning back to a normal level, but also to learn and grow from the adversity in order to emerge stronger than they were before (Morgan et al., 2017). According to Bright et al. (2006) and Caza, Barker, and Cameron (2004), resilience is a positive behaviour that places a focus on abundance and vitality throughout times of adversity. In the opinion of Zamuda et al. (2019), the term employee resilience refers to the capacity to recover rapidly from adversity, adversity, and complexity. It also enables employees to become more powerful and creative.

According to Kimura et al. (2018), employee resilience is defined as the capacity of employees to successfully manage, adapt, and even succeed and be active in settings that are stimulating. This capability is maintained and fostered by institutions. Consequently, employee resilience brings to more effective work and adjustments that are more adaptable in the future (Panpakdee &

Limnirankul, 2018). This is because it helps to cultivate new ideas and creativity with the assistance of previous experiences. According to Lees et al. (2018), employee resilience is a factor that contributes to an increase in the level of perseverance exhibited by individual workers and helps employees reach their personal creative goals.

The concept develops innovation ideas and innovation processes that reflect employee presentation in order to create an environment that fosters employee creativity (AlOmar et al., 2019). According to Panpakdee and Limnirankul (2018), resilience makes it easier for workers to maintain their normal operations in a creative manner by providing them with the staying power and actions necessary to do so. Employee resilience not only satisfies the demands of employees but also preserves the way in which interpersonal connections influence employees' creativity (Panpakdee & Limnirankul., 2018; Kimura et al. (2018).

Employee Creativity

According to Amabile (1988), creativity is described as the production of innovative and beneficial ideas. According to Unsworth (2001), creativity can either be a component of an employee's work requirement or go beyond what is required of them. As part of the requirements for the position, an employee may be required to come up with a number of valid unique proposals for creating the service flow. This is an example of creativity. According to the findings of a number of academics (Cheung & Wong, 2011), creativity may be defined as the process by which people come up with innovative and practical solutions to address challenges and find answers to problems linked to their work while engaging in goal-directed behaviour.

The findings of other researchers, creativity is a trait that is associated with an individual's traits. As an illustration, Evans (1991) demonstrates that creative people possess the qualities of being aware of and sensitive to issues, having a strong memory, and having a high degree of adaptability. According to Lengnick-Hall et al. (2011), the health care industry is characterized by a relatively low level of employee creativity. This is because the organizational environment has a significant impact on the degree of work performance achieved by employees.

Employee creativity is worried with the worker's planned schedules towards the advancement, group, and understanding of newest concepts, which cops to do workstation operations in a well manner, according to Kimura et al. (2018). This was discovered in their study. Investigating the factors that can be used to predict creative behaviour is one area of research on creativity. For instance, Andriopoulos (2001) lists five elements that are favourable to inspire employee creativity in the workplace. These aspects include organizational environment, leadership style, organisational culture, resources and skills, and organizational structure and system.

All these factors are interrelated. Other factors that have been identified as sources of creativity include psychological empowerment (Deci et al., 1989), personality traits (George and Zhou, 2001), intergroup competition (Baer et al., 2010), intrinsic motivation and creative process engagement (Zhang and Bartol, 2010), and organizational climate (Scott and Bruce, 1994). The other line of research investigates the circumstances that are such that they are conducive to the development of a high level of creativity. As an illustration, Sagiv et al. (2010) discovered that a structure that is imposed from the outside encourages

creative thinking, whereas a systematic structure that is based on one's own cognitive style inhibits creative thinking.

Another illustration of this may be found in Liao and Loi (2010), who found that the exchange of members between leaders and members of teams had a distinct indirect impact on the creativity of employees through the concept of self-efficacy. As an additional point of interest, Wang and Rode (2010) demonstrated that the interactive impacts of transformational leadership, employee identification with the leader, and innovative climate were all connected with employee creativity. Baer (2010) found that individuals were most creative when they maintained idea networks of optimal size and weak strength of actors' idea networks and high network diversity. This was in addition to the fact that persons were most creative when they maintained idea networks. Finally, Wang and Cheng (2010) emphasized that the influence of benevolent leadership is dependent on the coexistence of creative role identity and job autonomy.

Abdallah and Phan (2007) and Tidd (2001) found that organizations that fail to be innovative or creative run the danger of losing their competitiveness and their ability to remain sustainable. According to Shrafat et al. (2016), Shehadeh et al. (2016), and Martens (2011), creativity is defined as the act of introducing something new to an organization. This could mean something that is original, distinctive, or unique; a fresh point of view; thinking outside the box; and providing something that was not there before. Employees who are creative have the ability to uncover the hidden demands of consumers and to solve challenges in a creative and efficient manner, which ultimately results in greater performance (Obeidat et al., 2017; Grewal et al., 2009; Verhoef et al., 2009).

According to Abdallah and Matsui (2007) and Shalley and Gilson (2004), creativity refers to the ability and capacity of employees to generate and develop fresh and beneficial thinking regarding the products, services, practices, and procedures of the Municipal Assembly.

Ozaralli (2015), Chen et al. (2012), and Amabile (1988) have identified four primary aspects that contribute to the development of individual creativity inside organisations. These aspects are expertise, divergent thinking, psychological empowerment, and rewards. According to Bereiter and Scardamalia (1993), having expertise requires individuals to possess not just a specialised understanding of a particular field but also the ability to apply that knowledge in order to solve problems. According to Ericsson et al. (2007), expertise is not only the ability to know something but also the ability to act on that knowledge.

According to Winkelen and McDermott (2010), as employees become specialists, they are able to impart general knowledge to other employees. This not only offers the other employees the opportunity to expand their skills, but it also encourages them to exhibit innovative thinking. It is possible to differentiate creative problem-solving from other types of problem-solving approaches by employing divergent thinking, which is the act of generating a large number of distinct ideas. The ability of employees to think in a divergent manner can be influenced by managers since managers become role models for employees in the process of thinking in a divergent manner. The concept of divergent thinking is closely associated with creativity and is considered to be one of the primary drivers of creativity (Williams, 2004).

Empirical Review

Taking into consideration the particular goals of the study, this component of the review of empirical evidence was prepared. Through the review, it will be possible to present arguments and findings of previous researchers, as well as outline areas of consensus and disagreement, which will ultimately assist in avoiding errors that were made by earlier scholars. Refinement of the problem definition and the formulation of hypotheses will also be guided by the review.

Transformational Leadership and Employee Creativity

According to Rao (2014), transformational leaders are able to enhance and reinforce the values that people hold, and they are also referred to as leaders who create myths and tell stories. Furthermore, transformational leaders are analytical, effective, result-oriented, and direct followers of a new set of behaviours that encourage change and innovation in organizations (Abbas et al., 2012). These characteristics make them characteristics of transformational leaders. The characteristic of transformational leadership is that it places an emphasis on a personally considerate behaviour that encourages followers to contribute to decision-making and express their thoughts. In addition to this, it places an emphasis on a behavior that is both inspiring and stimulating, which promotes critical thinking and the development of individual solutions (Schweitzer, 2014).

As stated by Herrmann and Felfe (2014), leaders have the ability to establish an environment that is conducive to the generation of creative ideas by encouraging followers to generate new ideas, demonstrating confidence, and refraining from condemning followers when new ideas are unsuccessful. In

addition, transformational leadership places an emphasis on the role of leaders as those who serve as sources of inspiration and assistance for their followers, with the goal of assisting them in growing professionally and achieving success in their work. According to the findings of a number of researchers (Astuty & Udin, 2020; Le & Lei, 2019; Suifan, Abdallah & Al Janini, 2018), transformational leaders play a significant part in providing employees with support and encouraging them to be motivated, as well as in engaging employees and demonstrating innovation.

For example, Jyoti and Dev (2015) and Prasad and Junni (2016) proved that transformational leaders encourage people to think creatively, share their knowledge, and promote unique ideas. They also encourage employees to learn from one another. The leaders also help employees in overcoming their fear of danger and revolutionizing the ways in which they perform everyday tasks, which ultimately results in a high level of creativity. The leaders can inspire their colleagues, so gaining respect and loyalty, through the use of idealized influence. Through the communication of a guiding vision and path, transformational leaders are able to inspire and motivate their staff to achieve their goals. According to Bass and Avolio (1995), employees are encouraged to participate in creative activities when they are provided with intellectual stimulation. The leaders give attention to each individual worker in order to fulfil their requirements (Ng, 2017).

According to the findings of Yunus and Anuar's (2012) research, transformational leaders also push their staff to consider novel and innovative approaches to the accomplishment of their tasks. According to the findings of a study that was carried out by Yasin, Nawab, Bhatti, and Nazir (2014),

intellectual stimulation has a significantly favourable impact on innovation. As an additional benefit, transformational leaders cultivate excellent relationships with their staff members, which ultimately results in improved performance on the job (Ng, 2017). Cheung and Wong (2011), Jyoti and Dev (2015), Khalili (2016), and Mittal and Dhar (2015) are few of the authors that have confirmed that TL has a favourable effect on Executive Communication (EC).

