

TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE CREATIVITY OF ADVERTISING AGENCIES IN PORT HARCOURT

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Abstract

This study investigated the relationship between transformational leadership and employee's creativity in Advertising Agencies in Port Harcourt, River State. Two hundred and forty questionnaires were administered to five Advertising Agencies and one hundred and fifty of the questionnaires were returned, structure question were presented in the questionnaire.

Spearman's request rank connection coefficient measurable procedures with the factual bundle for sociologies (SPSS) was embraced for examination of information. It was uncovered that there is a positive and noteworthy connection between uplifting inspiration and individual learning, intellectual stimulation and creative self-efficacy. It is therefore concluded that transformational leadership dimensions has significant influence on employees creativity, hence, we recommend that organizations should provide and enabling and conducive environment that will help managers exhibit transformational leadership style.

Keywords: Transformational Leadership, Employee Creativity, Inspirational Motivation, Intellectual Simulation, Individual Learning, Creative Self-Efficacy.

I. INTRODUCTION

Transformational leadership is that process whereby leaders and followers raise one another to higher levels of morality and motivations (Burns, 1978). There has been a monstrous developing interest in employee creativity for the past years and recent days, creativity is a vital part of major corporations and agencies Rogers and Sophia (2013). The importance of employee creativity to organization, individual, societies can be seen as the changes that occur so rapidly that the managers and the organizations have no choice but to find new and innovative ways, so they can meet up with new changes easily (Bolanowski, 2008) and to generate new ideas for the production. They also assist the economic growth of state or society, for the organizational survival, for the preservation of the current customers and form losing market target. In examining transformational leadership and joint contributions of employee creativity (Oldnam and cumming 1996) found personal relationship in three attributes of the hierarchical setting: work many-sided quality, steady supervision and controlling Supervision. The three pointers of representative imagination execution, patent disclosures composed, commitments to an association proposal program and supervisory rating of innovativeness Oldnam and Cumming (1996) Zhou and George (1988, 1996), taken a shot at arousing worker inventiveness and . They depict five courses through which the inborn innovativeness of organization members can be stirred: ID, data gathering, thought era, idea evaluation, change, and thought usage. They recommend that administration, assumes a basic part in empowering and supporting the enlivening of imagination, these five correlative courses (Zhou and George 1988, farmer Tierney and Mictyre2003), examined employee creativity in Taiwan: as an application of rob identity theory.

The study tested show a model of creativity role, and identity for sample of Taiwanese employees result and creative role identity was predicted by perceived coworker creativity expectation, self-view of creativity behavior and high level of exposure to U.S culture. Creativity was highest when a strong creativity role identity was paired with perception that employee organization valued creative work of (farmer Tierney and Mictyre 2003), (GongHaung and Farch2009) studied employee earning orientation transformational leadership, and employee creativity, the mediating role of worker inventiveness self-efficacy. They inspected the connection between representative imagination and occupation performance. Furthermore, they distinguish two learning related individual and situational factors employee learning introduction and change authority analyzed their impact on employee creativity through worker innovative self-adequacy. They found that representative creativity was decidedly identified with worker deals and to manager related representative employment execution Mumford (2003). In retrospect of the past research studies examined it seems that much work has not been done on employee creativity. Furthermore, most of those research studies were conducted in foreign environment. Finally the past researchers were not able to link or examine transformational leadership as a factor that that can affect employee advertising agency. Therefore, this present study looks to inspect the connection between transformational administration and employee creativity in advertising agency in Port Harcourt.

Statement of the Problems

One major actuality is that we are being assaulted with promotion messages nonstop from all comprehensible media. The turnover of client is relied upon to be extensive in promotion consistently, especially the urban and semi-urban populace. This might cause from lack of employee creativity which could have been drawn by transformation

Leadership and in advertising agency has been perceived as a variable medium of stimulating motivation and influencing the purchase and other behavioral responses of their prospective customers. Lack of honest and security measures to customers and their employee is another problem, facing the organizations and also Lack of corporation not being responsible to the society, government and their employee which caused unsustainable organization as the result of this many organization have not experience grow thin the advertising agency in Port Harcourt. The potency of advertising product promotion cannot be over emphasized: Lack of inspirational motivation may cause low employee learning (Famer 2015), (Nionne 2003) Lack of intellectual stimulation may cause low employee creativity. Hence there is a need to tackle some of the challenges facing the industry in Nigeria.

