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How Empowered Leadership in Pakistan's Public Sectors Enhances Employee Creativity: A Mediating Role of Creative Self-Efficacy

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ABSTRACT

This study's main objective is to better understand how empowered leadership in Pakistan's public sectors enhances employee creativity through the mediating role of creative self-efficacy. Job engagement and employee creativity are the most important success factors for every company, especially in the public sector. A questionnaire survey approach was employed by the researcher in the current quantitative study to collect data from participants. The survey participants included 176 employees working in Pakistan's private sector. A simple random sample approach is a type of probability sampling to gather data. Data analysis, data normality testing, and descriptive statistics were all performed using SPSS 26. Additionally, it has been shown that the link between empowered leadership, job engagement, and employee creativity has been mediated by creative self-efficacy. The new study adds the mediation function of creative self-efficacy between empowering leadership and employee creativity. Additionally, this study helps private sector employees in a variety of ways, such as by boosting their self-assurance, sense of purpose, and level of passion. This study helps businesses increase employee engagement, motivation, loyalty, and enthusiasm in their work to secure the company's success.



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Introduction

The relationship between leaders and subordinates is sometimes decadent, especially in inflexible enterprises; in this situation, persuasion and influence are highly detrimental to enterprises. Leaders play a significant part in pressing employees' work and cognitive process and acquiring the establishment tone of control to enhance employees' advanced mental process power (Li & Zhang, 2016). Leadership plays a

significant part in alimentary capability; it enables the leader to realize employees' performance on the design or contend the amount of capability demanded (Shalley & Gillson, 2004).

A capable and sceptor leader assist and defends senior management and subordinates to save many of them from political intrusion, overloading, and conflicts (Gupta et al., 2012). Leaders have a critical role in emphasizing workers' jobs and higher persuasion processes and building firm self-control to boost workers' higher cognitive processes and powers. Leadership plays an essential part in the organization. It has a nourishing ability since it enables the leader to monitor workers' performance or decide on the required number and skills (Zhou, 2003).

This is negotiated by leaders in numerous ways, both directly and indirectly. Instead of rigorously controlling the task, knowledge, choices, and resource allocation, they negotiate directly by pushing and allowing workers to generate streamlined and advanced answers to difficulties and motivating followers to think about the association's items. As a consequence, they enhance followers' natural provocation—a vital feature of creative thinking—and affect their advanced position (Tierney et al., 1999). Inadvertently, leaders create a climate that stimulates problem-solving and the formation of plans. They create an environment in which recent ideas are examined in a corroborative and instructional manner to recognize and fulfill various views (Amabile et al., 1996). One of the most significant difficulties for leaders is motivating people to develop their skills (Qureshi, Adil, Khan, & Khan, 2018).

The leader is in charge of raising employee capability (Duan, Liu, & Che, 2018). Leaders also produce and manage the environment, work practices, organizational culture, and tactics that foster and sustain innovation, creative thinking, and success within the company (call, 2015). Additionally, leadership creates and manages the conditions, policies, organizational culture, and overall strategy that encourage and sustain creative thinking, inventiveness, and success within the company (car all, 2015). Instead of tightly controlling labor, expertise, choices, and resource allocation, leaders achieve this directly by posing challenges, requiring workers to create upgraded and improved solutions to problems, and motivating subordinates to contribute more to the company's goals. As a result, they impact subordinates' higher-level desires while improving intrinsic rewards, an essential source of creative cognition.

Empowering leader behaviors have become increasingly important within the range of leader behaviors as followers want more autonomy and self-management from their leaders (Bennis & Townsend, 1997). Delegating additional power and responsibility to subordinates is one of the leader's activities, referred to as empowering leadership (Peng, Liang, Fatima, Wang, & Rasheed, 2023; Rasheed, Weng, Umrani, & Moin, 2021). This enhances the level of the subordinates' intrinsic motivation. The five aspects of empowered leadership described by Arnold et al. (2000) are coaching, informing, setting an example, displaying care/interacting, and participatory decision-making (Peng, Liang, Fatima, Wang, & Rasheed, 2023; Rasheed, Hameed, Kaur, & Dhir, 2023; Rasheed, Pitafi, Mishra, & Chotia, 2023).

Ahearne and co-authors (2005) say that to be an effective leader, you need to emphasize the significance of your job, encourage your employees to participate in decision-making, and demonstrate your trust in their ability to perform well. Leadership that encourages individuals to take responsibility for their actions encourages them to think creatively about how they may contribute to a team, encourages them to improve themselves, and encourages them to reward themselves are all anticipated behaviors under empowering leadership. When it comes to empowering leadership, subordinate self-management or self-leadership abilities are a major focus. Empowering leader behaviors have become increasingly important within the range of leader behaviors in light of the trend toward increased follower autonomy and self-management (Bennis & Townsend, 1997). Delegating additional power and responsibility to subordinates is one of the leader's activities, referred to as empowering leadership. This enhances the level of the subordinates' intrinsic motivation.