Therefore, the following hypothesis was proposed:

H1: There is a significant positive relationship between transformational leadership and employee creativity.

Transformational Leadership and Employee Resilience

According to Gardner and Schermerhorn (2004), one of the responsibilities of transformative leaders is to improve the resilience of their followers. These leaders may carry out such a task through several routes (Gardner et al., 2005; Luthans & Youssef, 2004; Luthans, Youssef, & Avolio, 2007), including: (a) promoting good interpersonal relationships, thus developing conditions so that employees receive social support in adverse times, this support being important for sustaining resilience; (b) increasing employees' self-confidence and psychological safety, which makes them more able to face problems and adversities with resilience; (c) promoting employees' positive emotions, these emotions helping to develop resilience (Tugade et al., 2004).

Rego, Sousa, Marques, and e Cunha (2012) stated that transformational leaders capitalise on individual resilience by ensuring that others have the support they require to recover from adversity and not only survive but thrive when confronted with high levels of positive change. This is important because

transformational leaders are able to capitalise on the resilience of individuals. According to Al-Omar et al. (2019), they are able to predict prospective challenges or pressures, devise contingency plans to support and assist employees in coping with them, and make themselves available and responsive to employees who call out to them. Based on the foregoing, the study hypothesised that:

H2: There is a significant positive relationship between transformational leadership and employee resilience.

Resilience and Employee Creativity

According to Luthans, Youssef, and Avolio (2007), resilient individuals are able to triumph over adversity, persevere through it, recover from it, and then go out to seek out new information and experiences, deeper relationships with other people, and the discovery of meaning in their lives. Research conducted by De Clercq and Pereira (2019) and De Clercq and Belausteguigoitia (2017) reveals that there is a connection between resilience and creativity.

Employees that are resilient have a zestful and energetic approach to life, are curious and open to new experiences (Tugade, Fredrickson, & Barrett, 2004), and are able to improvise in settings that are largely characterized by change and uncertainty (Youssef & Luthans, 2007). Because of this, people that are resilient are more likely to come up with new methods of doing things when they are confronted with challenges, chances, and opportunities. Al-Omar et al. (2019) found that individuals with higher levels of resilience are better able to recover from negative emotional experiences and are more likely to feel pleasant emotions even when confronted with stressful situations.

Again, employees who have the belief that their organisation does not possess the flexibility and openness to accept change will recognize the significant value in utilizing their personal energy, which is derived from their resilience, to engage in activities that have the potential to reduce or eliminate any organizational obstacles that may hinder their ability to improve their job situation (Cho et al., 2017; De Clercq, Castañer, & Belausteguigoitia, 2011). Thus, because employee resilience is a personal resource that defines the extent to which employees successfully bounce back and learn from negative situations (Bardoel et al., 2014), this resource is useful to implementation of radically new ideas in the organisation (Wolfson & Mulqueen, 2016; Youssef & Luthans, 2007). To this end, the study postulated that:

H3: There is a significant positive relationship between employee resilience and employee creativity.

Mediating Role of Resilience

Khalili (2016) came to the conclusion that leaders should place a high value on creative and innovative work and offer support for innovation in order to have a beneficial impact on the creativity and innovation ability of their staff. Additionally, transformational leaders encourage employees to use unique ideas and inventive problem-solving strategies in order to inspire employee creativity and create organizational innovation. This is done in order to achieve the goal of achieving innovation within the organization. According to Jyoti and Dev (2015), transformational leaders are those who establish criteria for performance and display trust in their staff in order to motivate and cultivate their creative potential.

When searching for past research, we were unable to locate any studies that examined the function that employee resilience plays as a mediator in the connection between transformative leadership and workforce innovation. However, as employees recognize that their organisation provides them with the support and recognition they need, in addition to the managers and leaders valuing their contribution and caring about their well-being, this recognition will create a sense of obligation in employees to care about the organization's welfare and help it achieve the goals in the most creative way (Khalili, 2016; Rhoades & Eisenberger, 2002). Furthermore, as a result of the fact that resilience increases employees' conviction that their organizations respect their accomplishment of organizational goals, it will, in turn, improve employees' creativity (Waseem, 2010).

Kremer, Villamor, and Aguinis (2019) that there are three processes that contribute to the resilience of employees. To begin, when workers are made aware that their contributions and well-being are valued by their supervisors, they experience a sense of obligation to reciprocate this value through their actions. A second benefit of caring and respect is that it helps individuals fulfil their essential requirements for acceptance and affiliation in the workplace. The assumption that an organization's recognition and approval can promote employees' confidence that their performance will be recognized and rewarded is a third perspective that deserves consideration. Employees will have a tendency to behave creatively in order to strengthen the competitive advantage of their businesses as transformational leaders are successful in establishing an atmosphere that fosters employee resilience. Considering above arguments, the study proposed following hypothesis:

H4: Employee resilience mediates the relationship between transformational leadership and employee creativity.

Lessons Learnt from the Empirical Review

During the review, a number of valuable lessons were acquired. Among these are the lessons that can be learned from the methodological application and analytical tools that were utilised in the earlier research. In a number of the studies that were examined, it was discovered that the researchers employed the procedures of simple random sampling in order to select them as respondents. For their qualitative approach, just a few of them relied on non-probability sampling approaches like purposive sampling among other methods. With regard to the analytical tools, the bulk of the researchers depended on the use of correlation and regression within the two variables. There was a significant lack of information regarding the application of techniques such as structural equation modelling with partial least squares.

Conceptual Framework

The ability to effectively represent one's ideas through the use of diagrams in order to facilitate effortless comprehension by readers is one of the essential aspects of the research. According to Guntur (2019), the conceptual framework serves as the "blueprint" of every research project, providing clarity and direction to the concepts that are being expressed in the research. A conceptual framework is the basis upon which research is formed, according to Grant and Osanloo (2014), who underlined the significance of a conceptual framework by expressing these words. Based on the purpose and the guiding objectives of the study, the conceptual framework for this present study is presented in Figure 1

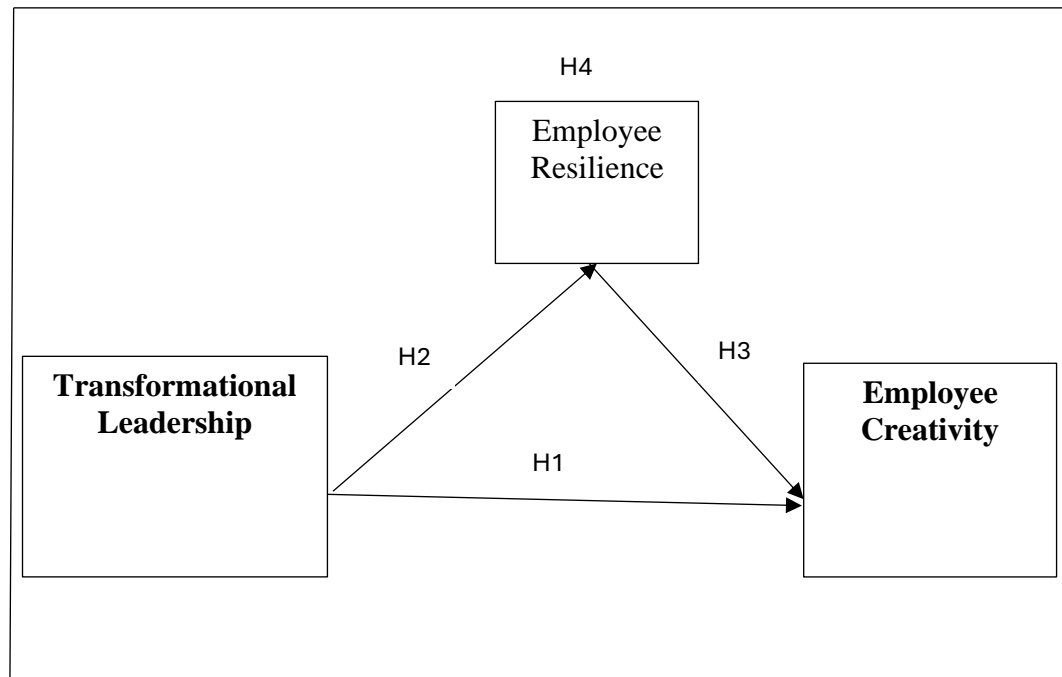
FIGURE 1

Figure 1: Conceptual Framework the Depicting the influence Transformational Leadership and Employee Creativity at with Resilience as a Mediator.

