

Mediating Effect of Leadership Outcomes on the Relationship between the Leadership Style of Leaders and Followers' Administrative Creativity*

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Abstract

This paper aims to identify and understand the mediating role of leadership outcomes (LOs) on the association that exists between leadership styles (LS) of leaders and their followers' administrative creativity (AC) in Najran university. A random sampling technique was conducted which comprised of 342 administrative employees. SPSS tool was used and several statistical methods were involved in the data and statistical analysis including the maximum likelihood estimate. Finally, the structural model testing (SEM) was conducted using AMOS (Analysis of a Moment Structures) to test the proposed hypotheses of the study model. The results showed that leadership styles of managers have a positive relationship on followers' leadership creativity. In addition, leadership outcomes of followers are positively mediating the relationship between transformational and transactional leadership of leaders and follower's administrative creativity.

Keywords: leadership styles, outcomes, creativity, effectiveness, satisfaction, extra effort.

1. Introduction

In this competitive world, higher education institutions are facing many new challenges, such as economic transformation, globalization, and the growth of technology, which in turn have an impact on organizational goals. The nature of organizations that we have today demands effective leaders who fully understand the complexities and challenges of a rapidly changing environment. An effective leader with an appropriate style is necessary for the attainment of desired goals (a leader in this paper is viewed as a person both occupying a manager's / administrator's position and being a leader). A good leader has the capabilities to communicate the mission and vision of the organization and to motivate his or her employees to do their best. Confidence and encouragement always come from the leader. There are different leadership styles that can be useful in running an organization and can also help followers to perform well and be creative in performing their duties. It is important to select the style that not only suits the leader, but also complies with the creativity of his or her followers (Bennis, 2007). Therefore, leaders of higher education need to be aware of and understand the fact that leadership styles and their influence on leadership outcomes and creativity are significant factors to achieve organizational goals.

Hashim and Yazdanifard (2014) indicated that the relationship between a leader and employees are very important, as it is the basic essence of having a positive environment in the workplace. By having certain leadership outcomes and administrative creativity, a leader should be able to adapt his or her leadership styles to achieve organizational goals and objectives. A leadership style is a consistent pattern of behavior that defines a leader. Adopting different leadership styles may affect an organization

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differently, so a leader has to first fully understand his or her leadership's outcomes on subordinates before he or she can start exercising a leadership style. Indeed, the role of leaders in attaining that administrative creativity is considered critical as a measure of how they lead their followers. Whatever style is adopted, the leader should be capable enough to communicate the vision and mission of the organization to his / her employees and to be able to support them in order to bring about positive results.

Furthermore, the role of creativity in leadership is vital to any organization's survival in the ever-changing business and cultural climate that exists today. The study of Mumford, Scott, Gaddis, and Strange (2002) found that a crucial variable for creativity and innovation is leadership behavior in an organization, so the dynamic interaction must be produced between leadership style and creativity for encouraging, supporting, and energizing the behaviors and perceptions of employees. Administrative creativity has always been an important part to promise the change and progress of any organization, which is the key demand of this era.

A vast number of studies have documented the importance of leadership styles of leaders and their relationship with employees' job satisfaction, effectiveness, and overall outcomes (Jing and Avery, 2008; Zhang & Partol, 2010; Gheorghe, 2012 & Wen, Zhou, & Lu, 2017). However, the role of numerous variables that can play a mediating role in leadership styles/outcome relationship has not been fully explored, in spite of the impact of leadership on the outcomes. On the other hand, no previous studies have investigated the mediating mechanism on leadership/outcome relationships, including followers' satisfaction with the leader as a mediator. To fill this gap, this study intends to examine the relationships between transformational and transactional leadership styles and followers' leadership outcomes and their impact on administrative creativity among a sample of administrators at Najran University in KSA.