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encourage your employees to participate in decision-making, and demonstrate your trust in their ability to perform well. Leadership that encourages individuals to take responsibility for their actions encourages them to think creatively about how they may contribute to a team, encourages them to improve themselves, and encourages them to reward themselves are all anticipated behaviors under empowering leadership (Pitafi, Rasheed, Kanwal, & Ren, 2020; Rasheed, Okumus, Weng, Hameed, & Nawaz, 2020; Zhang, Rasheed, & Luqman, 2020). According to the conceptualizations of empowering leadership, subordinate self-management or self-leadership abilities are strongly emphasized.

Leaders are essential in enabling leadership to overcome this handicap. Two perspectives on leadership are empowering. The development of leaders is the main focus, particularly when it comes to giving workers more authority or responsibility (Kirkman & Rosen, 1999). It implies power-sharing but also considers the innate provocation and investment that employees have in their work—the tone-effectiveness of leaders' followers rises, directly affecting their authority (Carall, 2015). Advanced tone-efficacy professionals are more likely to be motivated to provide original ideas and results (Tierney et al., 1999).

Similarly, in some situations, empowered leadership may effectively hone capability (Nisar & Rasheed, 2020; Rasheed, Jamad, Pitafi, & Iqbal, 2020; Rasheed, Yousaf, & Noor, 2011; Sattar, Rasheed, Khan, Tariq, & Iqbal, 2017). A strong relationship between superior and subordinate is another critical factor that relates to empowering leadership to encourage employee creativity (Chow, 2018). Employees' emotional assessments of the creative conditioning market are based on their experience with trusted administrators.

One of the biggest problems for managers is directing and inspiring employees to develop their talents. Leaders are crucial in empowering leadership to overcome this barrier. One can look at empowering leadership in one of two ways. First, the emphasis is on the behaviors of leaders when it comes to forming alliances or delegating more power and influence over personnel (Xiaomeng Zhang & Zhou, 2014). It necessitates a power-sharing approach to boost staff commitment and motivation. Second, a leader's impact on their followers is significantly influenced by their level of self-efficacy (car all, 2015). Employees that are confident in their abilities are more likely to come up with innovative solutions that can be put into action. Taking a new look at the relationship between power and employees, we can see how willing they are to hand it off.

Empowering leadership and individual-level creativity have been studied extensively in the academic and professional literature. For example, Zhang and Bartol (2010) found that psychological empowerment, creative process involvement, and intrinsic motivation all can explain the link between enabling leadership and innovation. Conceptually and practically, the above-mentioned enabling actions of leaders reflect the factors affecting workplace innovation and creativity. Alternatively, it creates a feeling of creative self-efficacy (Tierney et al., 1999). Knowledge-sharing and team efficacy were also shown to have a positive influence on team performance in ineffective management teams (Srivastava et al., 2006). Only a few studies have experimentally investigated the link between empowered leadership and the development of creativity in followers. The present field research found a favorable correlation between empowering leadership and followers' creativity due to the leadership's creativity-enhancing practices.

It has been determined that empowerment is a process in which pioneers share control with employees by giving overburdened workers greater responsibilities, crucial professional leadership, and the tools and support needed to do the extra work effectively. A sense of appointment characterizes empowering leadership. Although empowering leadership involves a persistent concept of shared duties, it differs from that role primarily by referring to employees' responsibilities in the workplace. Numerous studies have emphasized the crucial and essential part that empowered leaders play in inspiring their teams to exhibit high performance, intelligent behavior, and innovation (X. Zhang & J. Zhou, 2014).

The effect of leadership behavior on staff initiation or new employee behavior has been the subject of numerous researches. Strong leadership, on the other hand, has a surprising effect on staff creativity since it tends to foster high levels of employee autonomy and empowerment. Organizations are compelled to

develop a culture that encourages innovative thinking and creativity due to the increasing significance of innovation as a catalyst for innovation and organizational success. However, encouraging innovative thinking can be a difficult task for businesses. Several things have been found to encourage innovation and creative thinking in businesses. The art of practical work has been highlighted as one of the most crucial elements that foster employees' innovative thinking (Jung, 2001).