Source: Author's Construct (2023)

At the Weija-Gbawe Municipality, the conceptual framework provides an illustration of the interrelationships between transformative leadership, staff resilience, and employee creativity. According to the illustration, transformational leadership is the independent variable, employee creativity is the dependent variable, and employee resilience is the mediating or intervening variable. All of these variables are illustrated in the picture. According to the paradigm, it is anticipated that the relationship between transformational leadership and employee creativity will be mediated or otherwise influenced by the resilience of the employees.

Chapter Summary

In this chapter, a literature study was conducted on the various theoretical, conceptual, and empirical issues that are associated with transformational leadership, employee resilience, and employee creativity. In the conceptual framework of the study, significant issues and lessons learned from the review were taken into consideration. The research methods section, analysis, presentation of findings, comments, conclusions, and recommendations were all areas in which the review proved to be valuable.

CHAPTER THREE

RESEARCH METHODS

Introduction

The approach that was utilised in the execution of this investigation is presented in this chapter. Consequently, it explains the methodology that was utilised in the research as well as the reasoning that was behind each of the approaches that were taken. The following are some of the features that are elaborated upon in this section: study design, research approach, research area, population, sample and sampling procedures, instrument, data collection procedure, reliability, validity, data analysis, and ethical concerns.

Research Philosophy

This study was grounded in the positivist research philosophy, which is rooted in the belief that knowledge should be based on natural phenomena and their properties and relations as verified by the empirical sciences. Positivist asserts that only scientific knowledge that is based on factual information and gained through observation, including measurement, is credible (Sekaran & Bougie, 2016). Positivism enabled the researcher to strictly adhere to a factual understanding of the mediating role of mediating role of resilience in explaining the influence of transformational leadership on employee creativity through hypotheses and theories testing against observations of natural phenomena, rather than resting on a priori reasoning, intuition, or revelation. It also enabled the researcher to remain distanced from personal values and biases during the research process, maintaining objectivity while ensuring reliable and valid findings regarding the mediating role of resilience in explaining the influence

of transformational leadership on employee creativity at the Weija-Gbawe Municipal Assembly.

Research Approach

From the foregoing, a quantitative research approach was employed. The rationale for choosing the quantitative research approach was informed by the desire for precision in the measurement of the study variables, the ability to control and manipulate variables, and the need for objectivity in data analysis (Neuman, 2014). This is as a result of the characteristics and objectives of the study that is being considered. As part of the current investigation, the researchers are required to collect numerical data that will be subjected to quantitative analysis. In addition, the current study requires that the findings of the study be generalized to the entire population. According to Tashakkori and Teddlie (2010), quantitative approaches are frequently regarded as being of a deductive nature. This is due to the fact that inferences drawn from the testing of statistical hypotheses lead to general deductions regarding the features of a population. In addition, Lincoln, Lynham, and Guba (2011) are of the opinion that the quantitative approach to research is geared towards the formation of theories and hypotheses that can be tested and that can be generalized to a variety of different contexts.

The reasons that led to the decision to go with a quantitative research technique rather than a qualitative research approach are the factors that were discussed before. According to Saunders et al. (2016), there are three primary types of research: quantitative, qualitative, and mixed methodologies. Each of these methods follows a different methodology. According to Sekaran and Bougie (2016), the quantitative technique gives the researcher the ability to

investigate the relationships between variables, whereas the qualitative approach focuses on the more surface-level features of social reality. According to Saunders et al. (2016), the nature of the data that is utilized for the study may play a role in determining the significance of the distinction between qualitative and quantitative research methods. Quantitative research makes use of numerical data, whereas qualitative research makes use of data that does not take into account numerical values.

In addition, Neuman (2014) proposed that the two methods can be differentiated from one another in terms of the procedure that is utilized in the process of data collecting and analysis. By way of illustration, in the quantitative research technique, researchers primarily rely on questionnaires for data gathering and also for statistically analyzing the data. On the other hand, in the qualitative research method, researchers rely on interviews for data collection, and qualitative analysis is performed. Based on the findings of Sekaran and Bougie (2016) and Saunders et al. (2016), it was determined that the third strategy, known as mixed method, is nothing more than a combination of the two approaches already mentioned. The authors went on to state that the qualitative research method is not suitable for the purpose of generalizing the sample results to the entire population, in contrast to the quantitative research approach, which allows for the generalization of the sample results to the entire population.

Research Design

According to the correlational research design, this study was conducted. In addition, the correlational research design, which is classified as a causal design, was utilised because it contributed to the investigation of the

connections or connections between the variables that were being studied. Therefore, it would be helpful in determining the amount to which the variables under study are related to one another, as well as in identifying which variables are interacting with one another and the type of interaction that is taking place. Sekaran and Bougie (2016) claim that for a researcher to adopt a causal design, they need to be positive that a change in the dependent variable is not driven by any other variable but the variable of interest.

The author further asserted that if the study was unable to prove the aforementioned condition, it may be deemed, at best, a correlational one. It is only possible to consider this study to be a correlational one rather than a causal one because it is not possible to draw the conclusion that employee development is the only variable that causes change in employee performance. According to Sekaran and Bougie (2016), a research design is a form of a plan or a guide that outlines the procedures that should be followed in order to collect, measure, and analyse data that is associated with a particular research project. Kothari (2004) proposed that study designs are concerned with the process of making decisions regarding the methods that are utilised in the process of data collection, the types of strategies and instruments that are utilised for sampling, and the many ways in which the restrictions of time and expense might be distributed.

Study Area

A vibrant and diversified population can be found in the Weija-Gbawe Municipality, which is located in the Greater Accra Region of Ghana. This municipality is located southwest of the bustling capital city of Accra. A vibrant population that is involved in a wide range of economic activities can be found in this municipality, which is distinguished by its distinctive combination of

urban and suburban traits. There are many different industries that contribute to the success of the local economy, which is a reflection of the significance of the municipality as an essential component of the economic landscape of Greater Accra.

The town of Weija-Gbawe is distinguished by its necessary infrastructure and services, which include educational institutions, healthcare facilities, marketplaces, and a transportation network that is well connected. One of the most distinguishing characteristics of the region is the presence of the Weija Dam, which serves as an important source of water for both residential and commercial applications. The local government system of the municipality plays a crucial part in providing efficient administration and governance, which in turn reflects the community's dedication to environmentally responsible growth. Weija-Gbawe is becoming an increasingly significant region within the Greater Accra metropolitan area as a result of current developments and efforts that contribute to its growth.

Population

According to Graneheim and Lundman (2004), the population was defined as the total number of instances that were able to satisfy a predetermined set of criteria. As stated by Ngechu (2004), a population can be seen as a collection of elements, events, individuals, or a group of items that are the subject of an examination based on research. It was also stated by Leedy and Ormrod (2010) that the population might be understood as the target group that the researcher is interested in gathering information about and forming conclusions about. For the purposes of this study, the population consists of all of the employees of the Weija-Gbawe municipal government, which totals 245

individuals. This does not include the heads of departments, administrators, or section leaders of the municipality.

Sample and Sampling Procedure

According to Zikmund, Babin, Carr, and Gryphon (2013), the term "sample" refers to a subset or a portion of a larger population that possesses a distinct collection of traits that are shared by the broader group. It was underlined by Bambale (2014) that a sample of a population is comprised of that fraction of the total number of units that have been chosen for scientific inquiry. The term "sampling" was coined by Gravetter and Forzano (2012), who defined it as the process of selecting a specific group of individuals with the intention of obtaining data from which inferences can be derived related to those individuals. This study, on the other hand, utilized the census methodology, which meant that every single member of the population took part in the research. According to Champ (2003), a census survey is defined as the collection of comprehensive information from all members of the population.

In other words, a census is frequently considered to be the opposite of a sample because its purpose is to count all of the people in a population rather than a selected portion of that population (Cochran, 2007). In other words, each and every one of the 245 workers who were present at the assembly participated in the research. Taking into consideration the findings of Sekaran and Bougie (2016), a census approach makes it possible for all of the units of the analysis to be included in the study, hence providing more opportunities for everyone to take part in a particular study. In addition, the census method has the advantage of providing information that is more precise and reliable because it does not exclude any units (Pandey et al., 2020).

Data Collection Instrument

For the purpose of a study, the collection of data requires the use of specific research equipment and processes for the purpose of data collection. For the purpose of this investigation, a questionnaire was carried out in order to obtain information from respondents regarding their individual levels of familiarity with the constructs. The survey was divided into four divisions, which were labelled A through D. Section A is concerned with the personal demographics of the respondents, while Sections B and D will collect information on the transformational leadership, resilience, and creativity of the individuals who participated in the survey.