2. Literature Review

2.1. Transformational Leadership and Administrative Creativity

Transformational leadership involves the process in which building a relationship with followers is carried out based on inspirational, personal, and emotional exchanges along with the respective goal of developing followers to their fullest. Transformational leaders act as mentors to their followers by encouraging learning, achievement, and individual development. They provide meaning, act as role models, provide challenges, evoke emotions, and foster a climate of trust (Judge & Piccolo, 2004; Antonakis & House, 2002; Bass & Avolio, 1994). Transformational leadership consists of five interdependent dimensions, which have a positive effect that result in performance beyond expectations (Bass & Avolio, 1994; Hall, Johnson, Wysocki, & Kepner, 2002; Judge & Piccolo, 2004; Kelly, 2003). These dimensions are as follows: idealized influence (attributed) (IA), idealized influence (behavioral) (IB), inspirational motivation (IM), intellectual stimulation (IS), and individualized consideration (IC).

In a transformational leadership style, the leader motivates and expects the followers to continuously improve themselves and provide excellent services. The leaders motivate his or her participants in a transformational setting, with no punishments so that followers learn and improve, and this makes them behave in a creative way (Sagnak, Kuruoz, Polat, & Soylu, 2015). Moreover, transformational leadership is also linked with the concerns of the development of followers, to assess the development of the followers, and to make efforts in order to meet their needs (Jeevan, 2015). Transformational leadership, a motivational leadership style which involves presenting a clear organizational vision and inspiring employees to work towards this vision through establishing connections with employees, understanding employees' needs, and helping employees reach their potential, contributes to good outcomes for an organization. It has been observed that the higher the levels of transformational leadership, the higher the levels of group potency. This type of leadership style is directly related to creativity because the leader demands

and seeks transformation that promises creativity within the group and the organization. Transformational leaders allow employees to think creatively, analyze their problems from numerous angles, and explore new and better solutions for problems by using technology (Sosik et al., 1998 and Jeevan, 2015).

Numerous studies on leadership have revealed a positive relationship between the transformational leadership style exhibited by leaders and its impact on followers (Sagnak, Kuruoz, Polat, & Soylu, 2015; Thurlings, Evers, and Vermeulen, 2015; Ahamad, 2016). A study done by Thurlings, Evers, and Vermeulen (2015) suggested that a transformational style of leadership identifies the areas in which followers need improvement and motivates them towards innovativeness and creativity. A study conducted by Sagnak, Kuruoz, Polat, & Soylu (2015) also found that creative environment is increased when leaders help followers change and behave creatively. Another study conducted by Ahamad (2016) found that a positive relationship was recorded between the transformational leadership style and the creativity of followers. A transformational leader does not dictate or control follower's behavior, instead, he / she provides room for followers to improve their weaknesses, with the leader's support, and perform beyond expectations and become creative (Ahamad, 2016). On the basis of literature review, the following has to be hypothesized:

H1a. There is a relationship between transformational leadership of leaders and followers' administrative creativity.

2.2. Transactional Leadership and Administrative Creativity

Transactional leadership plays a significant role in the exchange of roles between the managers and their subordinates. Transactional leadership is "a term used to examine the relations between leaders and followers, all of whom agree with, accept or comply with the leader in exchange for praise, rewards and resources or simply the avoidance of disciplinary action" (Bass, Jung, Avolio and Berson, 2003; p.213). In addition, Bass and Riggio (2006) proposed that transactional leadership involves the leader rewarding followers when their performance has reached the expected level. Employees simply work and give output with a specific return expected. The transactional leadership style is a controlled and fair exchange of services and rewards among leaders and followers, where tasks are completed as expected and motivated by incentives provided by the leader (Khan, 2017). The leader sets out clear goals and expectations and rewards followers for working toward them. Leaders obtain agreement on what needs to be done by followers. They provide rewards in exchange for effective task completion. Transactional leadership comprises three dimensions (Bass, 1997 & Khan, 2017). *Contingent reward* refers to the degree that leaders operate according to economic and emotional exchange principles with followers. *Management-by exception (active)* is the extent to which a leader actively monitors followers for mistakes and tries to correct them, based on constant monitoring and taking corrective action. *Management-by-exception (passive)* refers to leaders who wait for mistakes to occur before acting to correct them. Corrective actions are only taken if things go wrong.

As mentioned above, the transactional leadership style has a good way of explaining the target goal. This will make the followers realize the importance of self-efficacy when they achieve their goals. A transactional leadership style can persuade the subordinates through the policy of exchange (i.e., in return for the accomplished task the leader will give rewards, bonuses, preferences, or punishment (Khan, 2017). By using extrinsic motivation, this leadership style attempts to increase the productivity of employees (Evans, 2010). Therefore, the expectations and required performance are clearly mentioned to the followers and their behavior is stimulated through rewards and punishments. Through the reward and punishment the transactional leadership style can lead to creativity.