Social cognitive theory or social learning theory refers to a person's perception that he or she is capable of doing the job at hand (Bandura, 1977, 1997). In other words, self-efficacy may be seen as a kind of task-specific confidence or self-esteem (Kanter, 2006). Brockner (1988) If a person feels that she can finish a job of a certain level of complexity and that the expectation can be generalized across different situations, this is known as self-efficacy. The perspective, motivation, and output of an employee are all influenced by their impression of their potential (Bandura, 1997). We seldom take on a new challenge if we anticipate to fail. There are many examples, but this is only one. Several professors have speculated that they may learn how to teach graduate classes online on their own time. Others may be concerned about their capacity to learn the skills necessary for online teaching of graduate-level courses. Learning, motivation, and performance are all influenced by a person's self-efficacy. Learning and performance are influenced by three methods, according to Bandura (1982). Self-efficacy has a direct impact on an employee's goal-setting. With poor self-efficacy comes low expectations of oneself. A person with a strong sense of self-efficacy, on the other hand, is more inclined to set ambitious goals for himself. Self-efficacy beliefs influence how well individuals learn and perform, according to new research. The ability to believe in one's abilities has a bearing on both academic and professional success. To master new skills, persons with high self-efficacy devote a lot of time and effort to the process. As a result, employees with low self-efficacy may not put in as much effort while acquiring new skills or completing challenging tasks. People's willingness to take on new and difficult tasks is influenced by their level of self-efficacy. High self-efficacy workers are confident in their abilities to learn new skills and perform well under pressure. As a result, even if they face difficulties, they are likely to continue working. Worker self-efficacy, on the other hand, is correlated with the likelihood that a person would give up on a challenging job when things become tough. Albert Bandura and Edwin Locke (2003) determined that self-efficacy is a major predictor of work success after examining a substantial amount of relevant literature.

Amabile (1988) and Chow and Saint George (2001) claim that creativity is an event that helps a team or individual nurse produce novel ideas. A new designation is the purposeful implementation of those creative ideas (West & Farr, 1990). Creativity is one source of commercial power and competition (Shalley 1995). Staff capability is influenced by several factors, including climate structure, leadership, building culture, resources, and skills (Andriopoulos, 2001). Your ability to produce power is influenced by the organizations around you and the specific person or group (Tummers & Kruijen, 2014). Effective performance is crucial for enhancing the caliber of human resources inside a firm or organization (More, 2018).

The success of the Creative Self is the ability to motivate a person to excel in his or her work using a new creative approach. The information is that power enhances your efficiency (Tierney & Farmer, 2002; Dewett, 2007). Creating a successful career is a personal value for bringing about youth, a continuous effort that gives a person the confidence to deliver creative results.

Creativity refers to the event of helpful Associate in nursing new generalities by an individual or team (Amabile, 1988; Chow & Saint George, 2001), whereas invention refers to the planned physical performance of those inventive generalities (West & Farr, 1990). Creativity is considered a force of competition and strength for the association (Shalley, 1995). Worker power is stirred through multitudinous factors such as structure, climate, leadership, structure, culture, resources, and chops (Andriopoulos, 2001).

Literature Review

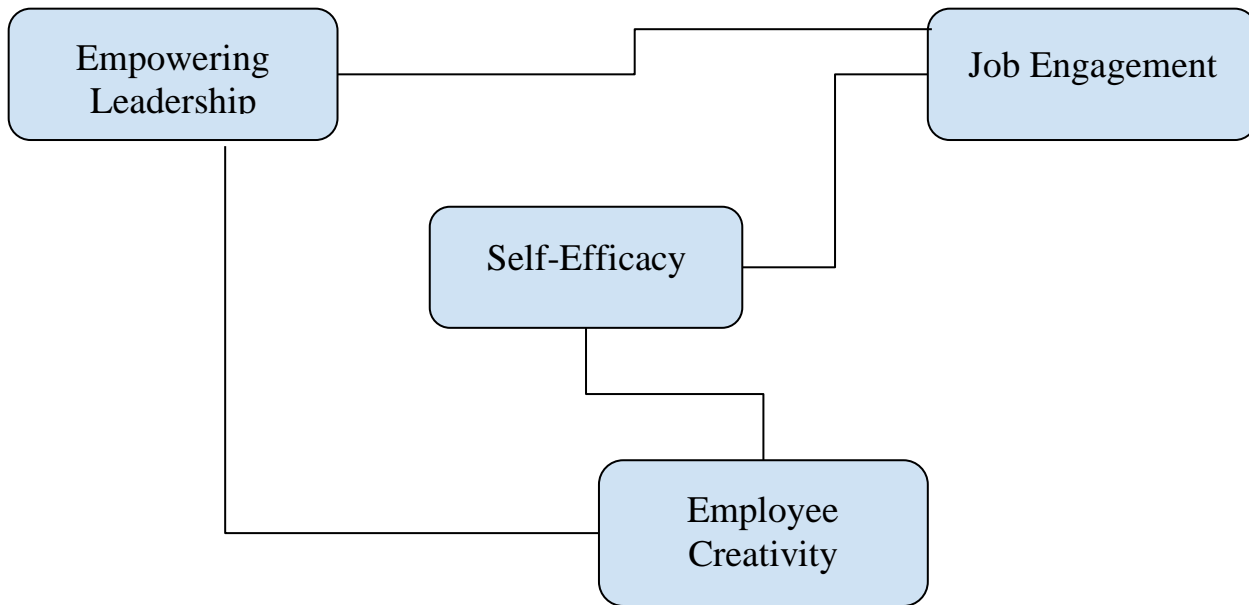
Numerous factors could stimulate empowerment, including the company's culture, habitat, administration, expertise, strategies, and organizational structure. Leadership has a critical role in fostering employees innovation. By strengthening the bond between leaders and followers, empowered leadership can encourage member empowerment for creativity and innovation (Muafi et al., 2019; Zhang & Bartol, 2010). Followers with authority operate proactively and effectively (Hackman & Oldham, 1976). Giving followers more excellent environmental resources, such as delegated responsibility, autonomy, authority, and support for follower development, is one of the benefits of empowering leaders. These tools boost the followers' perceptions of competence, control, significance, and effect (Bakker, 2017; Kim et al., 2018a; Zhang & Bartol, 2010).