The Multifactor Leadership Questionnaire (MLQ-5X), which is the standard instrument for assessing transformational leadership behaviour (Avolio and Bass, 2004), was used to derive the responses for Section B, which was devoted to transformational leadership (TL). The resilience was measured using the scale that was created and validated by Al-Omar et al. (2019). Section C was responsible for this measurement. Section D utilised the items that were produced by Eisenberger et al. (2010) in order to measure the inventiveness of the employees.

The responses will be based on a seven-point scale, with one representing a strong disagreement, two representing a somewhat disagree, three representing a small disagreement, four representing neither agreement nor disagreement, five representing a slight agreement, six representing a somewhat agree, and seven representing a strong agreement.

Data Collection Procedures

For this study, we made use of both primary and secondary sources of information. Primary data are the original data sources that are collected brand new and for the very first time. As a result, primary data are the earliest and most authentic data sources. The method of surveying was utilized to acquire the primary data. For this purpose, questionnaires were distributed, and data was collected from individuals who responded to the survey. The use of well-designed questionnaires that contained questions with limited room for interpretation was employed in order to accomplish the goals of the study. The questionnaires were handed out to the individuals who participated in the study by the researcher. It was determined by the researcher that the respondents agreed regarding the appropriate time for the collecting of the questionnaires. To successfully complete the data gathering process, it was imperative that the time that was agreed upon be adhered to in a stringent manner. The period of time during which the data was collected was between February and March of 2024.

Reliability and Validity

According to Mutepfa and Tapera (2019), the administration of surveys ought to take into consideration the objectives of the investigation, the population that is being investigated, and the resources that are at one's disposal in order to improve the validity and reliability of the study. According to Bless, Higson-Smith, and Kagee (2000), dependability is concerned with the consistency of the instrument. An instrument is said to have high reliability if it can be trusted to deliver an accurate and consistent measurement of a value that does not depend on any external factors. According to Pallant (2016), a

Cronbach's Alpha value of 0.70 or higher is considered to be suitable for determining the dependability of a scale that has been adapted. The researchers that designed the scales in this study demonstrated a high level of reliability and validity, as evidenced by the fact that all the constructs loaded for more than 0.70. As a result, the transactional leadership scores were 0.904, the employee resilience scores were 0.770, and the employee creativity scores were 0.700.

Data Processing and Analysis

For the purpose of addressing the hypotheses involved in the investigation, the partial least squares structural equation modelling (PLS-SEM) technique was utilized. Due to the fact that SEM enables the simultaneous testing of connections between variables by combining regression and factor analysis (Baron and Kenny 1986), the PLS-SEM strategy was determined to be the most appropriate technique to be employed for the data analysis of the study (Hair et al., 2021).

The challenges that relate to Type 1 errors and the requirement to change the alpha values while performing multiple regressions are eliminated by using this method of structural equation modelling (SEM). Controlling for measurement error is another benefit of scanning electron microscopy (Hair et al., 2021). As a result, SEM has the potential to offer a more accurate measurement of the model that is being investigated. Transactional leadership, resilience, and improved employee performance were the components that comprised the approach.

Measurement Model Assessment

Key underlying assumptions are adhered to by the measurement model in PLS-SEM. These assumptions include item loadings, construct reliability and

validity, convergent validity (average variance extracted), and discriminant validity (Hair et al., 2016; Dijkstra & Henseler, 2015; Diamantopoulos, Sarstedt, Fuchs, Wilczynski & Kaise, 2012). According to Rodán and Sánchez-Franco (2012), these assumptions have specific rules of thumb that can be used as guidance when evaluating the outcomes of the model. It is recommended that loadings that are greater than 0.708 be used in relation to the item dependability. This is because such loadings imply that the construct explains more than fifty percent of the variance in the indicator, and therefore provides an acceptable level of item reliability.

According to Hair et al. (2016), indicators that had loadings that were lower than the criterion of 0.708 were removed from the model. This was done until it was determined that keeping those indicators would not have an impact on the overall reliability of the constructs. Joreskog's (1971) composite reliability is frequently utilized for the purpose of determining the internal consistency reliability. In most cases, greater values are indicative of better levels of overall reliability. According to Hair et al. (2017), on page 112, reliability values that fall between 0.60 and 0.70 are regarded as "acceptable in exploratory research," whereas values that fall between 0.70 and 0.90 range from "satisfactory to good." Cronbach's alpha and rho_A, both of which should have a loading of 0.70, are two additional methods that can be utilized in the event that one considers that the factor model is accurate.

For this investigation, the researcher relied on the values of all the measures of internal consistency because they all satisfied the requirements that were considered satisfactory. In terms of convergent validity, which is a measurement of the amount to which the construct converges to explain the

variance of its items (Hair et al., 2016), the metric that is utilized for the purpose of evaluating the convergent validity of a construct is the average variance extracted (AVE) for all items on each construct. In order to get the average variance extracted (AVE), one must first square the loading of each indicator on a construct and then compute the mean value. According to Hensler et al. (2016), an appropriate AVE is 0.50 or higher, which indicates that the concept understands at least fifty percent of the variance that is associated with its aspects.

Finally, the discriminant validity, which refers to the degree to which a construct is empirically different or distinct from other constructs in the structural model, is evaluated by employing either the criterion developed by Fornell and Larcker (1981) or the Heterotrait Monotrait (HTMT) ratio of the correlations developed by Henseler et al. (2015). The Fornell-Larcker criterion, on the other hand, does not perform very well, particularly in situations where the indicator loadings on a construct differ just slightly from one another (for example, when all of the indicator loadings are between 0.65 and 0.85), and researchers should rely on the HTMT ratio. According to the Henseler et al. (2015) rule of thumb, a value of HTMT ratio that is less than 0.85 indicates that there are no difficulties with discriminant validity or validity.

Structural Model Assessment

When the evaluation of the measurement model is deemed to be satisfactory, the subsequent step in the process of reviewing the findings of the PLS-SEM is to evaluate the structural model. The coefficient of determination (R^2), the Q^2 (also known as the "blindfolding-based cross-validated redundancy measure"), the effect size (f^2), and the statistical significance and

relevance of the path coefficients are the main standard valuation criteria that should be taken into consideration, as stated by Hair et al. (2016). R² values of 0.25, 0.5, and 0.75 are regarded as weak, moderate, and substantial, respectively, according to a rule of thumb that is considered acceptable. To add insult to injury, "a predictive relevance (Q²) of 0.02, 0.15, and 0.35 is considered to be small, medium, and large respectively." In addition, "effect size (f²) of 0.02, 0.15, and 0.35 is considered to be small, medium, and large respectively." In conclusion, a structural model should have a significant level of 5% or less, or a t-statistic of 1.96 or better, in order to be considered suitable.

Mediation

Within the framework of PLS-SEM, the mediation effect was examined using the methodology that was developed by Nitzl et al. (2016). Through the utilization of PLS-SEM, Nitzl et al. (2016) claim that it is not needed to carry out separate testing for direct and indirect pathways. The sole need that must be met to prove a mediation effect is the presence of a significant indirect effect. Full or partial mediation is determined by the significance of the direct effect, which in turn determines the type of effect and/or mediation.

It is possible for there to be full mediation when there is no significant direct effect, but a significant indirect effect, which indicates that the effect of the exogenous variable on the endogenous variable is totally conveyed with the assistance of the mediating variable (Carrión et al., 2017). (Hair et al., 2021; Nitzl et al., 2016; Zhao et al., 2010) The mediating variable was resilience, which was investigated in relation to the relationship between transactional leadership and employee creativity using the PLS-SEM model. The purpose of this investigation was to obtain a more comprehensive understanding of the

mechanisms that are responsible for the relationship between transactional leadership and employee creativity.

Ethical Issues

There is a strong correlation between ethics and morality, as stated by Awases (2006). Ethics is concerned with questions of what constitutes right and bad behaviour within communities, societies, or groups. Because of this, it is essential that all individuals who are participating in research are aware of the ethical concern (Rubin & Babbie, 2016). In order to avoid falling short of ethical standards, the researcher made all effort necessary to avoid breaking any ethical guidelines.

According to Edginton et al (2012), the fundamental ethical considerations for research are as follows: respondents must be fully informed about the objectives, methods, and advantages of the research; respondents must provide their consent voluntarily; and respondents must be offered the opportunity to withdraw from the study at any time. In accordance with this assertion, the participants were provided with an explanation of the rationale behind the study, as well as assurances of secrecy and the right to withdraw from the study.

A letter of introduction was requested from the Department of Human Resource Management within the School of Business. This letter was to provide an explanation of the purpose of the study as well as its legitimacy. It was introduced to the respondents who are interested in establishing the legitimacy of the study through the use of this letter.