The leaders having a transactional style may foster the commitment of employees to new ideas by having tangible rewards for thriving initiatives and the development of new ideas, thus, the value is communicated directly to the followers about leader attachment in program participation. A study conducted by Jansen, Vera, and Crossan (2009) indicates that the transactional

leadership style helps manage old and new ideas by focusing on efficiency and standardization, which is effective in refining, reinforcing, or getting the benefits of the current routines and memory assets of organizations. Therefore, transactional leadership initiates the vision for organizational creativity, which comprises the supervisory encouragement in workplace creativity; this supports employees and communicates clear objectives and goals to create such an environment where workers experience a minimum fear of criticism and are able to make supportive suggestions regarding organizational functions (Hussain et al, 2017). Thus, the transactional leadership style is appropriate for enabling a deeper understanding of creativity, because the componential theory of creativity (Amabile, 1983) explains the individual's relevant domain expertise, creative thinking, and expertise or skills that eventually lead to task accomplishment. On the basis of the literature review, the following can be hypothesized:

H1b. There is a relationship between transactional leadership of leaders and followers' administrative creativity.

2.3. Mediating role of Leadership Outcomes

2.3.1. Transformational Leadership and leadership outcomes

Transformational leadership is one of the most widely researched paradigms in the leadership field and has shown substantial validity for predicting a number of outcomes, including leader performance and effectiveness ratings in addition to follower satisfaction and motivation. 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 (Kalsoom, Khan, & Zubair, 2018).

Research indicates that transformational leadership is an asset to organizations. Organizations with transformational leadership cultures tend to be more effective, for example, by being better able to adapt to change (Bass and Riggio, 2006). Transformational leadership is related to employees' perceptions of the effectiveness of a leader and satisfaction with that leader (Bass and Riggio, 2005), enhanced motivation, greater effort, better job performance, greater job satisfaction, greater innovative work behavior, and greater involvement with a work team (Bass, 1997; Bass, Avolio, Jung, & Berson, 2003; Evans, 2010; Day & Antonakis, 2012; Jeevan, 2015; Kalsoom et al., 2018).

A study by Gheorghe (2012) found that leaders with transformational style were motivated the teachers to work harder, put extra effort into their work, and increase their leadership outcomes. It was intended that followers improved their performance and enhanced leadership outcomes; the effectiveness of transformational leadership styles was recorded. The satisfaction and motivation level of the followers was increased by transformational leadership and thus they were more likely to enhance their performance in terms of teaching, service, and research. For example, Bodla and Nawaz (2010), survey results provided by 265 faculty members revealed show a positive relationship between transformational leadership and leadership outcomes, such as job satisfaction, motivation and the effectiveness of the style.

Since the transformational leadership style requires managers or leaders to work with the team, followers are found to be satisfied and motivated to put in extra effort in solving problems. Overall job performance and effectiveness is increased; thus, a positive relationship is recorded between transformational styles of leadership and overall leadership outcomes and effectiveness (Jeevan & Bhau, 2015). Transformational leaders are productive, very supportive, and creative in interacting with their followers. Thus, positive effectiveness is seen (Qureshi, Hayat, Ali, & Sarwat, 2011). The job performance and motivation level in subordinates seems to be affected by leadership behavior. Therefore, friendly and supportive leadership behavior, as suggested by transformational style, enhances leadership outcomes (Khan, Ahmad, Aleem, & Hamed, 2011). On the basis of literature review, the following is hypothesized;

H2a. There is a relationship between transformational leadership of leaders and followers' leadership outcomes.

2.3.2. Transactional leadership and leadership outcomes

Transactional approaches appear to be better suited for situations that focus on the key purposes of the organization and on assisting people in recognizing what needs to be done in order to meet set outcomes or objectives. The academic leaders have a required outcome for which they are looking. The outcome becomes the only interest of the leader, while the followers also have a required reward that they are expecting. Effort is put into work so that the reward may be realized (Notelaers, Törnroos & Salin, 2019).