Modern organizations face intense demands due to the increase in globalized markets, the growing complexity of work, and fast-paced technological changes (Amundsen & Martinsen, 2014; Bellanca, 2009; Humphrey et al., 2007; Müceldili et al., 2013; Sharma & Kirkman, 2015). These stresses have led many organizations to seek a workforce with a strong capacity for developing and using creativity within their work environment (Javed et al., 2018; Lutz Allen et al., 2013). Some scholars have suggested that creativity can substantially impact an organization's competitive advantage and growth (Khalid & Zubair, 2014; Lutz Allen et al., 2013; Özaralli, 2015; Prasad & Junni, 2016; Zhou & Hoever, 2014). It has also been found that creativity fuels organizational innovation (Bellanca, 2009; Tu et al., 2019; Zhou & Hoever, 2014), which can heighten the organization's ability to adapt and remain relevant (Gerstein & Friedman, 2017; Raphan & Friedman, 2014; Zhou & Hoever, 2014). Research has likewise indicated that creativity may play a pivotal role in employee engagement, job satisfaction, and retention (Zhou & Hoever, 2014). Organizations can benefit from recognizing and valuing workplace creativity (Zhou & Hoever, 2014). Although there is much evidence to suggest both the need and desire for increased creativity, organizations report various challenges associated with promoting the development and use of employee creativity (Özaralli, 2015). These include issues at the individual level such as a lack of creative thinking skills, low technical capabilities, low motivation, an aversion to risk-taking, and personality traits (Jiang et al., 2019; Özaralli, 2015). Organizational issues, including the organization's culture, a lack of strategic emphasis on creativity, and limited resources focused on creativity development, have also been shown to hinder creativity (Özaralli, 2015; Shalley & Gilson, 2004). Scholars and practitioners have turned their attention to leadership as a means of impacting employee creativity through efforts that boost motivation, building a culture that embraces risk-taking, rewarding creative efforts, and modeling desired behaviors (A. Lee et al., 2018; X. Zhang & Bartol, 2010). Organizational innovation is a cornerstone for innovation and extra room for creative thinking (Amabile, 1998). Because it is thought that personnel's creativity is essential to every firm, it generates revolutionary ideas and strategies for achieving these goals in a short time frame and with greater efficiency. Individuals or a limited group develop creative consumer experience proposals, policies, and techniques effectively developed within the organization to further development (Amabile et al., 1996).

It is considered that in an attempt to optimize innovation, a company's inventiveness must be empowered. The function of the head of management in fostering creativity in an organization is critical. A competent and motivated leader assists and operates as a shield. Leadership can emphasize individuals' work and decision-making while removing restrictive constraints to increase employees' decision-making power (Shinhee Jeong, Gary N McLean, Laird D. McLean, Sangok Yoo, Kenneth Bartlett, 2018).

Hypothesis 1: Empowering leadership is positively associated with employee creativity in the public sector.

Hypothesis 2: Empowering leadership is positively associated with employee self-efficacy in public sector organizations.



Empowering leadership and job engagement:

A positive and fulfilling work experience is known as work engagement (Schaufeli and Bakker, 2004, 2010). The study of employee job engagement has drawn much attention in recent years, particularly in light of research highlighting its importance for organizational outcomes (Jorge Correia de Sousa and van Dierendonck, 2014). For instance, research by Lu et al. (2016), Hakanen et al. (2006), and others has demonstrated a good correlation between work engagement and job performance, job satisfaction, and organizational commitment (Bakker & Bal, 2010). Therefore, it is logically relevant to look into its roots (Bakker, 2011). Among its many potential ancestors, leadership is one of the most critical contributors to work engagement (Carasco-Saul et al., 2015); specific leadership behaviors that have been found to improve work engagement include transformational leadership (Zhu et al., 2009; Aryee et al., 2012), servant leadership (Jorge Correia de Sousa and van Dierendonck, 2014), and authentic leadership (Walumbwa (Tuckey et al., 2012). However, the relationships between engaging leadership and the workplace in China have not been the subject of much research. Therefore, determining, testing, and examining the mechanisms and boundary conditions of the hypothesis that links empowered leadership with job engagement was the primary goal of our research.

