

The Effect of Leadership on Employee Creativity in Facilities Management Service Providers in Oman

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Abstract

The current study had attempted to explore the effect of leadership on employee creativity in FM service providers in Oman. It emphasizes on mid-level managers, engineers, and supervisors of FM service organizations in Oman. The populace is around 20,000. As firms depend on employees to innovation, though, it is important to investigate factors that affect the employee creativity. The author set a self-administered questionnaire which has been spread to discover the respondents of 320 managers as well as their workers from four FM service providers. To discourse this issue, we shot to find hidden components that drive the connection between leadership and group level creativity and intrinsic motivation for the employee. The authors conducted the correlation and regression exploration which suggested that leadership has the emotional impact of the organization's individual creativity, intrinsic motivation, and organization success. The outcomes of the current paper had suggested that leadership, being an influential motivational instrument that will enhance employee creativity, a motivation that leads to organizational success. The insinuations as well as confines of the current paper were additionally deliberated.

Keywords: Leadership, Employee Creativity, Intrinsic Motivation, Organization Success, Oman

1. Introduction

Leadership is expected to reinforce the follower's behaviours and has the ability to produce extensive assortment attitudes and behaviours which would enhance the individuals towards the association, as this will lead to job satisfaction. In general, recent literature has acknowledged the influence of leadership as would be major complications in procedures as well as methodologies (Molavi, 2018). Although previous studies essentially are focused on leadership's influences on organizational optimistic magnitudes. Therefore, the recent expansions in commerce as well as the drop/crises have activated to encounter the consideration of the impact of leadership. There is a squeezing interest in Facilities Management (FM) because of the effective development of the construction industry in the Middle East (Faghih and Zali, 2018). Also, the construction business in the Sultanate of Oman extended meaningfully (Molavi, 2018). The construction business developed by 10.4 percent in 2017 (Arezki, et al., 2018), (Heilbrunn, et al., 2019). Oman's construction zone suffers to develop regardless of the wake of lower oil costs which effect cuts of public investments. Sustained through state-led diversification and it is generally low labour costs.

Employee creativity (EC) is defined as creation, promotion in addition to the implementation of new useful ideas. EC is an important element and has a crucial attempt to the organizational goals for the innovation world. Through recent years, EC the employee creativity has a conventional extensive consideration from both scholars as well as practitioners (Feng, et al., 2018), (Kremer, et al., 2019). Authors in the current research had tried to add to

the FM service organizations in Oman the impact of leadership on employee creativity. Therefore, presently, the continuation of incessant innovation factors and elements is critical for organizational existence especially during the competence in market-oriented financial prudence. Consequently, associations are increasingly showing the interest in examining all those aspects that enhance employee creativity, a motivation which leads to organization success (Fatima, et al., 2017), (Feng, et al., 2018), (Kremer, et al., 2019). It is understood that FM leaders have to encourage their practices to enhance the employees. As well as they should promote and increase the awareness of social responsibility in the middle of the labour force. Leadership is the relation among the manager or leader and him individual in an organization. This relation has an important effect that influences the staff. Also, considering one of the most important factors is that it influences the creativity of the employees. Also, others stated that organizational culture has a critical effect on individual performance. And, containing huge amounts of the resource is that cause the employees to behave innovatively. Innovative behaviour of the employees as well as the working staff would directly be affected by the leader's behaviour in the organization (Zenga, et al., 2017).

The authors in the current paper had significantly provided an advance implementation to the literature on the FM sector in Oman through examining the FM ethical leadership–creativity relationship by exploring the FM service providers in Oman leadership's over influencing organization individual's intrinsic inspiration. Accordingly, the creativity and intrinsic motivation of the employees in an organization must be put in the organizations' priorities (Agarwal, 2014), (Fatima, et al., 2017), (Feng, et al., 2018). Also, organizations have to have interesting investigative care to all elements that would rise and enhance employees effectively and performance. Various scholars had discussed the benefits which give importance to quality over engaging real-estate provision suppliers at all stages of the FM organization.