Studies suggest that the impact of transactional leadership on outcome is different. For example, some studies indicate a significant and positive relationship between transactional leadership and on employees in terms of extra effort, effectiveness, and satisfaction among employees (Ahmad et al., 2013; Hashim & Yazdanifard, 2014). To many people, money and rewards are powerful motivators, which show a huge impact on employees' leadership outcomes.

On the other hand, Saleem (2015) clearly revealed significant as well as negative relationships, which appeared between transactional leadership and job satisfaction. In addition to this finding, such leaders tend to appreciate performance that is expected, that is, to reach a goal completion. They do not congratulate or reward followers, if they do great work beyond the set goal. Due to this, the motivation level of the followers is lower, and they are not willing to perform beyond their expectations, and they work with a fixed goal in mind. In higher educational settings, such low motivation and satisfaction level may lead to less overall leadership outcomes and thus to ineffectiveness of the strategy. It can be argued that transactional leadership provides fewer leadership outcomes, especially low motivation and satisfaction level in followers (Khan, 2017). These findings indicated that followers' leadership outcomes did have an effect through transactional leadership. From the description above, the researcher proposed the following hypothesis:

H2b. There is a relationship between transformational leadership of leaders and followers' leadership outcomes.

2.3.3. Leadership styles, leadership outcomes, and administrative creativity

Transactional leadership depends on self-motivated people who work well in a structured, directed environment. By contrast, transformational leadership seeks to motivate and inspire workers, choosing to influence rather than direct others. However, numerous studies on leadership and outcomes have consistently indicated that leadership styles can have an influence on individual's leadership outcomes. Jing and Avery (2008) agree that these studies have utilized a restricted number of leadership paradigms. These are transactional and transformational leadership, and they have stated that there are differences in the conceptualization of leadership, which makes the direct comparison of the findings difficult. Furthermore, leadership is a feature that empowers employees to promote creativity and innovation with proper feedback and one of the most imperative strategic goals of leadership today is to foster employees' creativity (Wen, Zhou, & Lu, 2017). Creativity is defined as the process that results in the emergence of a new idea, practice or service that can be adopted by the staff of the organization or imposed by decision makers, resulting in a kind of change in the organization's environment, processes or outcomes. Accordingly, creativity is described as the capacity of employees to devise modern management ideas and practices in light of the possibilities of available resources to ensure solutions for the potential administrative problems as well as to ensure the quality of administrative work. Specifically, when employees are empowered by their leaders, they will be motivated to implement the assigned role and devote their efforts to treating a problem from different perspectives, as well as to searching for an innovative solution by utilizing a variety of alternative sources and information (Zhang & Partol, 2010). Positive support from leaders helps in setting the appropriate goals, encourages teamwork inside the organization, while recognizing individual performance and fostering an organizational environment that is open and supportive of creative work and the production of novel ideas (Amabile et al., 2005; Mumford et al., 2012).

Moreover, administrative creativity can flourish when employees have a sense of meaning, believe in their own competency, feel confident in their determination to assume senior-level leadership roles, and recognize the possibility of leaving an impact from their efforts (Darvish & Farzanehdokht, 2010). Studies showed that there is a meaningful positive relation between creativity and satisfaction by revealing a series of characteristics and activities that leaders need to present and perform in order to encourage employee creativity. It is paramount that leaders provide employees with sufficient liberty and manoeuvring space so that they can better put into practice their creative abilities and generate innovative solutions, but it is also important for leaders to offer their support and guidance when the situation asks for this. The study of Sacchetti and Tortia, (2011), concluded that teamwork and workers' intrinsic motivations are complementary in enhancing the perception of creativity - enhancing work settings, while a high degree of required competences appears to substitute good relationships with superiors. Therefore, on the basis of the literature the following hypothesis can be developed:

Hypothesis 3: Leadership outcomes have a positive significant relationship with followers' administrative creativity.

A vast area of study is interested in a comparison between leadership styles and its impact on leadership outcomes and creativity of followers. In this topic, the impacts and effectiveness of leadership styles have been investigated by most researches. Through surveys and findings, it has been proven that there is a strong relationship between different leadership styles and their impact on followers' creativity and outcomes (Thurlings et al., 2015). Commonly, transformational and transactional leadership styles are investigated for their effects on leadership outcomes and these two are also compared to one another. The leadership outcomes in this paper are typically determined by factors such as followers' satisfaction, motivation level of putting extra effort into work, and overall effectiveness of the leadership styles (Gheorghe, 2012 and Dong, 2001).