Mediating mechanisms between empowered leadership and employee engagement have been overlooked in prior research. For example, Tuckey et al. (2012) employed the Job Demands-Resources paradigm to explore the relationship between empowerment and job engagement using cognitive demands and cognitive resources as mediators. This research also incorporates the notion of person-environment fit, which emphasizes how compatibility between a person's personality and their surroundings promotes favorable work-related outcomes such as vocal behavior and engagement (Kristof-Brown et al., 2005; Chen et al., 2014).

One of the most critical and immediate contextual factors that may affect how followers evaluate a person's fit is their leadership (Salancik & Pfeffer, 1978; Kristof-Brown et al., 2005). Therefore, it is theoretically bold to relate empowered leadership with work engagement using the person-environment fit paradigm. Additionally, earlier studies showed that various interpretations of person-environment fit are essential to the engagement and leadership processes (Zhang & Bartol, 2010; Hsieh & Wang, 2015).

The variables that set engaging leadership apart from empowering leadership have not been thoroughly studied. The administration resulted from a social process centered on interactions between leaders and followers, not the administration's emergence in a social vacuum (Zhu et al., 2009). According to the trait activation hypothesis, fair assessments are primarily produced by the interplay between environmental factors and individual variability (Christiansen & Tett, 2013). As a result, followers' traits, such as proactive personalities, greatly influence how people react to a leader's actions (Zaccaro, 2012; Newman

et al., 2017). In the meantime, Kristof-Brown et al. (2005) emphasized the urgent requirement to examine the moderating impact of personal and environmental factors in the relevant research domain. Practically speaking, managers must be aware of the circumstances in which enabling leadership can increase employee engagement (Tuckey et al., 2012).

A strong feeling of autonomy may be gained through empowering leadership, which is why it is so important to do so (Zhang & Bartol, 2010; Tuckey et al., 2012). Empowering leadership also involves the distribution of authority in a manner that might promote the excitement and involvement of workers at work as a relational leadership style (Thomas & Velthouse, 1990; Kirkman & Rosen, 1999). There is ample evidence to support the idea that empowering employees will lead to increased productivity and satisfaction at work. Our key contribution is describing how empowered leadership influences work arrangements in this research portion.

Workers' feelings of self-determination are heightened when their bosses give them the authority to make decisions on their own (Zhang & Bartol, 2010; Tuckey et al., 2012). A further aspect of empowering leadership is that it involves delegating responsibility in a manner that encourages employee excitement and involvement in the workplace (Thomas & Velthouse, 1990; Kirkman & Rosen, 1999). There is ample evidence to support the idea that employee empowerment and job satisfaction are linked. The discussion will center on the study's primary finding, which shows how empowered leadership affects employee focus at work.

It is argued by Conger and Kanungo that empowerment occurs when leaders share power with their employees (1988). Empowering leadership is described by Wang et al. (2008) as acts that encourage subordinates to put in extra effort. There are six aspects to Wang et al (2008)'s indigenous assessment of leadership empowerment and leadership behaviors that promote individual growth and assist decision-making. These dimensions are coaching for work; control of processes; delegation of authority; control of outcomes. They set out to learn more about the Chinese system of linking a leader's behavior and attitude to his or her subordinates (Wang et al., 2008).

Hypothesis 3: Empowering leadership positively correlates with employee job engagement in public sector organizations.

Creative Self-Efficacy with Employee Creativity and Job Engagement

Self-efficacy, as defined by Bandura (1977), is the belief that one has in one's abilities to influence one's environment. Self-efficacy is a term that Conger and Kanungo (1988) used to describe empowerment as "a strategy through which a person's belief in his or her self-efficacy is increased" (p. 474). When it comes to employee empowerment, they see it as more of an "enabling" rather than a "delegating" process (Hakimi et al., 2010). Higher levels of self-efficacy increase a person's propensity to begin and continue work-related activities. Mastery, oral persuasion, and indirect experiences are all connected to the development of self-efficacy. Hope, support, arguments for and against, a role model for success, and experience with task understanding all have the potential to alter one's sense of self-efficacy, by Bandura. Supporting processes, according to Conger and Kanungo, might also include boosting self-efficacy to boost task drive (1988).