Chapter Summary

In order to facilitate easy comprehension, this chapter has supplied information regarding the collection, organisation, analysis, and presentation of the primary data that was being used for the study. This chapter also provided information on the design of the study as well as the scientific approach that was used in terms of the approach to data needs, statistical tools, and systematic inquiry into the investigation that was being considered.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The purpose of this chapter is to present information that pertains to the findings that were collected and to further explore the findings, taking into consideration their managerial, practical, and theoretical consequences. Additionally, this chapter takes into consideration the empirical position taken by certain existing empirical research. In this chapter, the findings of the study were discussed in connection to the specific aims of the research. In this chapter, the demographic characteristics of the respondents were specifically reviewed, and the results of the research about the objectives were provided using the partial least squares (PLS) technique to structural equation modelling (SEM). Tables and figures were used to present the findings, and a discussion of those findings was included.

Demographic Characteristics of Respondents

This part included a discussion of the demographic features of the employees who work for the Municipal Assembly. Specifically, the part focused on the respondents' gender, age, academic degree, and the number of years they had worked in the Weija-Gbawe Municipal Assembly. The background characteristics of the respondents were summarised in Table 1, which was used for this purpose. The bulk of the respondents, 151 (61.6%), were males, while 94 (38.4%) were females. This information pertains to the gender of the respondents specifically.

In light of this outcome, it can be deduced that the Municipal Assembly is comprised of a greater number of males than females. In terms of the age

group of the respondents, Table 1 revealed that the majority of them, 112 (45.7%), are between the ages of 31 and 45 years, while 76 (31%) of them were between the ages of 18 and 30 years, 51 (20.8%) were between the ages of 46 and 60 years, and 6 (2.5%) were over the age of 60 years. It can be deduced that the bulk of the individuals who participated in the survey are between the ages of 18 and 45, and thus during their active working periods. It may be deduced from this that the bulk of the staff members are extremely enthusiastic and engaged in their work. As a result, the provision of additional training courses would make it simpler for them to increase their levels of work experience, which would ultimately result in their being essential assets of the Municipal Assembly.

Table 1: Demographic Characteristics of Respondents

Category	Frequency	Percent %
Gender		
Male	151	61.6
Female	94	38.4
Total	245	100.0
Age Group		
18-30	76	31.0
31-45	112	45.7
46-60	51	20.8
Over 60	6	2.5
Total	245	100.0
Educational Qualification		
Secondary	56	22.8

Diploma/HND	80	32.7
Undergraduate	96	39.2
Masters	13	5.3
Total	245	100.0
Experience		
Below 2 years	60	24.5
3 – 5	51	20.8
6 – 8	65	26.5
9 years and above	69	28.2
Total	245	100.0

Source: Field Data (2024)

When it came to the question of academic qualifications, the majority of the respondents (96, or 39.2%) had already completed their undergraduate degree. Furthermore, a total of 80 (32.7%) of the respondents had completed their high school diploma, 56 (8.3%) had completed their secondary school diploma, and 13 (5.3%) had completed their master's degree. According to this, each and every one of the respondents has completed some type of formal education, with the bulk of them having completed tertiary education. The respondents were requested to provide information regarding the length of time they had been employed by the Municipal Assembly up until that point. According to the data shown in Table 1, the majority of the respondents, 69 (28.2%), had been employed by the Municipal Assembly for more than nine years.

This was then followed by 65 (or 26.5%) of the respondents who stated that they have been employed for a period of time ranging from six to eight

years. In addition, sixty of them, or twenty-four percent, stated that they have been employed by the Municipal Assembly for a period of time that is less than two years, while fifty-one of them, or twenty-eight percent, stated that they have been working for approximately three to five years.

Transformational leadership, resilience and employee creativity

This section reviewed the findings of the research objectives that were outlined in the study. First and foremost, the measurement model of the PLS-SEM was evaluated in order to accomplish this goal. Following the evaluation of the measuring model, the study presented and discussed the findings of each of the research objectives. In order to achieve this effect, a reflective configuration was applied to a second-order model building. According to Ringle, Sarstedt, Mitchell, and Gudergan's 2020 research, the second order constructs made the model more parsimonious and made it possible to conduct a nuanced study of the effects that dimension-specific factors have on succeeding constructs. The findings are presented in the following manner. As a result, the dimensions of transformational leadership were evaluated on the first level order in order to evaluate how well they performed when it came to measuring the construct.

Measurement Model Assessment

Within the scope of the investigation, the Partial Least Square-Structural Equation Modelling (PLS-SEM) analytical approach was utilised to conduct an analysis of the research objectives. In order to conduct the evaluation, the following essential underlying assumptions were taken into consideration: item loadings, construct reliability and validity, convergent validity (average variance retrieved), and discriminant validity. These assumptions are put to the

test in order to provide a clear meaning of the outcomes of the structural model, which includes the validity and reliability of the study, as stated by Henseler et al. (2015).

Item Loading

Within the context of evaluating the item loadings as the initial mode of assessment, the loadings of each construct that were represented by the indicators were evaluated. According to the rule of thumb, items that have loadings that are equal to or more than 0.70 are considered to be a quality measure of the construct (Henseler et al., 2009). The components of each construct that had loadings that were less than 0.7 were eliminated from the model as a result of this. Figure 2 depicts the outcome of the investigation.

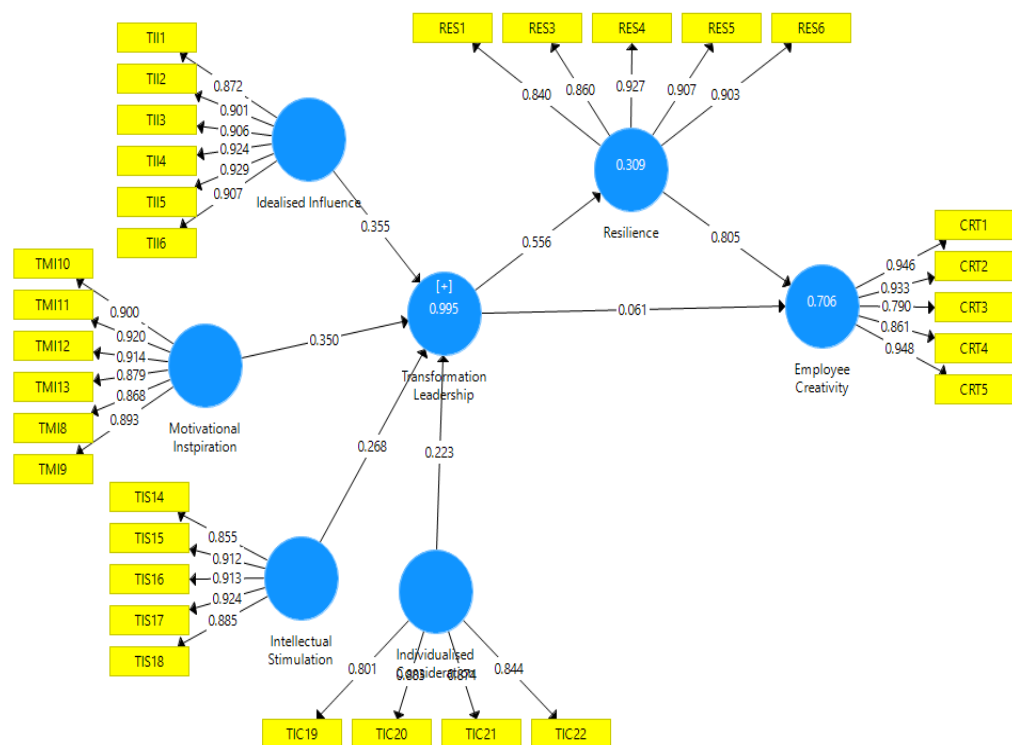


Figure 2: Final model extracted

Source: Field Data (2024)

For the purpose of indicating the quality measures of a particular construct, it is possible to extrapolate from the figure that all item loadings that

were less than 0.7 were eliminated. As a consequence of this, the final model that was retrieved was utilised as a foundation for additional evaluation of the PLS-SEM. To be more specific, all of the indicators of the aspects of the transformational leadership style (idealised influence, motivating inspiration, intellectual simulation, and individualised consideration) successfully met the criteria for assessing the composite construct. This indicates that the indicators did an excellent job.

Construct Reliability and Validity

Table 2 presented the results of other assessment criteria including construct reliability and validity and convergent validity (average variance extracted).