The authors argued that the informational aspect of leadership facilitated employee creativity. Thus the style of leadership is an important tool that may enhance and increase individuals' intrinsic inspiration to achieve a higher level of worker creativity. FM facility's value is affected as a result of the performance of the different service providers. As a matter of fact and time, leaders play; therefore, leaders play a critical role in shaping executive as well as associations work environment to create and implement new ideas (Bagheri & Akbari, 2018), (Kremer, et al., 2019).

Furthermore, the author in the current paper focused on FM with the care of a new dimension in the leadership of FM service providers in Oman. The FM leaders play an important role in shaping organizational work climate. They have to encourage their individuals to overcome their old habits. Also, support employees to abandon the traditional ways of executing their tasks and change their perceptions towards their capabilities. Organization administrations have to support them to create and implement new ideas (Feng, et al., 2018), (Bagheri & Akbari, 2018). As that there is a lack of literature in the encouragement of different procedures and styles of leadership of FM service providers in Oman. As a consequence, the rationale behind the current paper is to explore whether leadership has an effect on the creativity and intrinsic motivation as well as the firm success of FM service providers in Oman.

2. Literature Review

2.1 Oman Economic Strategy

Oman became a member of the World Trade Organization (WTO) in 2000 (Shayah & Sun, 2019). Recently in Oman, the Organisation policies have been moving towards more comprehensive approaches by linking education and industry requirements (Shayah & Sun, 2019), (Thapa, 2019). The Sultanate's main economic strategy of diversification is the benefit of small-and-medium-sized enterprises (Faghih & Zali, 2018), (Shayah & Sun, 2019). The empirical evidence intensely suggests that improving employee efficiency is imperative for a successful economic transformation (Thapa, 2019). This can be seen in the Omani leader's support for self-employment through entrepreneurship. Besides, the recent entrance of the private sector in workforce development (Shayah & Sun, 2019). These developments have changed visions of the FM structure output. So these organizations built up the profitability from a small number to the assembling just as the fare of an assortment of completed yields. Oman has been introducing new training programs specially designed for Omani graduates in the private sector (Heilbrunn, et al., 2019), (Shayah & Sun, 2019).

The fresh Omani graduates from science and engineering groups are possibly present two influential powers. These would promote the future of the commercial business especially in FM industrial sector as well as the infrastructure projects in Oman. Oman set a bundle of strategic planes as it currently following the administrative strategies of Oman 2040. Besides the planers look forward to implementing policies that would support to turn the Omani economy from oil-based to a tourism-based economy (Faghih & Zali, 2018), (Al Busaidi, et al., 2018), (Thapa, 2019). Vocational training programs were largely introduced as it has the ability to be as a helpful role in providing the industry with proper workforces. The graduates from these centers would have specialized knowledge

and skills. Further, Sultan Qaboos University, as well as the ministry of higher education, focused on the innovation-based competitiveness compensations of Oman is its graduates in science and engineering (Thapa, 2019). The existing programs support the market to evaluate the possibility of decision-making education training packages to individuals in sustainable tourism (Thapa, 2019). For that reason, Omani facilities management leaders should focus on the development of the leadership along with strategies to develop a prospect innovation-based economy that will boost the opportunities to flourish inside the country.

2.2 Facilities Management (FM)

FM became around since the creation of structures and offices. FM offices are recognized for expanding the organization's efficiency and cost investment funds. Subsequently, FM assumes a key function in an organization. Inventive methods are frequently hesitant to venture by the property improvement industry (Dodgson, 2018). Facilities managers have developed their skills as they are communicating effectively with other specialists. Also, FM personnel are involved in all delivery process steps. Some associations focus on employees' output as well as mentality. Few organizations totally comprehend the prospects as well as contributions provided by FM. FM leaders should cater to the specific requirements of an organization, also, to be related to the strategy of the organization (Feng, et al., 2018), (Curley & Salmelin, 2018).