Universal self-efficacy is the belief that people can reach their aims in various tasks and settings (Kim & Beehr, 2017). Employees' creative behavior is enhanced by self-efficacy, which eliminates unproductive working practices in task execution (Arshad et al., 2021). Leaders treat them with respect, confidence, and courage and in their abilities. Self-efficacy can be boosted through vocal support, job or expertise completion, and the procedure of experimental education, according to Social Cognitive Theory (Schunk & DiBenedetto, 2020). Leaders' instruction and comments and seeing their supervisor's work can benefit job performance (e.g., vicarious learning). The empowering method is related to self-efficacy, which is theoretically studied and describes a good connection between empowering leadership and subordinates via self-efficacy mediation. Inspiring leadership motivates and inspires individuals to engage in decision-making, which opens up numerous opportunities for information exchange and training through cooperation (Latham et al., 1994). Self-efficacy has a motivating part to play in ensuring the organization's

objectives, as per Ebner, Schulte, Soucek, and Kauffeld (2018). Furthermore, leadership is "a way of increasing team leaders' perceptions of self-efficacy by identifying factors that create helplessness and removing them through both formal organizational practices and casual means of imparting competence data" (p. 474). Self-efficacy refers to a person's ability to progressively execute a specific task or regulate their surroundings (Schwarzer & Warner, 2013). In this sense, empowerment is a method that aids in empowering a firm's supporters (Zhu, Sosik, Riggio, & Yang, 2012).

Authorized workers believe they can complete their work with the highest degree of expertise, influencing work beginning and durability. In addition, according to Afsar and Masood (2018), executives who demonstrate encouraging behaviors can rapidly boost a worker's self-confidence (Afsar & Masood, 2018). According to Beattie et al. (2016), positive conduct and moral assistance, encouraging words of promotion, a true inspiration of flourishing individuals and examples of achievement with whom individuals recognize, and the experience of knowledge concerning how doing a job can all help to build self-efficacy (Arshad et al., 2021; Gulzar et al., 2022).

As a result, a manager is engaged in inspiring their employees' actions; as a result, subordinates will be encouraged for their work performance as the result of their advisor's assistance, motivation, and advice. Furthermore, participative guidance has a favorable relationship with self-confidence (Gao & Jiang, 2019), team efficacy (Srivastava et al., 2006), creative self-confidence (Haase et al., 2018), and professional self-confidence (Haase et al., 2018; Gao & Jiang, 2019). As a result, followers' self-confidence may aid and increase employee job performance at work. In previous investigations, self-confidence has been positively associated with job performance (Beattie et al., 2016).

Hypothesis 4: *Employee self-efficacy is positively associated with employee creativity in public sector organizations.*

Hypothesis 5: *Employee self-efficacy is positively associated with job engagement in public sector organizations.*

It was Kahn who first floated the notion of becoming involved (1990). When people are engaged in their job responsibilities, they use their bodies, brains, and emotions to express who they are as individuals and as members of the company as a whole (p. 694). Motivated workers put in a lot of time and effort because they like what they do. When an employee is allowed to express themselves in a position, the individual who commits their energy (cognitive, physical, emotional, and mental) to that role experiences a dynamic, dialectical interaction. It is interesting to note that research on burnout sparked the most recent study on job motivation (Bakker et al., 2008a). Employees who are committed to their job and see it as rewarding rather than unpleasant are more likely to be engaged than those who are burned out. Some people believe that job engagement is a desired, work-related state of satisfaction or well-being. When it comes to engagement, Maslach & Leiter (1997) recommends that the three components of burnout are the exact opposite of one other.

The importance of leadership in an organization cannot be overstated. "Influencing others to comprehend and agree on what has to be performed and how it should be done, as well as aiding individual and group efforts to accomplish agreed goals," is how Yukl defines management (2006:8). Due to today's self-motivated industry environment, characterized by competition, rapidly advancing technology, and increasing quality standards, traditional definitions of leadership are becoming inadequate in various contexts. As a result, the emphasis on leadership has shifted from control to employee advancement and motivation. (Yukl, 2002). The development of imagination is a crucial component of the competitiveness and profitability of today's businesses, which work in a fast self-motivated environment. One person or a small group of individuals can work together to produce original and worthwhile ideas; this is what invention is. Invention is the blossoming realization of innovative ideas (Amabile, 1996).

The literature shows a well-established link between leadership behaviors, creativity, and work engagement. Hage and Dewar (1973), e.g., discovered helpful links between democratic, understanding, and participatory leadership behaviors and employee job satisfaction. According to Redmond, Mumford,

and Teach (1993), leader behaviors that promote productive analytical thinking and thoughts of more self-confidence lead to increased subordinate creativity. According to Scott and Bruce (1994), the performance of an advisor's subordinate's leader-member social exchange was connected to the workers' perception of an innovation-friendly environment and employee inventiveness. Amabile et al. (2004) stated that supervisors who were non-controlling and encouraging generated a job atmosphere that encouraged imagination. Transformational leadership, creativity, and innovative behavior have received more attention recently. Transformational leaders who express an interesting idea, display more prospects and trust in followers' talents, and excite their mental power, according to Jung et al. (2003) and Shin & Zhou (2003), will increase employee innovation and creativity. Other research, on the other hand, has found the opposite (Jaussi & Dionne, 2003; Kahai, Sosik, & Avolio, 2003). Inspiring leaders can assist workers in satisfying their essential proficiency requirements and improve their set objectives by promoting individual growth and training for the workplace (Ryan & Deci, 2000; Tuckey et al., 2012). Leaders can also urge workers to take preventive steps (Wang et al., 2008). As a result, workers can produce enough resources to fulfill work requirements and feel more important by engaging in these actions, which benefits worker job involvement (Tuckey et al., 2012). Khan (1990) supported this by stating that psychological significance was favorable to working practices. Tuckey et al. (2012) also discovered that participative leadership at the group level had a good relationship with follower job involvement, with available skills mediating the impact.