Table 2: Construct Reliability and Validity

	CA	rho_A	CR	CV (AVE)
EC	0.939	0.952	0.954	0.806
IIf	0.957	0.957	0.965	0.823
IC	0.873	0.877	0.913	0.724
IS	0.940	0.941	0.954	0.807
MI	0.951	0.953	0.961	0.802
RS	0.933	0.938	0.949	0.788
TL	0.957	0.961	0.961	0.514

Notes: EC – Employee Creativity; IIf – Idealised Influence; IC – Individualised Consideration; IS – Intellectual Consideration; MI – Motivational Inspiration; RS – Resilience; TL – Transformational Leadership; CA – Cronbach’s alpha; CR – Composite reliability; CV – Convergent validity, AVE – Average Variance Extracted

Source: Field Data (2024)

Indicator reliability (IR), which is shown in Table 2 and demonstrates the proportion of an indicator's variance that can be represented by its underlying latent variable (Hair et al., 2016), was evaluated by using the Cronbach's alpha (CA) result and the rho_A result. The results of the study were published using the rho_A method since, in comparison to the CA, it is considered to be a significantly more rigorous method of determining the reliability of indicators (Hair et al., 2016). The conclusion that all of the rho_A scores for the constructs were greater than 0.70 and hence satisfied the reliability criteria can be drawn from this.

The composite reliability of the study was also reported in Table 2, which explained the amount to which particular constructs are adequately quantified by their indicators when they are taken together (Ringle et al., 2012). In light of this, it may be deduced that CR necessitates a robust mutual connection between all of the indicators that are allocated to a certain construct. According to Bagozzi and Yi (1988) and Ringle et al. (2012), the rule of thumb, CR scores should be equal to or greater than 0.70. Due to the fact that the CR score of each construct was greater than 0.7, it was clear that this requirement had been satisfied.

This indicates that each of the assigned indicators had strong correlations with the constructs to which they were allocated relative to one another. In Table 2, the convergent validity (CV) of the study was provided. This validity was determined by the Average Variance Extracted (AVE) score, which was obtained from Hair et al. (2016). As a general rule of thumb, it is recommended that all the AVE scores adhere to a minimum threshold of ≥ 0.50 for every component, as stated by Hair et al. (2016). A cursory examination of

the scores of the major constructs, which include the aspects of transformational leadership, reveals that the criterion has been satisfied. This is because all of the constructs had AVE scores that were more than 0.50.

Discriminant Validity

The quality of the model was further given in Table 3, which conducted a test for discriminant validity in accordance with the recommendations made by Hair et al. (2016). As stated by Hair et al. (2016), discriminant validity (DV) is a method that provides an evaluation of the structural model for collinearity problems. When evaluating the DV, the Fornell and Larcker (1981) criterion and the Heterotrait-Monotrait (HTMT) ratio are the primary components of the evaluation process.

Therefore, the HTMT ratio is recommended for assessing discriminant validity (DV) by Sarstedt, Ringle, Smith, Reams, and Hair (2014). It is important to mention that the HTMT ratio is considered to be a superior and quality measure of discriminant validity (DV) in comparison to the criterion that was developed by Fornell and Larcker (1981) (Hair et al., 2016). In light of this, the DV was evaluated in the study by means of the HTMT score.

Table 3: Discriminant Validity-HTMT

	EC	IIf	IC	IS	MI	RS	TL
EC							
IIf	0.406						
IC	0.411	0.546					
IS	0.438	0.575	0.792				
MI	0.425	0.478	0.636	0.807			
RS	0.875	0.442	0.462	0.480	0.463		
TL	0.535	0.820	0.881	0.932	0.881	0.585	

Source: Field Data (2024)

When applied to typical research situations, the HTMT ratio demonstrates greater performance since it is able to identify instances in which discriminant validity is lacking. Therefore, in order to attain DV, it is recommended that the HTMT values, which are the correlation values among the latent variables, should be less than 0.85. As can be seen in Table 3, every single one of the constructions had values that were lower than HTMT.85. This demonstrates beyond a reasonable doubt that each of the constructs is in fact distinct from the other. Following the completion of these fundamental evaluations, the next stage of the study consisted of an analysis of the research objectives.

Structural Model

The outcomes of the research objectives 1, 2, 3, and 4 were reported in the study after the measurement model was evaluated to see whether or not it satisfies the PLS-SEM criterion. Using the route coefficient (β) and the level of significance with t-statistics derived through 5000 bootstraps, as advised by Hair et al. (2016), this was accomplished by evaluating the direction and strength of the path. A presentation of the outcomes of the objectives may be seen in Table 4.

Table 4: Structural Model-Path Analysis

Path	(β)	T-Stats	P-values	Hypotheses	Decision
TL -> EC	0.061	1.975	0.007	H1	Supported
TL -> RS	0.556	16.886	0.000	H2	Supported
RS -> EC	0.805	30.442	0.000	H3	Supported
TL -> RS -> EC	0.447	15.515	0.000	H4	Supported

Note: * = $P < 0.05$ - significant

Source: Field Data (2021)

It should be brought to your attention that the outcome of the structural equation model, which is shown in Table 4, was utilised in the subsequent sub-sections of the study in order to highlight the research objectives of the study. On the basis of the t-statistic, the results were provided, with the matching p-values being less than 0.05. Additionally, the path coefficients were explained by Cohen (1988) based on the criteria that were presented. Based on his observations, he proposed that a correlation value of 0.10 indicates a weak or little correlation, a correlation coefficient of 0.30 indicates a moderate link, and a correlation coefficient of 0.50 indicates a great or strong correlation.

Discussion

The specific objective of the study along with their corresponding hypothesis were discussed in this section.

Influence of transformational leadership on employee creativity

The first research objective of the study was to investigate the impact that transformational leadership has on the creative output of personnel working at the Weija-Gbawe Municipal Assembly. Based on the findings presented in Table 4, it was found that transformational leadership has a noteworthy and

favourable impact on the creativity of employees ($\beta = 0.061$; $t = 1.975$; $p = 0.000 < 0.05$). This is due to the fact that the t-stat calculated for the model was 1.975, which is higher than 1.96. Consequently, the findings of the study demonstrated that transformational leadership had a considerable impact on the creative output of the staff members working at the Weija-Gbawe Municipal Assembly department.

The study discovered a positive association between the exogenous and endogenous variables, as indicated by the β result, which yielded a score of 0.061 between the two variables. Because of this, it can be deduced that a single unit increase in the characteristics of transformational leadership will result in a marginal rise of 6.1% in the creative output of employees. In light of the findings, management and various supervisors in the Municipal Assembly ought to place a strong emphasis on cultivating their transformational leadership qualities in order to enhance the creative output of their staff members. The employees of the Municipal Assembly will feel motivated to participate in employee creative activities such as sharing knowledge, promoting novel ideas, and supporting other employees to think outside the box as a result of the transformational leadership that is provided by the various supervisors of the sections, units, and departments of the Municipal Assembly.

The employees, in light of the social exchange theory (Blau, 1964), will demonstrate creativity in order to reciprocate to the Municipal Assembly. This is due to the fact that transformational leaders motivate and encourage employees to commit to long-term goals, initiate creative ideas, and craft different ways of doing things (Qu et al., 2015). Additionally, in accordance with the social learning theory (Bandura, 1977), the findings of the current study

imply that when followers see their leader demonstrating innovative ideas and implementing innovation, the employees in the same like will model these behaviours.

This is in accordance with the implications of the findings of the current study. In addition, Liden et al. (2014) discovered in their research that followers learn to serve others through a phenomenon known as the "trickle-down" effect. This phenomenon occurs when the leader shows the behaviours that are wanted and drives employees to imitate such behaviours. In a similar vein, Yunus and Anuar (2012) conducted a study that demonstrates that transformational leaders inspire their people to consider novel and innovative methods for completing their tasks.

Influence of transformational leadership on employee resilience

Within the Weija-Gbawe Municipal Assembly, the second research objective of the project was on investigating the impact that transformational leadership has on the level of resilience that individuals exhibit. The results obtained from Table 4 indicated that transformational leadership has a noteworthy and favourable impact on resilience, as indicated by the statistical analysis ($\beta = 0.556$; $t = 16.886$; $p = 0.000 < 0.05$). Therefore, this is due to the fact that the t-statistic of the model was 16.886 which is higher than 1.96. Consequently, the findings of the study demonstrated that transformational leadership had a considerable impact on the creative output of the staff members working at the Weija-Gbawe Municipal Assembly department.

With a score of 0.556, the study discovered that there is a positive association between the exogenous variables and the endogenous variables, as indicated by the β result. The conclusion that can be drawn from this is that a

unit increase in the characteristics of transformational leadership will result in a major or considerable unit increase in resilience of 55.6%. As a result of their idealised influence, intellectual stimulation, motivating inspiration, and personalised concern, transformational leaders have the advantage to pursue the total development of their personnel.

This discovery is not surprising because of these characteristics. Once again, the conclusion that can be derived from the research suggests that transformational leaders are exceptional when it comes to encouraging employees to manage diversity, control stress, and maintain the flexibility that is important for resilience. Therefore, the second hypothesis was validated by the findings of this investigation.