In addition to that, both types of leadership styles have been examined for their impact on the creativity of followers (Pieterse, Kippenberg, Schippers, & Stam, 2010). It has been found that leadership styles impact followers' creativity in a positive way. The supportive and cooperative nature of transformational leadership helps followers put extra effort into their work and satisfy them enough that overall leadership outcomes are enhanced and the effectiveness of the leadership style is achieved (Bodla & Nawaz, 2010). On the contrary, a transactional leadership style provides a more controlled and direct environment where followers are likely to act in a creative manner. In addition, some studies have suggested a positive impact of transactional leadership on follower's motivation due to the fact that it motivates followers by providing rewards and giving incentives (Khan, 2017).

Nevertheless, studies suggesting a positive relationship between transactional leadership and motivation have limitations and their number is too few to provide a comprehensive conclusion (Hussain, Shen Lei, Haider, & Tayyaba, 2017). However, leadership effectiveness is found to be as high as much the followers act in a certain expected way and tasks are completed, even though workers might not be satisfied. The creativity level of followers and satisfaction is very low in the transactional leadership style. Basham, (2010) also suggest that, although transformational leadership provides better results as compared to a transactional leadership style, if the two styles are used in combination, then the leadership outcomes increase creativity in the higher education sector. Leadership has been hypothesized to be significantly and positively related to administrative creativity and leadership outcomes, and leadership outcomes have been hypothesized to be significantly and positively related to administrative creativity. Leadership outcomes will likely mediate the transformational / transactional leadership of leaders and administrative creativity of followers. Thus, the following can be hypothesized:

H4a: Leadership outcomes are a mediator between transformational leadership of leaders and followers' administrative creativity.

H4b: Leadership outcomes are a mediator between transactional leadership of leaders and followers' administrative creativity.

3. Research Methodology

3.1. Procedure and Participants

The collected data were analyzed using SPSS 25 program: "Statistical Package for Social Sciences". Descriptive statistics was used to describe the basic features of the data in the study, to explain the mediator and moderator factors which was developed by Hayes (2018), the structural model testing SEM is conducted using AMOS to test the proposed hypotheses of the study model. Moreover. The coefficients of the causal relationships between variables are determined by the significance of the path coefficients, mean, standard error, T-statistics and P-value for each of the proposed hypotheses. The recommended t-values are $t > 1.96$ at $p < .05$, $t > 2.576$ at $p < .01$, $t > 3.29$ at $p < .01$ for two-tailed tests. Results confirm the relationship is significance for all hypotheses at $p < .01$. The Root Mean Square Error of Approximation (RMSE) was (0.000 < 0.08), Goodness of Fit (GFI = .994 > 0.95), Comparative Fit Index (CFI = 1 > 0.90), Normed Fit Index (NFI = .996 > 0.95), Root Mean Square Residual (RMR = 0.007 < 0.08). These measures conclude a good predictive model (Hooper, Coughlan & Mullen, 2008).

The study population consisted of all administrative employees at Najran University in the 2018–2019 academic year. Data were collected through mail survey via the questionnaires where researcher explained the need and importance of the study to the administrators plus the survey procedures and the completed questionnaires were sent directly to the researcher through the mail without the participation of management in order to decrease the authority influence over the participants. All incomplete responses were dropped. A total sample of 342 filled-in questionnaires were collected. The respondents' profile is mentioned in Table I.

Table 1: Demographic Variables of the Sample.

| Variable | Category | Frequency | Percentage |
|---------------------|-------------------|-----------|------------|
| | Male | 205 | 60.0 |
| | Female | 137 | 40.0 |
| Age | 25 – 34 years | 200 | 58.5 |
| | 35-44 years | 130 | 38.01 |
| | 45-54 years | 12 | 3.5 |
| Major | Admin | 275 | 80.5 |
| | Not Admin | 67 | 19.5 |
| Education | Diploma | 98 | 28.6 |
| | Bachelor | 209 | 61.1 |
| | Post | 35 | 10.2 |
| Years of experience | Less than 5 years | 78 | 22.8 |
| | 5 to 10 years | 205 | 60.0 |

| | | | |
|--|--------------------|----|-------|
| | More than 10 years | 59 | 17.25 |
|--|--------------------|----|-------|

The demographic data for participants shows that 60% of the total sample were male, 58.3% ranged between 25 to 34 years old, 80.8% were admin, 61.7% had Bachelor degree and 60% had 5 to 10 years of experience.