There is a need for FM to be creative as examined by numerous researchers. The groundwork for a serious future is an absolute necessity for FM service co-ops in Oman. They should have the creative capacity in seriousness. For instance, it measures that include value for partners and growing new improved amenities (Salaj, et al., 2018), (Kremer, et al., 2019). FM should turn out to be more proactive as opposed to receptive to change in an organization. Therefore, creative abilities are important to produce thoughts particularly, in FM service organizations of Oman.

2.3 Leadership

As several leadership theories are concerned with the leadership process evaluation to achieve organizational goals as well as success. Leadership is defined as an outline of a mixture of interactions between leaders and followers. Leadership is a social process that emerges coordination by evolving social relations to change philosophies, values in addition to social behaviours. Accordingly, leadership would involve followers beyond organizational boundaries (Moon, et al., 2018) (Janssen, 2005). Consequently, the individuals and employees have a positive situational sense to determine what is to be carried out (Rosile, et al., 2018) (Alsughayir, 2017)

Now, especially with financial situations and competitiveness creativity and intrinsic motivation are crucial for organizational success. Employers must consider the importance of employee creativity and intrinsic motivation. A leader should be having the ability to initiative decisions taking towards the development factors as well as can maintain the positive functioning relationships in the organization (Feng, et al., 2018), (Akram, et al., 2016), (Alsughayir, 2017). Hence, a leader has a major supportive role. As he is the one who can develop the company towards the innovation and innovative attitudes that make difference to the organization. Thus, by understanding the changes also, the situations that make strategies to accomplish flourishing leaders with followers. Therefore, leadership plays an important role as it is not based only on the traits of the leader. However, it covers the whole social process as well as relations that occur between followers and the leader.

2.4 Leadership and Team Creativity

In the current quickly changing business world, creativity is deliberated as a significant resource for organizational achievement. The employee inventive conduct is measured as the establishment of progress in the organization as well as development deliberately objective in the organization. Scholars have mostly defined EIWB as the efforts of organization individuals and employees to generate new philosophies and ideas in addition to implement those ideas. Thus, employee creativity and performance will be improved (Chen & Leung, 2016) (Bagheri & Akbari, 2018).

Due to the innovation importance; the study of factors that enhance creativity and intrinsic motivation of the employee has also increased (Widmann & Mulder, 2018). A few studies, for example, (Akram, et al., 2016), (Alsughayir, 2017), (Kremer, et al., 2019) discovered innovativeness as the significant factor that helps organizations to have a practical competitive advantage over competitors as well as long haul endurance. Some decided intrinsic motivation is not just significant for innovation-oriented organizations nonetheless, it is additionally significant for the entire organizational workforce (Feng, et al., 2018), (Hassan, et al., 2018). Perceived work-related issues and rising patterns are of the provocateurs of the age of novel thoughts. The achievement in new product advancement is not free of the firms operation environment. EIWB is concentrated on such activities that are started by the people themselves and their point is to improve the current conditions beginning new ones for the

organization and themselves (Akram, et al., 2016) (Alsughayir, 2017). There is a more prominent need to comprehend the leadership and the impact of the organizational atmosphere in organizations (Bagheri and Akbari, 2018). Achieving innovativeness for organizations' divisions is a fundamental goal. (Fatima, et al., 2017), contended that followers of a participative leader are bound to show citizenship behaviour with great performance. Therefore, the idea generation from an individual is the first phase of employee creativity this will prompt organizational achievement (Widmann & Mulder, 2018), (Kremer, et al., 2019).

3. The framework

The author had set the conceptual framework based on the literature review as in figure 1.