Influence of resilience on employee creativity

The third research objective of the study centred on carrying out an investigation on the impact that resilience has on the creative output of employees. Based on the findings presented in Table 4, it was found that resilience has a noteworthy and favourable impact on the creativity of employees ($\beta = 0.805$; $t = 30.442$; $p = 0.000 < 0.05$). The reason for this is because the t-statistic of the model was 30.442, which is higher than this value of 1.96.

According to the findings of the study, the level of resilience exhibited by personnel working in the Weija-Gbawe Municipal Assembly had a substantial impact on their creative output. With a score of 0.805, the study discovered that there is a positive association between the exogenous variables and the endogenous variables, as indicated by the β . This indicates that an increase of one unit in resilience will result in an increase of eighty-five percent

in the inventiveness of the workforce. As a result of the findings, inferences have been drawn that suggest that resilience is an excellent predictor of employee innovation.

This is due to the fact that resilient people are able to triumph over challenges, persevere through difficulties, recover quickly, and reach out to seek out new experiences and information inside the organization. Previous researchers (Luthans et al., 2007; De Clercq & Pereira, 2019) have held views that are comparable to mine, which implies that there is a connection between creativity and resilience. Employees that are resilient have a zestful and energetic approach to life, are curious and open to new experiences (Tugade, Fredrickson, & Barrett, 2004), and are able to improvise in settings that are largely marked by change and uncertainty (Youssef & Luthans, 2007). Because of this, people that are resilient are more likely to come up with new methods of doing things when they are confronted with challenges, chances, and opportunities.

Mediating role of resilience in the relationship between transformational leadership and employee creativity

The ultimate purpose of the research was to investigate the role that resilience plays in mediating the connection between transformative leadership and employee innovation. To restate the argument that was presented by Nitzi et al. (2016), the authors pointed out that mediation occurs in a structural model when both the direct (which is not a necessary requirement) and indirect (which is necessary) effects are considerable. As a result of the fact that there are both direct and indirect significant positive effects of transformational leadership on employee creativity, it is possible to draw the conclusion that work resilience

acts as a mediator between the link between transformational leadership and employee creativity given the information presented in Table 4. Because of this, the indirect impact, which was determined to be significant (TL \rightarrow RS \rightarrow EC; $\beta = 0.447$; $t = 15.515$; $p = 0.000 < 0.05$), was verified.

A discovery that was acquired from the findings of the study is that although transformational leadership has the potential to affect the creativity of employees working in the Municipal Assembly, this influence can be improved if the employees think that there is an adequate presence of resilience. To put it succinctly, the findings suggest that transformational leadership may be used to increase the resilience of employees. This, in turn, will raise employees' conviction that their organizations respect their attainment of organizational goals, which will, in turn, stimulate employees' creativity (Waseem, 2010). Previous research has shown that in addition to leadership, there are other characteristics that can be significant contributors to employee creativity (Akram, Lei, Haider, & Hussain, 2018).

Leadership is one of these factors. The members of an organisation are able to go above and beyond their set obligations with the assistance of transformational leadership, which also helps them to enrich their beliefs about their core talents and skills to fulfil the task that has been allocated to them in manners that are unique and creative. According to Kuo et al. (2014), the conclusion that can be drawn from the findings is that when transformational leaders make use of the characteristics that allow for the promotion of resilience, it will eventually result in the creativity of their employees.

Explanation of target endogenous variable variance

This section contains a report on the PLS-SEM estimation that was used to determine the prediction accuracy of the model by making use of the coefficient of determination (R^2). Additionally, the research presented additional estimations that were pertinent, such as the effect size (f^2) and the predictive relevance (Q^2), which were determined by applying the Stone-Giesser test criterion. A presentation of the findings may be found in Table 5.

Table 5: Explanation of Target Endogenous Variable Variance

	R^2	R^2 Adjusted	Q^2	f^2
TL -> EC	0.706	0.704	0.550	0.009
RS -> EC				1.521
TL -> RS	0.309	0.307	0.242	0.447

Note: R^2 = R squared, f^2 = effect size, Q^2 = predictive relevance

Source: Field Data (2024)

Coefficient of Determination

As stated by Hair et al. (2016), the coefficient of determination (R^2) is a statistical measure that illustrates the combined impact of the exogenous variables (RL and SPR) on the endogenous variable (IB). R^2 is a statistical measure that, as stated by Chuan and Penyelidikan (2006), determines the extent to which the independent variables are responsible for the variation in the dependent variable. For the most part, the R square and the R square adjusted (preferred) measure are utilized in the evaluation process.

According to the criterion proposed by Henseler et al. (2015), exogenous variables in the inner route that have R^2 values greater than 0.67, between 0.67 and 0.29, and less than 0.29 indicate that the model is considerable, moderate, and weaker, respectively. Based on the results of the R Square test, the

coefficient of determination was found to be 0.706%, as shown in Table 5. When taken together, this indicates that transformational leadership and resilience are responsible for a moderate amount of the variance in employee creativity, accounting for 70.6% of the total. To reiterate, transformative leadership was responsible for 0.309 (30.9%) of the variation in resilience that was observed in the Municipal Assembly.

Effect size (f^2)

A determination was made on the effect magnitude (f^2) of every external variable. In accordance with Cohen's (1988) effect indicator criterion, this was carried out with values of 0.35 (big), 0.15 (mid), and 0.02 (small) accordingly. According to the findings of this research, the effect size was found to be that transformational leadership ($f^2=0.009$) and resilience ($f^2=1.521$) caused a small and large statistically significant positive variance in employee creativity, respectively. On the other hand, transformational leadership was found to lead to a large significant change in resilience ($f^2=.447$). Based on the findings, it can be deduced that the implementation of transformational leadership attributes and resilience policies by the management of the Weija-Gbawe Municipal Assembly will have a more significant impact on the creative output of the workforce.

Predictive Relevance (Q^2)

According to Roldán and Sanchez-Franco (2012), the research additionally utilised the Stone-Geisser's Q^2 test in order to evaluate the predictive significance of the exogenous latent variables that were responsible for the prediction. In their explanation, Hair et al. (2014) indicated that predictive relevance (Q^2) is evaluated by deleting a portion of the data matrix,

estimating the model, and then predicting the portion that was omitted by utilising the estimates received. According to the general rule of thumb, it is advised that the Q^2 value for the exogenous variables be greater than zero (Henseler et al., 2009; Chin, 2010).

According to Henseler et al. (2009), the criteria for Q^2 values are as follows: a weak influence is defined as $0.02 \leq Q^2 < 0.15$, a moderate effect is defined as $0.15 \leq Q^2 < 0.35$, and a significant effect is $Q^2 > 0.35$. Upon closer inspection, it was evident that every single exogenous variable possessed the capacity to forecast the model in a modest and substantial manner, respectively. This is due to the fact that the Q^2 values of the exogenous variables were 0.550 (employee creativity) and 0.242 (resilience), which means that the range of Q^2 values is between 0.15 and 0.35, showing that the exogenous factors have moderate and large predictive importance by themselves.

Chapter Summary

In the chapter, the findings were provided, and a discussion of the research objectives of the study was included. In order to accomplish the goals, the PLS-SEM method was utilised. Transformational leadership and resilience were found to have a large and favourable impact on the creative output of employees, according to the findings of the study. Again, resilience served as a mediator between the nexus of transformational leadership and the creative output of employees. Over the course of the following chapter, the summary, results, and suggestions of the study were elaborated upon.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the key findings of the research objectives of the study, conclusions drawn from the findings and recommendations for policy considerations. The chapter also provided suggestions for further research. The study was thrived with conceptual opinions in relation to the significant contributions of employee at the Weija-Gbawe Municipal Assembly. The study was also conducted to ascertain the role of resilience in the transformational leadership and the employee creativity nexus. With this purpose, specific objectives were designed to be achieved.

These were to: examine the influence of transformational leadership on employee creativity; analyse the influence of transformational leadership on resilience; examine the influence of resilience on the employee creativity of employees; and analyse the mediating role of resilience in the relationship between transformational leadership and employee creativity. The study relied on the quantitative approach and correlational design. A structured questionnaire was developed from extensive reviews of previous studies to gather data from 245 employees of the Weija-Gbawe Municipal Assembly. The data was then processed using the IBM SPSS package (version 25 and Smart-PLS (version 3) software. Inferential statistics (through partial least squares structural equation modelling) was used to address the objectives of the study.

Summary

In relation to research objective one, the findings indicated that transformational leadership has a significant positive influence on employee

creativity of the employees in the Municipal Assembly. The result implied that, a unit increase in the transformational leadership could lead to an increase in the employee creativity. The second objective addressed the influence of transformational leadership on resilience. The results revealed that responsible leaders play a significant role in influencing the resilience in the Municipal Assembly.