Measures

The survey questionnaires consist of three parts in addition to some demographic data that were used to describe the characteristics of the population sample. First, the leadership styles were examined using 28 items that address the transactional and transformational leadership style. Multifactor Leadership Questionnaire (MLQ) forms were used as survey instruments (Avolio & Bass, 2004). Second, the leadership outcome criteria which are included in the MLQ are followers' Extra Effort (EEF), the Effectiveness of leader's behavior (EFF), and followers' Satisfaction (SAT) with their respective leader. Third, administrative creativity instrument (ACI) was applied using 8 items that were adopted from Zhou and George (2001). The original survey addressed the creativity of office employees who held all types of jobs.

To determine the degree of the respondents' agreement with the survey items, a five-point Likert scale was used. However, the final estimation level for a mean was determined according to the following: mean between 3.34 and 5.00 indicated a high level of agreement, those between 2.67 and 3.33 indicated a moderate level of agreement, and those between 1.00 and 2.66 indicated a low level of agreement.

Data Analysis and Findings

To check the reliability of each variable used in the study, Cronbach's alpha reliability analysis was performed. The value of Cronbach's alpha for transformational leadership was 0.946, for transactional leadership was 0.758, for leadership outcomes was 0.950, and for administrative creativity was 0.884. The overall Cronbach's alpha reliability for the whole questionnaire was also measured and turned out to be 0.969. Cronbach's alpha value for all the variables is above 0.7 which represents that high internal consistency exists among all the elements of each scale (Nunnally & Bernstein, 1994). Also, the results indicate that transformational leadership had overall mean score with (M = 3.95 and SD = 0.67), for transactional leadership (M = 3.72 and SD = 0.58), leadership outcomes (M = 4.02 and SD = 0.96), finally administrative creativity had the highest overall mean score with (M = 4.10; SD = 0.78).

Pearson correlation tests were performed to find out the relations between the variables in the study model, all relations significant with p-value < .01 had a moderate positive relation, the highest relation was between transformational leadership and leadership outcomes with $r = 0.818$, and the least relation was between transactional leadership and administrative creativity with $r = .665$, the dependent variable administrative creativity was related positively with all independent factors by highest association with leadership outcomes by $r = 0.811$, all p-value < .01. (Table 2).

Table 2: Mean, Standard Deviation, Correlation's Coefficients and Cronbach's Alpha

| Variables | Mean | 1 | 2 | 3 | 4 |
|--------------------------------|------|---------|---------|---------|---------|
| | SD | | | | |
| 1. Transformational Leadership | 3.95 | (0.946) | 0.768** | 0.818** | 0.686** |

| | | | | |
|------------------------------|------|---------|---------|---------|
| | 0.67 | | | |
| 2. Transactional Leadership | 3.72 | (0.758) | 0.772** | 0.665** |
| | 0.58 | | | |
| 3. Leadership Outcomes | 4.02 | | (0.950) | 0.811** |
| | 0.96 | | | |
| 4. Administrative Creativity | 4.10 | | | (0.884) |
| | 0.78 | | | |

More specifically, transformational leadership of managers has a moderately strong positive relation with followers' creativity with a correlation value of $r = 0.686^{**}$; $p < .001$, supporting H1a. This result aligned with the studies conducted by Sosik et al., (1998) and Jeevan (2015), that indicated that transformational leaders allow employees to think creatively, analyze their problems from numerous angles and explore new and better solutions for problems. Besides, the relationship between transactional leadership of managers and subordinates' creativity has a moderately strong positive relation with a correlation value of $r = 0.665^{**}$; $p < .001$, supporting H1b. The results are consistent with the results of Jansen et al. (2009) and Hussain et al. (2017) who state that transactional leadership style may foster the commitment of employees to new ideas, which comprises the supervisory encouragement in workplace creativity; this supports the employees and communicates clear objectives and goals to create such environment .