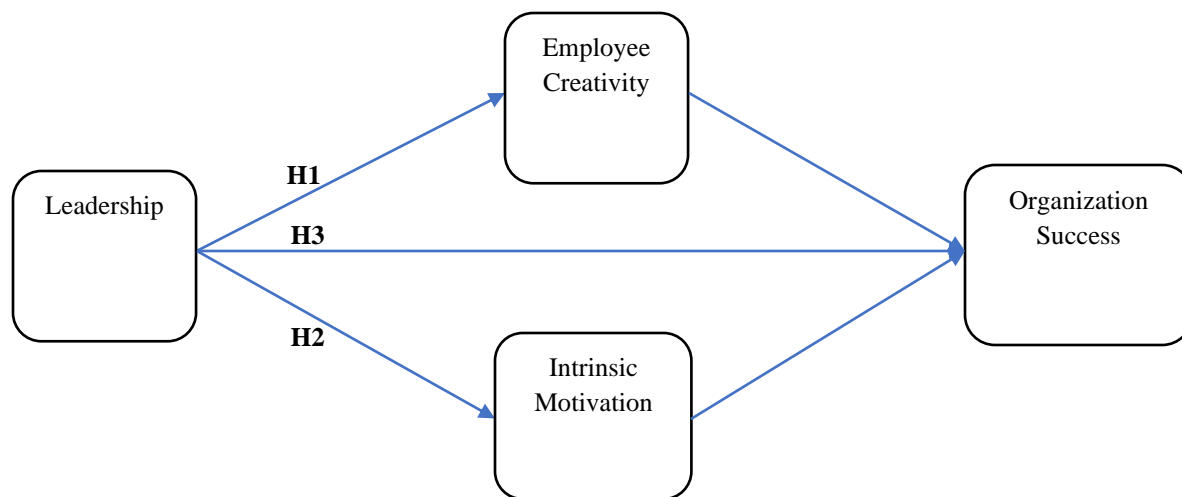


Figure 1. The Conceptual framework of the study

3.1 Hypotheses

H₁. There is a relationship between Leadership and employee creativity of FM service providers in Oman.

H₂. There is a relationship between Leadership and Intrinsic Motivation of FM service providers in Oman.

H₃. There is a relationship between the Leadership and Organization Success of FM service providers in Oman.

4. Methods

4.1 Sample and Procedure

Sultanate of Oman is an Arab nation on the south eastern shoreline of the Arabian Peninsula in Western Asia. The populace is more than 4 million (2.23 million Omani, 1.76 million ostracizes). It is categorized as a high-income economy as indicated by the Global Peace Index. A huge bit of its economy includes Oil, gas, the travel industry, and horticultural products. The entirety of the surveyed four organizations ensured that creativity and motivation are measured as significant and noteworthy. The first firm in Oman is National Engineering & Investment Co. The dedicated professional staffs are around 5000.

The second firm is Oman International Group Company. Established in 1976 and has allocated devoted professional staff around 5000.

Genetco is the third organization in the current study test. Genesco's utilizes a group of around 5000 staff with an abundance of experience and expertise to meet customers' necessities. Ultimately, Oman Shaporjee Co 1975 has 6000 employees. Facilities Management Division presently utilizes a group of 5000 staff.

4.2 Results and Analysis

The author in the current paper had distributed a total number of 347 questionnaires between different managerial employees' level for four facilities management (FM) service providers. Responses of 320 employees of the questionnaires were filled, while eight firms could not fill up. However, 19 questionnaires were partially filled. Consequently, the authors had accepted those 27 questionnaires from the final analysis. Generally, the demographic analysis presents that total respondents of 64.3 % have "creative" trades, as well as managers or else engineers, besides supervisors; to understand the features of the respondents. Respondent ages of 20 years to 46 years or above had contributed to the current paper. Concerning education level, 27.2 % were Ph.D. holders or else completed their

master's degree whereas 44.7 % as the majority of respondents were bachelor's degrees holders. The rest of 28.1% of respondents have high school diplomas. The author carried out the correlation and linear regression tests on the collected data. The following segment of this paper discusses measures utilized by the author.

4.2.1 Measures

For the data collection, the author utilized a non-probability suitability sampling technique. This technique was used to overcome the constraints of the budget as well as accessibility limitations. Correspondingly, concerning having appropriate quality responses is from the respondents who were sensible ready to answer to the survey. The author had pointed out that leadership with reliability (α) 0.872 for 167 items with comparison to Carifio's study the alpha coefficient was 0.90 (Carifio, 2010). For the indication of how much the respondent agreed with the statements. The author used a five-point Likert-type scale (1 = strongly disagree, 5 = strongly agree), for example, the author used "my manager defines success by the way they are obtained" as well as "my superior disciplines individuals who encroach upon ethical standards".