***Hypothesis 6:** Employee self-efficacy mediates the relationship between empowering leadership and employee creativity.*

***Hypothesis 7:** Employee self-efficacy mediates the relationship between empowering leadership and employee job engagement.*

Data, Variables, and Methodology

To identify and evaluate the moderating link between Employee Self-Efficacy between Empowering Leadership and Employee Creativity in the Pakistani setting, we are doing an introductory quantitative study. The study is a "descriptive study," by definition. The entire problem's features are described, and the whole W.H. question is resolved, but why is left unanswered? According to age, gender, and other demographics of the chosen group, the study specifies every feature of the respondents. There is very little influence from the researcher in the study. The researcher's involvement is minimal because we will be using questionnaires to collect the data. The correlation study is carried out via questionnaires in a natural setting. Thus, there is little researcher interaction. The correlation investigation is being carried away from the consumers in a natural setting. There is no time gap in the study regarding data collecting, testing, writing, analysis, etc., because the data gathering co-occurred. This allows the study to be conducted in a cross-sectional time horizon. Due to the demand for research and the limited time available for it.

Employee self-efficacy, Empowering Leadership, and Employee Creativity in Pakistan were investigated using a correlational research approach. Overall our study was designed following the guidelines of previous studies (Anser et al., 2020; Kanwal, Pitafi, Rasheed, Pitafi, & Iqbal, 2019; Kanwal, Rasheed, Pitafi, Pitafi, & Ren, 2020; Moin, Omar, Wei, Rasheed, & Hameed, 2021; Rasheed, Malik, et al., 2020; Yousaf, Rasheed, Hameed, & Luqman, 2020; Yousaf, Rasheed, Kaur, Islam, & Dhir, 2022).

Employees of public sector departments in Punjab are the focus of this investigation. For this research, our goal was to examine the link between empowering leadership and employee outcomes like job satisfaction and creative self-efficacy in public sector companies, hence we focused on public sector workers in Punjab. We will approach our target population through an online questionnaire designed for this study.

The sample is based on the employees of public sector organizations in Punjab. Since our total population is unknown, we had to choose a non-probability sampling. In the non-probability sampling technique,

there is, as such, no exact formula to calculate the sample size. So instead, we determine our sample size according to some rule of thumb famous for determining sample size in the case of non-probability sampling. One such rule of thumb to determine sample size is that we must multiply the number of questions in our questionnaire by 10, and the resulting number is the minimum sample size. We, therefore, have decided to approach a minimum sample of 150, which would have a good power value for our study. The Non-probability sampling technique is used in which convenience sampling will be utilized. Because it is academic research and the researcher is time-bound and academically involved, the sampling technique was chosen at the researcher's convenience as our target population was employees of public sector organizations in Punjab, and the total population was unknown. The data will be collected through questionnaires (Primary data will be collected through questionnaires. The questionnaire used in this study will be adopted from previous research. Overall sampling of this study was designed according to previous research studies (e.g., Iqbal et al., 2021; Kanwal, Pitafi, Rasheed, Pitafi, & Iqbal, 2022; Luqman, Masood, Shahzad, Imran Rasheed, & Weng, 2020; Luqman, Masood, Weng, Ali, & Rasheed, 2020; Naeem, Weng, Hameed, & Rasheed, 2020; Nisar, Rasheed, & Qiang, 2018; Saleem, Rasheed, Malik, & Okumus, 2021; Zhang, Wu, & Rasheed, 2020).

The data will be tested on SPSS's latest version. The author applied reliability analysis for each item by checking Cronbach's alpha Frequency, bootstrapping, regression analysis, and correlation analysis to check the relationship between variables and R square analysis hypotheses. We will use the same test to test the latent variables in their context. On the other hand, SPSS will also be used to measure demographic data. We will make a graphical representation of the data and apply frequency distributions and histograms of the data. The data of this study was collected and analyzed according to guidelines provided in previous research (e.g., Ahmed, Nawaz, & Rasheed, 2019; Anser et al., 2022; Chang et al., 2022; Khalid, Weng, Luqman, Rasheed, & Hina, 2022, 2023; Khan, Liu, Khan, Liu, & Rasheed, 2020; Khizar, Iqbal, & Rasheed, 2021; Rasheed & Weng, 2019; Umrani et al., 2022; Yousaf, Humayon, Rasheed, Ahmed, & Danish, 2014)

Analysis and Results

Demographic characteristics showed 150 were males with 85.2% percent and 26 were females with 14.8% percent from the sample of 176 respondents. The table showed 108 respondents with 61.4% percent from the age range of 25-35 years, 64 respondents with 36.4% in the age range of 35-45, and 4 respondents with 2.3% percent in the age range of 45-50 were part of the study. 50% of respondents lie in master's degree, 46% in M.Phil., and 4% in P.HD.