Moreover, the relationship between transformational leadership of managers and leadership outcomes is $r = 0.818^{**}$; $p < .001$, indicating a high positive relationship, supporting H2a. Therefore, the result of this study supports the research conducted by Gheorghe (2012) and Jeevan & Bhau (2015/2016) who found that the satisfaction and motivation level of the followers is increased by transformational leadership and thus they are more likely to enhance their followers' leadership outcomes such as job satisfaction, motivation and effectiveness of the style. Likewise, a positive relationship between transactional leadership of managers and leadership outcomes is $r = 0.772^{**}$; $p < .001$, supporting H2b. This study also supports the findings by Ahmad et al. (2013) and Notelaers et al. (2019) which state that transactional leadership using rewards for accomplished tasks due to this, the motivation level of the followers is high, they are willing to perform beyond their expectations.

The relation between the leadership outcomes and administrative creativity is positively high because the value is $r = 0.811^{**}$; $p < .001$. This supports H3. The study of Sacchetti and Tortia, (2011) also concluded that satisfaction, effectiveness and followers' intrinsic motivations are complementary in enhancing the perception of creativity-enhancing work settings, while a high degree of required competences appears to substitute good relationships with leaders.

To test the mediating role of leadership outcomes between the leadership styles of manager's and followers' administrative creativity, the structural model testing is conducted to test the proposed hypotheses (SEM).

Table 3: Structural model testing with maximum Likelihood estimates for predictors

| | Estimate | Std. Error | T Statistics (C.R.) | P-value | Supported hypotheses |
|--|----------|------------|------------------------|---------|-------------------------|
|--|----------|------------|------------------------|---------|-------------------------|

| | | | | | |
|---|------|------|--------|---------|-----|
| <i>Transformational leadership</i> ↔ <i>Leadership Outcomes</i> | .780 | .108 | 7.231 | .000*** | Yes |
| <i>Transactions leadership</i> → <i>Leadership Outcomes</i> | .581 | .125 | 4.634 | .000*** | Yes |
| <i>Leadership Outcomes</i> → <i>Administrative creativity</i> | .661 | .044 | 15.135 | .000*** | Yes |

***Significant at 0.01 level.

Thus, all the conditions of mediation for the leadership styles were found to be met with leadership outcomes as a mediator and administrative creativity as the dependent variable. As table 3 shows, the effect of transformational leadership style on administrative creativity $\beta = 0.780$, $p < 0.001$ became more when we control for the effect of leadership outcomes. This supported H4a, while the effect of transactional leadership style on administrative creativity $\beta = 0.780$, $p < 0.001$ became less when we control for the effect of leadership outcomes. This supported H4b. Hence, H4 was partially supported. Therefore, the model fit with $\beta = 661$, $p < 0.001$ indicates that leadership outcomes mediate significant influence of transformational leadership and transactions leadership on administrative creativity. These findings are much in line with the studies conducted by Jing and Avery (2008); Zhang & Bartol, (2010); Mumford et al. (2012); Salem, (2015); Darvish & Farzanehdokht, (2010); Thurlings et al. (2015); and Wen, Zhou, & Lu, (2017) concluded that one of the most imperative strategic goals of leadership today is to foster employees' creativity. It has been proven that there is strong relationship between different leadership styles and its impact on followers' creativity and outcomes. Commonly, when leaders using an appropriate style enhanced their followers and motivated them to implement the assigned role and devote their effort to treating a problem from different perspectives, follower will search for an innovative solution by utilizing a variety of alternative sources and information to achieve their goal in more effective ways.

The diagram path below shows the Beta Coefficients for all predictor variables in the model.