4.2.2 Employee Creativity

The author had utilized a five-item scaled to evaluate the degree to which leaders supposed the individuals to be creative (Farmer, et al., 2003). Employees responded to a five-point Likert-type scale (1 = strongly disagree, 5 = strongly agree) to indicate the extent to which they agreed with the declarations. For example, the author used "this employee pursues new ideas and habits to resolve problems" (Farmer, et al., 2003) as well as "this employee attempts new ideas or approaches first," (Farmer, et al., 2003).

4.2.3 The Intrinsic Motivation

Intrinsic motivation is measured by the author in the current paper, as utilized by Tierney et al. (1999). Individuals and respondents have been valued their intrinsic motivation on a five-point Likert-type scale (1 = strongly disagree, 5 = strongly agree)

4.3 Control Variables

The author decided that the rationale of governing of individual's creativity as the main organization's goal, therefore the association should set numerous levels of creativity in different trades in addition to creating behaviours that might differ for the demands of the job. The employee's educational level and the employee's job tenure possibly will excuse for alterations in creative attitudes.

4.3.1 Data Collection Procedure

The author in the current paper has set a self-administered survey. Leaders and employees answered the questionnaire on leadership, intrinsic motivation in addition to employee creativity. All ethical attentions had been considered in the current paper. The author ensured his respondents about the secrecy in addition to the clandestineness of their provided material. Furthermore, sufficient time has been provided so the respondents will read and recognize the questionnaire with full understanding. The author also requested some demographic statistics to be filled. The objective of this paper was clearly shared with the respondents as it is purely for academic purposes and is not pay for through any funding agency.

5. Descriptive Statistics

Table 1 shows descriptive statistics. Education, tenure, leadership, intrinsic motivation, and employee creativity have a mean value of 0.632, 3.691, 8.435, 5.332, and 2.711 respectively.

Table 1. Means, standard deviations (SD), correlations, and internal consistency

Variables	Mean	SD	1	2	3	4	5
1. Education	0.632	0.435	-	-	-	-	-
2. Tenure	3.691	0.748	0.00	-	-	-	-
3. Leadership	8.435	1.035	0.02**	-0.01	(0.91)	-	-
4. Intrinsic motivation	5.332	1.071	0.45**	0.00	-0.2*	(0.93)	-
5. Employee creativity	2.711	0.741	-0.16	0.00	0.04	0.25***	(0.91)

High school as 1, Bachelor holders 2, MSc degree as 3 as well as holders of Ph.D. as 4, Tenancy in the organization, further than 20 years considered as 4, 15 – 20 years as 3, 10 – 14 years as 2, 01 – 09 years as 1.

Alpha (α) coefficient values were 0.91, 0.93 and 0.91

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$. (Two-tailed test)

Table 2. Results of random coefficient models

Variables	Model 1	Model 2	Model 3
Dependent variable	Employee creativity	Intrinsic motivation	Organization Success
Education	0.14 (0.12)	0.05 (0.10)	0.21 (0.22)
Job demand of creativity	0.23 (0.12)	-0.17 (0.11)	0.24 (0.12)
Tenure	0.00 (0.01)	-0.01 (0.01)	0.00 (0.01)
Leadership	0.67*** (0.09)	-0.54*** (0.07)	1.96** (0.42)
	-	-	(0.06)
Leadership* Leadership	-0.27***	-0.29***	-0.13
Intrinsic motivation	-	-	0.14**
	-	-	(0.07)
BIC	751.39	672.86	730.38

N = 258. (Two-tailed test) * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

Correlations including supervisors were grounded on $n = 32$, and those including juniors stated were $n = 258$

High school as 1, Bachelor holders 2, MSc degree as 3 as well as holders of Ph.D. as 4, Tenancy in the organization, further than 20 years considered as 4, 15 – 20 years as 3, 10 – 14 years as 2, 01 – 09 years as 1.