1.1 Aim of the Study

The main purpose of this study is to examine the relationship between transformational leadership and employee creativity.

1.2 Research Questions

1. How does inspirational motivation relate to creative self-efficacy in advertising agencies in Port Harcourt?
2. How does inspirational motivation relate to individual learning in advertising agency in Port Harcourt?
3. How does intellectual stimulation relate to self-efficacy in advertising agency in Port-Harcourt?
4. How does intellectual stimulation relate to individual learning in advertising agency in Port Harcourt?
5. What exactly degree does organizational culture direct the connection between transformational initiative and representative imagination?

1.3 Research Hypotheses

The following hypotheses were formulated in their null form to guide the study:

- H₀₁: There is no significant relationship between inspirational motivation and individual learning of advertising agencies in Port Harcourt.
- H₀₂: There is no significant relationship between inspirational motivation and creative self-efficacy of advertising agencies in Port Harcourt.
- H₀₃: There is no significant relationship between intellectual simulation and individual learning of advertising agencies in Port Harcourt.

H0₄: There is no significant relationship between intellectual stimulation and creative self-efficacy of advertising agencies in Port Harcourt.

H0₅: Organizational cultures do not moderate the relationship between transformational leadership and employee creativity of Advertising Agency in Port Harcourt.

II. LITERATURE REVIEW

Theoretical Framework

The theoretical foundation of this study is based on learning theory and leadership theory. Learning theory refers to that conceptual framework that knowledge, absorbed, retained, processed, during learning cognitive, emotional and environmental influence as well as prior experience in understanding.

Leadership theory: This believes that people are either born or made with a certain qualities that as will name excel in leadership roles, i.e. certain qualities such as intelligence, creativity and values that put one in the shoes of leadership.

TRANSFORMATIONAL LEADERSHIP

Lee. M (2014) In his reviews recommend that the Transformational Leadership is being over appeared by the model of motivational initiative which regardless of its flaw is more strong by and by, Leader are not really chosen, formally gave that the wannabe pioneer can control devotees and adjust their impact toward the accomplishment of normal goals. (Goffee and Jone, 2010) they can end up noticeably acknowledged as pioneers. North-house (2013) trusts that pioneers can move others to see and translate reality distinctively and can rouse devotees to try additional endeavors to accomplish authoritative objectives. Additionally, added that part of authority is urgent as it empowers individuals with assorted foundations work profitably together towards a common objective while minding out adequately different here and there clashing, parts and capacities with an association.

INTELLECTUAL STIMULATION

Is the third course of action of practices and qualities, which construes that a transformational pioneer searches for substitute perspectives when dealing with issues, and spurs others to look at those issues outline a substitute edge and likewise the people who utilize academic instigation furthermore enable nontraditional thinking and suggest better methodologies for looking to complete assignments. They consistently reevaluate essential assumptions to address if those suppositions are reasonable and correct. The component of transformational expert is engrained really with social division since representatives are regularly pulled in to certain charitable in light of the fact that they are aware of the immediate effect they can make. She or he spurs subordinates to go for broke by showing honest to goodness enthusiasm for their endeavors to create imaginative leap forward, by making a situation responsive to change, development and new technique for contemplating business transformational pioneers cultivate enterprise (Bass and Bernard, 2013).

EMPLOYEE CREATIVITY

Innovativeness is thought to be an individual trademark with elements that incorporate expansive ranges of intrigue and high vitality levels. Inventiveness is imperative to association in light of the fact that innovative commitments cannot simply help affiliations end up being more, successful and more responsive to conditions, also help affiliations conform to change, create and battle in the overall market. Creativity also concentrates on individual contrasts in identity, psychological capacities, and critical thinking styles. In any case, it is a versatile component of ordinary subjective working that advanced to help critical thinking under states of instability.

Imagination is gotten from a person's amassed innovative speculation abilities and skill in view of their formal trainings and past encounters (Gong et al, 2009). In a few reviews, innovativeness is thought to be an individual trademark with components that incorporate expansive regions of intrigue and high vitality levels (Kings & Gurland, 2007). A comprehension of hierarchical innovativeness will fundamentally incorporate comprehension (a) the creative system,(b) the innovative product,(c) the creative person,(d) the inventive situation, and (e) the way in which each of these fragment works together with the others (Harrington, 1990).