The third research objective focused on examining the influence of resilience on employee creativity. The study found that resilience had a significant positive influence on creativity of the employees at the Weija-Gbawe Municipal Assembly. It was suggested that management of the Municipal Assembly should lay emphasis on improving the resilience of the employees in the bid to increase the employees' creativity. The final research objective investigated the mediating role of resilience in the nexus between transformational leadership and employee creativity. The findings demonstrated that resilience mediated the nexus between transformational leadership and employee creativity.

Conclusions

The purpose of the study was to investigate the influence of transformational leadership and employees' creativity at the Weija-Gbawe Municipal Assembly through the intervening role of resilience. Based on the findings, some conclusions were drawn. These conclusions have provided significant insights to managers and policy makers in the production sector in the Ghanaian economy and beyond. Within the contemporary business environment, good leadership have been the centre of business success and firms should not tilt this fact by ignoring the importance transformational

leadership required for stimulating the creativity of employees. Specifically, the conclusions based on each objective were made as follows:

First, the study concludes that transformational leadership traits exhibited by managers, supervisors of the Municipal Assembly is crucial for promoting employee creativity. This is because employee's creativity does not only cause growth to the Municipal Assembly, but also improves the competences of the employees towards developing their competences. Furthermore, conclusion was drawn on the second objective that transformational leadership is a key predictor of resilience in the manufacturing sector.

Thirdly, the study concludes that resilience is a significant factor in attracting employees' creativity. The result has largely been supported by previous empirical studies which indicated that managers or supervisors should emphasise on improving employee resilience which eventually will lead to employee creativity. Finally, the study established that, employee creativity through transformational leadership can be improved by the presence of resilience.

Recommendations

On the strength of the research findings and conclusions made, the following recommendations are made.

The Weija-Gbawe Municipal Assembly and other organisations should prioritize the development of transformational leadership traits among supervisors and departmental heads. This can be achieved through targeted leadership development programs such as seminars, conferences, training workshops, and mentorship initiatives. Strengthening transformational

leadership will empower leaders to inspire, support, and motivate employees, ultimately fostering a culture of creativity and innovation.

Since resilience was found to mediate the relationship between transformational leadership and employee creativity, management should integrate resilience-building practices into leadership development programs. Encouraging leaders to support employees in overcoming challenges, adapting to change, and remaining motivated will create an environment where creativity can thrive.

To enhance resilience among employees, Municipal Assemblies should implement strategic interventions that promote adaptability and perseverance. This can be achieved by providing constructive feedback on employees' work, recognizing and rewarding their efforts and achievements, offering adequate sick leave policies to support their well-being, and assigning challenging tasks that encourage problem-solving and skill development. By fostering a resilient workforce, employees will be more likely to engage in creative problem-solving and contribute innovative ideas to the organization.

The study also recommends that management of Municipal Assemblies should deploy strategies to addressing employee resilience issues. This can be done by attaching feedback to work, recognising the employees, providing sick leaves and placing the employees on challenging task to improve. These practices will eventually lead the employees to reciprocate to the organisation with creativity.

Suggestions for Further Studies

The study was conducted to ascertain the influence of transformational leadership on the creativity of employees at the Weija-Gbawe Municipal

Assembly. Clearly, the study focused on one Municipal Assembly. As a result, generalising the study's findings to cover the entire public sector or municipalities across the country could be misleading. The study, therefore, suggested that further research can extend the study area to capture other municipalities in the country in order to aid generalisation of findings.

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APPENDIX

A: QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

QUESTIONNAIRE ON TRANSFORMATIONAL LEADERSHIP

Dear Sir/Madam,

I am currently conducting a study on “Transformational leadership and employee creativity.” I humbly ask for less than 20 minutes of your busy schedule, to participate in the exercise in response to the objectives of this study. Any information provided shall remain private. Your selfless contribution towards my academic career is highly appreciated.

SECTION A: DEMOGRAPHIC PROFILE OF PARTICIPANTS

Please tick (✓) the appropriate response.

1. Gender

Male [] Female []

2. Age group

Below 18 years [] 18-30 [] 31-45 [] 46-60 [] 61+ []

3. Level of education

Secondary [] Diploma [] Undergraduate [] Masters []
PhD []

4. Number of years with the organization

Below 2 years [] 3 to 5 years [] 6 to 8 years [] 9 years and above []

SECTION B: TRANSFORMATIONAL LEADERSHIP

The following questions ask you for your views of transformational leadership.

The sets of statements aimed at helping you to assess your feelings or perceptions of the leadership style of your immediate supervisor. In the scale, 1 indicates least agreement while 7 indicates strongly agree. Please circle in the appropriate column.

No	Statements	Scale						
	<i>Idealized influence</i>							
1	My supervisor often makes others feel good around me.	1	2	3	4	5	6	7
2	My supervisor expresses confidence to the followers.	1	2	3	4	5	6	7
3	My supervisor instills pride into the followers.	1	2	3	4	5	6	7
4	No matter what, my supervisor goes beyond self-interest for the group's benefit.	1	2	3	4	5	6	7
5	My supervisor always considers ethical implications while making decisions.	1	2	3	4	5	6	7
6	My supervisor often leads by example.	1	2	3	4	5	6	7
	<i>Motivational inspiration</i>							
7	My supervisor always articulates a precise vision of the future to the followers.	1	2	3	4	5	6	7
8	My supervisor expresses exactly what he wants while interacting with the followers.	1	2	3	4	5	6	7

9	My supervisor always promotes having a clear mission among the followers.	1	2	3	4	5	6	7
10	My supervisor demonstrates a commitment to the organization's vision.	1	2	3	4	5	6	7
11	My supervisor believes in helping followers to see purpose in their work.	1	2	3	4	5	6	7
12	My supervisor sets high standards for the followers	1	2	3	4	5	6	7
13	My supervisor works enthusiastically towards instilling an optimism spirit in my followers.	1	2	3	4	5	6	7
	<i>Intellectual stimulation</i>							
14	My supervisor encourages thinking about usual business problems in new ways.	1	2	3	4	5	6	7
15	My supervisor often provides followers with creative ways of looking at puzzling things.	1	2	3	4	5	6	7
16	My supervisor encourages followers to be more creative	1	2	3	4	5	6	7
17	My supervisor never criticizes the followers publicly for their mistakes.	1	2	3	4	5	6	7
18	My supervisor can discard an old rule he sets earlier in case the follower suggests a better option.	1	2	3	4	5	6	7
	<i>Individualised consideration</i>							

19	My supervisor doesn't see constant helping of others to develop themselves as waste time.	1	2	3	4	5	6	7
20	My supervisor allocates special attention to each followers' needs.	1	2	3	4	5	6	7
21	My supervisor suggests customized trainings for each follower	1	2	3	4	5	6	7
22	My supervisor is aware of each follower's specific need of development at work.	1	2	3	4	5	6	7
23	My supervisor, if necessary, would opt for one-on-one coaching.	1	2	3	4	5	6	7
24	My supervisor encourages followers to become more creative at work.	1	2	3	4	5	6	7

SECTION C: RESILIENCE

The following statements describe the items for resilience. As an employee in the sampled organization, please indicate the extent to which you agree or disagree to the statement. Where 1 indicates least agreement while 7 indicates strongly agree. Please circle the number in the appropriate column.

No	Statement	scale						
1	I tend to bounce back quickly after hard times	1	2	3	4	5	6	7
2	I have a hard time making it through stressful events	1	2	3	4	5	6	7

3	It does not take me long to recover from a stressful event.	1	2	3	4	5	6	7
4	It is hard for me to snap back when something bad happens	1	2	3	4	5	6	7
5	I usually come through difficult times with little trouble	1	2	3	4	5	6	7
6	I tend to take a long time to get over set-backs in my life	1	2	3	4	5	6	7

SECTION D: EMPLOYEE CREATIVITY

The following statements describe the items for your creativity. As an employee in the sampled organization, please indicate the extent to which you agree or disagree to the statement. Where 1 indicates least agreement while 7 indicates strongly agree. Please circle the number in the appropriate column.

No	Statements	Scale						
1	The flow of charisma from the leader to his followers contributes into increasing their willingness to be creative.	1	2	3	4	5	6	7
2	Providing innovative problem-solving approaches increases creativity	1	2	3	4	5	6	7
3	After succeeding a challenging task, followers tend to behave more creatively facing new challenges	1	2	3	4	5	6	7

4	After attending trainings specialized to their area, followers tend to perform their same regular tasks creatively	1	2	3	4	5	6	7
5	An employee perception of his creativity is certainly reflected in his actual creative behaviour level	1	2	3	4	5	6	7

Thank You.