5.1 Preliminary Analyses

The alpha Cronbach values for leadership, intrinsic motivation, and employee creativity in the current paper were found as 0.872, 0.93, and 0.90 respectively. The author stated that these outcomes are powerfully sustenance of the discriminate validity of composed methods. The author had applied Confirmatory Factor Analysis (CFA) single-factor model treating the intrinsic motivation, creativity as well as the leadership as indicators for the one latent factor.

To test the hypothesis, the regression analysis technique was used for employee creativity, motivation, and control variables. Those variables as assumed by the author were the level of educational, job demand, gender in addition to tenure. The author had summarized the outcomes of tests in table 2. There was a significant relationship between leadership and employee creativity, β = standardized coefficients 0.67 $p < 0.001$. In model 2, it can be observed that the squared term of leadership is significantly as well as destructively related to the intrinsic motivation standardized coefficients is -0.45 $p < 0.001$. Besides, in model 3, the squared term of leadership is significant with Organization Success. The β = standardized coefficients is 1.96 $p < 0.01$.

6. Discussions

Findings determine the significance of leadership on inspiring employees and ensure the generally positive influence of leadership on FM service provider's individual creativity as well as their intrinsic motivation which will lead to organizational success.

The author in the current study was conducted with the impartial to explore whether or not leadership effects on employee creativity, Intrinsic Motivation, and organization success in FM service providers in Oman. First, we hypothesized that there is a connection between leadership and employee creativity of FM service providers in Oman. Here, the outcomes sustained this proposal by showing positive correlation and a significant and positive regression value consequence of leadership on employee's creativity (Beta is 0.67 $p < 0.001$). Therefore, 'There is a relationship among Leadership besides employee creativity of FM service providers in Oman' H1 is not prohibited. The second hypothesis of this study was that there is a relationship between leadership and intrinsic motivation of FM service providers in Oman. Results also reinforced this hypothesis and indicated significantly and

negatively related to intrinsic motivation standardized coefficients is $\beta = -0.45$ $p < 0.001$. Therefore, the second assumption of the current paper H2 is also not rejected.

Finally, the author in the third assumption H3 stated that there is a relationship between leadership and organization success of FM service providers in Oman. This hypothesis is also supported as the standardized coefficient $\beta =$ standardized coefficients are 1.96 $p < 0.01$. Therefore, H3 is also not supported. The author concluded as it is obvious from the outcomes that leadership expressively marks the employee's creativity and intrinsic motivation of FM service providers in Oman. From the discussion above, the author stated that if the leader shared/ include the individuals at all stages of their work to be involved in the innovation process. Similarly, ethically treat from the superior to the individual this will motivate them to present better innovative behaviour in addition to there will be in the long run outcomes in organizational performance. Mumford (2003) also establishes a good supervisor's leadership and employee innovative work behaviour related to each other (Brimhall, 2019), (Mo, et al., 2019). This sustenance statement is presented in the current study by concluding that a leader's behaviour indeed forms the innovative ability of organizational staffs (Mumford, 2003). The outcomes from this paper are also consistent with the outcomes of those who found that higher-quality relationships with leaders' results in a higher level of creativity by employees (Brimhall, 2019), (Mo, et al., 2019), (Janssen, 2005). These authors found that if individuals distinguished that their leaders are helpful and sympathetic, this would motivate them to participate in more innovative accomplishments (Brimhall, 2019), (Janssen, 2005). In the current study, FM service provider's employees in Oman presented that their leaders are relational. That supports and strengthens the claim of this research study.

In this study, the role that leadership of FM service providers in Oman plays in influencing the individual's creativity in FM service providers in addition to employee intrinsic were examined. The current study has provided important contributions to the literature. The authors had considered as being one of the first papers to reply to the literature gap on the overlooked relations among the style of leadership as well as individuals' creativity of FM service providers in Oman, although the background and outcomes of leadership have been extensively studied. Findings determine the significance of leadership on stirring workers and ensure the over-all positive impact of leadership on worker creativity as well as their intrinsic motivation which will lead to organizational success.