Tierney and farmer (2002) present approaches and define their dimensional constructs as effective, continuance and learning. Creative self-adequacy characterized as "the conviction one can convey imaginative outcomes" and illuminated as a man's conviction models, to be specific enactive dominance encounter whereby members watch encounter effective scenes that mean to manufacture their imaginative adequacy conviction, vicarious experience amid which the members watch the mentor or different members utilizing inventive instruments effectively, and verbal influence where the members are persuaded verbally that they have the abilities required keeping in mind the end goal to act innovatively.

INDIVIDUAL LEARNING:

Learning is characterized by (Amabile, 2004) as a continuing change in practices or feelings that results actually. The ability to learn gives each living structure ability to conform to change condition.

Learning hypotheses are exhaustively disengaged into perspective:

The chief perspective battles that learning can be inspected by the discernment and control of jar response affiliations. This is known as the behaviorist perspective in light of it strict adherence of the examination of detectable practices. This perspective was first clarifies in (1913) by John Watson who fought that mind science should be the examination of perceptible wonders, not examination of comprehension or the mind.

CREATIVE SELF-EFFICACY

Innovative self-adequacy can be characterize, as the view that one must have the capacity to create imaginative thought, and it can likewise be viewed as an essential idea since it might

rouse a man to accomplish an objective or finish an assignment. Starting work in the territory of innovative self-adequacy has set up theoretical and experimental support for the declaration that imaginative viability is identified with inventive execution understudies presentation of self-sufficient exercises. Also, Choi found that inventive self-adequacy totally sedated the impacts of individual (identity, capacity, and inspiration) and relevant (social impacts from pioneers and associates) factors. This finding demonstrates that innovative self-viability assumes an essential part in clarifying how, and why, particular individual and logical factors are identified with imaginative execution fundamentally predicated chiefs' evaluations of worker imagination.

III. Research Methodology

Cross-sectional survey research design was used in this study. The design is suitable for collecting data from seemingly large number of respondents.

Populace is the totality of the components from which the example size of the review will be drawn. Populace is characterized in two measurements, the "objective" populace – this is the whole Advertising Agencies which the analyst wishes to study and plans to create. Another is "Open" populace which is the number of inhabitants in the objective populace that is available to the specialist. The available populace incorporated all managers and subordinates in the focused on Advertising Agencies. Record (drawn from the staff work area of each of the chose Advertising Agencies) demonstrates an aggregate of two hundred and forty (240) managers and subordinates among five (6) Agencies. The way that there are a few in Port Harcourt made the analyst to purposively test six (6) Advertising Agencies which are I studio Garden, E Dove Media, Therapeutic Laboratories Nigeria Ltd, Lantern Publications Limited , Style media in addition to Entertainment Nigeria, Light focus Ltd. The aggregate populace of specialists in the six Advertising Agencies is five hundred (500).

Spearman's Rank Order Correlation Coefficient was the research technique used in analyzing the data with the aid of SPSS.

IV. RESULT AND DISCUSSIONS

Hypothesis I.

Hypothesis one: There is no significant relationship between inspirational motivation (IM) and individual learning (IL)

4.1 Hypotheses testing (inspirational motivation (IM) on measures of the criterion)

			IM	IL	CSE
Spearman's rho	IM	Correlation Coefficient	1.000	.504**	.496**
		Sig. (2-tailed)	.	.000	.000
		N	150	150	150
	IL	Correlation Coefficient	.504**	1.000	.582**
		Sig. (2-tailed)	.000	.	.000
		N	150	150	150
	CSE	Correlation Coefficient	.496**	.582**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	150	150	150

Source: Data results, 2017

Data (table 4.1) reveals that there is a significant relationship between inspirational motivation and individual learning (where $\rho = .504$ and $p < 0.05$) hence we find that inspirational motivation is strongly associated with individual learning and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between inspirational motivation and individual learning.

Hypothesis two: There is no significant relationship between inspirational motivation (IM) and creative self-efficacy (CSE) – data (table 4.1) reveals that there is a significant relationship between inspirational motivation and creative self-efficacy (where $\rho = .496$ and $p < 0.05$) hence we find that inspirational motivation is strongly associated with creative self-efficacy and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between inspirational motivation and creative self-efficacy.