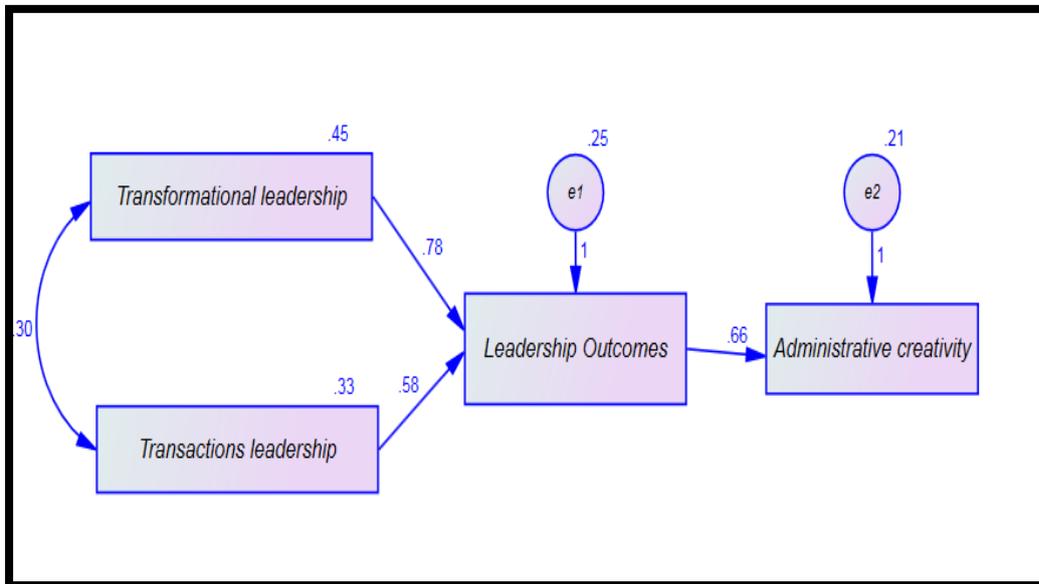


Figure 1. Model testing (AMOS v25 output)

Conclusion

The present examination matches with the Saudi vision of 2030, which underscores the need to extend the base of creativity and utilize information and coordinate it into the creation framework to accomplish practical development in the overview of modern administrations. The findings of previous studies have shown that leadership styles of leaders fundamentally affect followers' overall leadership outcomes, which in turn affects their administrative creativity. This research study also attempts to enhance the knowledge about the link between these variables. The results revealed that leadership outcomes have a mediating effect on transformational and transactional leadership with followers' creativity relationship, which has not been examined until this survey. The results revealed that it is important for organizations to master and align with appropriate leadership style such as transformational and transactional styles that can contribute to the enhancement of followers' administrative creativity.

Overall, the creativity level is increased by using transformational leadership style, whereas followers having a transactional leader are less likely to act in a creative way. In addition, the highest effect on followers' creativity was due to transformational leadership, which provided a strong support to the practice of the proper type of leadership style to effectively and practically enhance employee satisfaction, and effectiveness which cause improvements on employee creativity. It is also very important to review the typical style of leadership and the faults of their role in evolving the educational process and attaining its aims and objectives. This study talked about the need to extend the base of creativity, utilize information, and coordinate it into the creation framework to accomplish practical development.

Research Limitations and Future Implications

Although this study adds value to the literature, it is limited in certain ways that hurdle getting possible generalizability. First, this study is limited in used only two types of leadership styles, namely transactional and transformational that influence followers' outcomes then lead to enhance their administrative creativity. There might be more leadership styles having an influence on follower's leadership outcomes and administrative creativity that is not viewed in this study, such as participative, charismatic, situational, stewardship, servant, entrepreneurial and other leadership styles.

Second, the data were acquired from one Saudi university, while the results could differ for employees of other universities. For this reason, having this study replicated in other universities and other countries might be of value in expanding the generalizability of the outcomes. Based on the examination discoveries, it is prescribed that further analysts could explore the relationship with different factors, for example, innovation progression, duty, worker commitment, culture, and cooperation, utilizing a bigger example so as to take into consideration a better choice to be made during the improvement of human capital for a specific association.

Moreover, this investigation adds to the assortment of information by giving apparatuses and ideas to teaching present and future scholastic pioneers on the powerful techniques for improving their viewpoint likelihood or odds of upgrading the degree of occupation fulfillment and adequacy among their representatives. These days, education condition is ever-changing, representatives, needs and the main strategies bend continually creating and advancing study on the impact of progressively assorted leadership styles. For example, changing environment, leadership styles and leadership outcomes is recommended for future investigations may give better authority bits of knowledge to future leaders to all the more likely see a few components that impact employees creativity and furnish them with the information important to execute an organizational environment focused on creativity.

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