7. Implications of the study

This study recommends several implications that will be helpful for FM organizational executives as well as leaders, particularly FM service providers in Oman. For better institutionalize leadership, managers should also reflect the related issues and elements that may facilitate the society and individuals to an improved prompt the optimistic work consequence. Organizations are suggested to set of contacts and measures which emphasize leadership. Also, ethical considerations are to be included in organizational standards as well as objectives. Employee creativity enhancement might be inhibited when ethical leadership exceeds a high threshold. Additionally, employees can be intrinsically motivated by leaders so they will perform creatively. About the improvement of associations individuals' positive outcomes, the author stating that this finding indicated that there may be an optimal level of ethical leadership (Mo, et al., 2019), (Inseong & Jae, 2019).

About the improvement of employee innovative behaviour, more inclusive leaders can increase EIWB among their followers. In this way, organizations need to probe the necessity to motivate leadership among leaders. Better relations with leaders significantly increase the involvement of individuals which leads to the improvement of EIWB between workforces. To achieve higher innovative organizational goals the employees are required to have better behaviour and empowerment in their workplaces. Hence, in present situations of the huge competitive business environments, leaders may help the organization to achieve higher innovative goals. Consequently, organizations have to focus in training their leaders to depict better behaviour with their followers. That will finally drive to higher levels of innovativeness and workers' productivity to reach the organization's success.

Additionally, FM service providers in Oman organizations may adopt some leadership training programs to assist leaders to better acceptance of employees' innovative ideas and appreciate employees' creative behaviour. Thus, leadership's potential controlling effect on employee initiative in addition to creativity.

8. Limitations of the Study

Some limitations were faced during the execution of the current study such as limited access and budget constraints. The author utilized a self-administrated questionnaire survey to resolve that matter. The FM service providers in Oman managers utilize the conditional rewards that result in employees' stronger controlling acuties. The author recommended that future replications besides postponements of current research in different circumstances in o will be helpful to attain order to be for the public sector as well. Therefore, in understanding leadership's nonlinear impacts on key employee behaviours the study will be complete and robust insights. Future studied can also focus

on other under GCC countries and researches may take attention to other sectors with an increase in the sample size of the FM service providers in Oman.

Other aspects of leadership, for example, treating people fairly, and encouraging employee participation, are not exclusive behaviours leadership style rather than other. For instance, in the context of some professional groups, approaches that capture the variance of leadership behaviour, could be especially useful as the motivation would permit a further examination of the exclusive effect of leadership on creativity. Moreover, objective measures of both leadership and creativity will largely help alleviate the pollution of the FM service providers in Oman. Thus, future investigations of leadership at the within-person level may be helpful to have better results.

9. Conclusion

Development is a significant goal of the organizations as it goes about as a way to achieve in present competitive business environment. The rationale behind the current study was to catch out if leadership positively affects the employees' creative work behaviour or not of FM service providers in Oman. People as well as societies are a distinct advantage for the organizations that can be better utilized for accomplishing its objectives of higher inventive capacity. Innovation does not occur in disengagement from the individuals of organizations. The current paper likewise meant to discover how emphatically leadership impacts motivation and creativity on these workforces of the FM service provider's organizations. Development does not occur in disconnection from the individuals of associations as they are the primary component of affiliation or business. Organizations are dependent upon the high rashness of the people because of the significant level of changes in the business world. Nonetheless, in the present market-oriented economy, utilizing this resource in a proper and valuable way to ensure higher competitive advantages and yield is vital and requests extraordinary consideration. Administrative skills are insufficient to use such a significant resource alone rather leaders likewise should be in a situation to step up and develop and hold a positive useful relationship with his followers (Mo, et al., 2019).

The outcomes upheld all the hypotheses of this study. Moreover, this study helped in understanding the idea of this connection leadership and idea generation, advancement, and usage phases of EIWB. Subsequently, leadership has been found as a significant instrument for expanding the innovative ability of organizational employees. It tends to be reasoned that leadership prompts better innovative work behaviour on behalf of organizational employees.

Conflicts of interest

The current paper study was designed by the author for academic resolutions only. As well, there is no heroine of any group. Conclusions are solely based on collected data, exploration of the current paper statistics interpretation.

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