H0₃ and H0₄

Table 4.2: Hypotheses testing (Intellectual Simulation (IS) on measures of the criterion)

			IS	IL	CSE
Spearman's rho	IS	Correlation Coefficient	1.000	.771**	.719**
		Sig. (2-tailed)	.	.000	.000
		N	150	150	150
	IL	Correlation Coefficient	.771**	1.000	.538**
		Sig. (2-tailed)	.000	.	.000
		N	150	150	150
	CSE	Correlation Coefficient	.719**	.538**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	150	150	150

Source: Data results, 2017

Hypothesis three: There is no significant relationship between intellectual simulation (IS) and individual learning (IL) – data (table 4.2) reveals that there is a significant relationship between intellectual simulation and individual learning (where rho = .771 and $p < 0.05$) hence we find that intellectual simulation is strongly associated with individual learning and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between intellectual simulation and individual learning.

Hypothesis four: There is no significant relationship between intellectual simulation (IS) and creative self-efficacy (CSE) – data (table 4.2) reveals that there is a significant relationship between intellectual simulation and creative self-efficacy (where rho = .719 and $p < 0.05$) hence we find that intellectual simulation is strongly associated with creative self-efficacy and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between intellectual simulation and creative self-efficacy.

Discussion of the results

The study investigated the relationship between transformational leadership and employee creativity. The result of the analysis; which comprised of 150 participants; revealed a higher number of the participants to be female; results also show that most of the participants are married and hold first degree certifications; probably a prerequisite with regards to

recruitment. Furthermore, demographic characteristics indicate most of the workers to be in their thirties; indicating the preferences within the industry as regards age categories.

The result also reveals that all three variables (transformational leadership; organizational culture and employee creativity) carry high mean scores thus reflecting participants average perceptions of the variables and the practices of such within the target organizations. The results show that participants view transformational leadership as an important and necessary practice which allows for sustained leadership effectiveness which, as put forward by (Holman & Wall, 2002; Leach et al., 2003) that transformational leaders control and offer employees additional action chances and the likelihood to study about the task and gain task related knowledge. Also support for creativity from colleagues and managers provide the opportunity to share benefit from the knowledge and expertise of knowledgeable employees (Madjar et al., 2002; Oldham and Cummings, 2011). Transformational leadership is directly ease employee's enthusiasm to generate new thought.

The result also shows that all five associations are significant with transformational leadership through factors such as inspirational motivation and intellectual stimulation significantly influencing employee creativity; enhancing outcomes such as individual learning and creative self-efficacy, while organizational culture further enhances the relationship as a contextual and moderating variable; this corroborates the argument of Shalley et al., (2006), in their study on experiential indication on the relationship between support for creativity and employee creativity is mixed. For instance, supervisors and colleagues can offer emotional support which has an impact on employee creativity though internal desires to perform a particular task.

V. CONCLUSION

In conclusion the study finds that transformational leadership affects employee creativity and thus enhances outcomes such as individual learning and creative self-efficacy. This relationship is further significantly enhanced by the culture of the organization; hence based on the evidence of this empirical endeavour we assert that:

- i. Inspirational motivation as an attribute and dimension of transformational leadership is imperative for individual learning and for the achievement of creative self-efficacy; factors which facilitate leadership, enables goal attainment and thus employee creativity.
- ii. Intellectual stimulation as a dimension of transformational leadership is important for attaining individual learning as well as the achievement of creative self-efficacy; thus enabling the organization through aspects of leadership stability and predictability to maintain and sustain organizational activities and operations, hence achieving employee creativity.

VI. RECOMMENDATION.

As a result of the findings and conclusions of the study, the following recommendations are herein proffered as ways in which employee creativity measures can be enhanced:

- i. That leadership is structured and patterned in such a way that allows for employee participation in decision making in such a way that facilitates learning and tacit knowledge transfer in a vertical manner (top-down and down-top) which would facilitate understanding, cooperation and successive implementation of ideas and policies by in-coming incumbent leadership form within the organization
- ii. That concepts like inspirational motivation is encouraged and emphasized within the organization; this would foster leader-subordinate relationship and allow for understanding and effective communication of ideas in such a way that leader actions and intentions are clearly understood and can be followed up by in-coming leaders and policies and goals consistently followed up in spite of leadership change.
- iii. That intellectual simulation activities be prioritized as regards employee creativity since this would enable the identification and selection of potential leadership successors within the organization and would also facilitate the coordination of succession activities, thus avoiding most negative and unnecessary competition most often found within the organization.
- iv. That the activities of inspirational motivation and intellectual simulation be consistently reviewed and sustained through enabling policies and regulations which would further promote its functionality as part of the organizational value and belief system, thus embedding within the cultural system of the organization.

Contribution to knowledge

This study will help improve one wealth of knowledge on the area related to the study. This study will provide a significant role of organizational culture the advertising agency.

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