Cronbach's Alpha and descriptive Reliability analysis of scales (N=176).

Measures	<i>k</i>	<i>M(S.D.)</i>	<i>Range</i>	<i>a</i>
Employee Self-Efficacy Scale	10	18.84(4.56)	19	.89
Empowering leadership Scale	10	18.56(4.63)	19	.92
Employee Creativity Scale	10	18.72(4.78)	19	.74

Note: *k* = Number of items, *M*= Mean, *SD*= Standard Deviation, *a* = Cronbach's Alpha.

Employee self-efficacy is a major predictor of employee leadership, according to the linear regression findings. Furthermore, it was discovered that the value of Durbin Watson falls between 1 and 3 as an assumption of residual independence.

Discussion and Conclusion

Organizational managers are increasingly interested in the subject of creativity. Human and environmental elements that influence employee creativity and innovation in work environments must be better understood. To get a deeper understanding of how leadership affects employee creativity, we performed this research. As a consequence, we discovered a direct link between a leadership style that fosters employee initiative and innovation. Zhang & Sims (2005) and Zhang & Bartol (2010) found a link between employee creativity and empowering leadership, and our findings support their findings. Intrinsic motivation was underlined as a mitigating factor in this link by the authors. Amabile (1983) recognized that people may have certain features and talents that support creativity, but whether these result in the creation of creative work relies on their intrinsic drive. A gain in self-efficacy is a significant psychological process and a source of creativity for individuals who believe that their superiors have given them more authority than they had previously thought.

The results that are consistent with previous studies and a collectivist society suggest that the ideas established and explored in Western nations are valid. As Menon (2001) pointed out, followers must share this emotion (they must be in the condition of workers' self-efficacy) to reap the rewards of empowered leadership. One can argue that Turkish managers have a strong desire for power and may be unable to successfully delegate and offer autonomy to their subordinates because of the country's huge power gap. They may not want to give up their position of power and authority because they do not want to relinquish their autonomy and responsibility. Consequently, we recommended that the perceived empowerment of the workers serve as a moderating factor.

Self-efficacy (beliefs about one's capacity to do certain activities) influences goal-setting and task selection by workers. Effort and persistence in completing difficult jobs are influenced by workers' sense of self-efficacy. Emotional signals, prior performance, vicarious experience, and verbal persuasion all contribute to a sense of self-efficacy. Employee self-efficacy affects everything from who gets hired and promoted to how much money is spent on development programs to how employees set their own personal and professional objectives for success.

According to our findings, leaders' empowerment behaviors have a greater impact on workers' perceived creativity when they are in a high state of empowerment rather than a low one. Managers should be encouraged by the outcomes of this research to empower their workers by leading by example in terms of innovation. In addition, they should make certain that their staff take part in activities that they consider to be within their sphere of responsibility. When workers are motivated by a good cause, they are more likely to do innovative work as a result. Turkey should focus on empowering leadership, and empowering leadership from the standpoint of employees, so that enterprises may be more creative.

There is a chance that the study's relatively high mean scores (above average) will shed light on the sectors from which we collected our data. High levels of empowering leadership and psychological empowerment are likely to be found in the technology and service industries. The fields of industry, finance, education, and so on, need more research in the future. There are many different ways to look at empowerment in Turkey, which has a strong collectivist culture that places great importance on the distance between power holders and has a low tolerance for ambiguity, so it is important to look at it from a variety of angles using various research techniques (qualitative, for example). This study, like many others, has several problems. Data on the constructs were first gathered via self-reports from employees.

In both good and bad ways, empowered leadership has a direct impact on professional performance and family strife. As a theoretical and practical contribution, this research proposes the adoption of an "empowering leadership" model that incorporates work engagement as content, and work performance as

a positive result, in the context of the work-family conflict as a negative outcome. Gender also influences the relationship between workplace participation and work-family conflict.

Employees were asked to rate their originality. Ratings may have been intentionally boosted due to social desirability. Due to a lack of data and the cross-sectional design, our results should be taken with a grain of salt. There may be some implications for leadership approaches in the workplace where workers' self-efficacy motivates them to do their best job, but we can deduce that empowerment is an interconnected process shaped by how employees think, leaders behave, and their work environment. As a result, we need to be aware that "easy" ways to improve employee productivity and creativity may be "fiction."

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