

Relationship between Transactional Leadership Style and Employees' Creativity as Mediated by Knowledge Sharing Behavior in Public Colleges of Lahore

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Abstract

This study aimed to find out the relationship between transactional leadership style and employees' creativity as mediated by knowledge sharing behavior in public colleges of Lahore. The correlation research design was used for the study. The population of the study was teaching faculty of public colleges in Lahore, Punjab. A multistage random sampling technique was used to draw a sample. Multifactor Leadership Questionnaire, Self-Rated Creativity Scale, and Knowledge Sharing Behavior Scale questionnaires were used to collect data. The sample size comprised of 500 teachers and the response rate was 86%. This study found a strong positive correlation between transitional leadership style, employees' creativity, and knowledge sharing behavior and this study found that knowledge sharing behavior partially mediates the relationship between transactional leadership and employees' creativity. It may be worthwhile to explore the comparison with other variables like job satisfaction and motivation of both public and private sector teachers.

Keywords: *Transactional leadership, Employees' creativity & Knowledge sharing behavior*

Introduction

Leadership is defined as a concentrated system of cooperating efforts, procedures, productions, and reactions in which people and groups exert influence over and act on behalf of particular individuals or groups of individuals to achieve common objectives (Wilson, 2021).

Leadership is a multifaceted process with many distinct aspects. The capacity to inspire and encourage groups of people toward a shared objective is referred to as a leadership (Gallos & Bolman, 2021).

The exercise of influence and inspiration of employees to work cooperatively for the achievement of the company is referred to as a leadership (Johnson, 2015).

There are different leadership styles that different leaders follow among them most common are autocratic, democratic, transformational, transactional, and many more. In educational institutions,

transactional leadership theory is frequently employed. The aim of both transactional and transformational leadership is the same. When there was a specific sort of trade connection between leaders and followers, transactional leadership is the ideal alternative (Yang, 2019).

Leaders who use power and influence to compel followers to behave are known as transactional leaders. To achieve particular activities, this method employs agreements, prizes, incentives, and penalties. As a result of this leadership style, objectives are met through a reward system (Sunarsi et al., 2021).

The primary objective of transactional leadership is the exchange of performance-based rewards. Transactional leadership emphasizes the leader-follower relationship (Khan, 2017). Transactional leaders persuade their followers by exchanging rewards for exceptional performance and acting in their self-interest once predefined goals have been attained. They argue that transactional leadership has two distinct characteristics: contingent rewards, in which the leader teaches his followers what they must do to obtain particular benefits, and ensuring that the subordinates get what they want in exchange for their hard work (Saravo, Netzel&Kiesewetter, 2017).

Transactional leadership is interpreted as the ability and skill of Anyone that is the leader of a workforce, in particular his subordinates who think and contribute to the attainment of organizational objectives, to impact others' conduct. Transactional leadership is described as a collection of procedures focused largely on forming organizations or adapting to rapidly changing circumstances (Nadeak et al., 2019).

A study showed that creativeness is linked to transactional leadership if a leader is exhibiting transactional leadership the employees and organizational creativity (Hussain et al., 2017).

In recent years, the notion of empowering leadership has gotten a lot of attention in the literature on creativity. Having originality and innovativeness as a crucial characteristic in workers is becoming a mainstream requirement for service and hospitality institutes in this age of digitization and globalization (Nasifoglu, Ozturen&Bayighomog, 2020).

Creativity entails the development of novel and valuable concepts for commodities, services, procedures, and processes. Unusual methods of working and novel ideas for generating new products are all part of the process of creating new possibilities that are sought by creativity (Mubarak & Noor, 2018).

In an ever-changing and competitive corporate world, the creation of innovative and helpful ideas, methods, goods, and facilities is vital to the existence and success of the institute (Chen et al., 2021). A study conducted on enhancing the creativity of employees taking on the problems that team leaders confront in promoting individual and group creativity in this regard knowledge sharing behavior play an important role. Squad creativity is additional than the summation of its separate portions besides necessitates knowledge sharing among team members (Dong, Bartol& Zhang, 2017).

Individuals retain knowledge not just in papers and archives, but also in their thoughts as a consequence of their daily lives. Sharing knowledge is a key element in the management of knowledge (Islamy&Nurjaman, 2018). In most businesses, knowledge and knowledge management competence are critical pillars of success. The efficiency of information sharing activities in an organization determines the success of knowledge management efforts (Le & lei, 2017).

As a result, it is critical to improve a firm's ability to discover, gather, share, apply, and transform knowledge. In the firm's outcomes, knowledge capital becomes a reality. Knowledge Sharing is an important part of the knowledge management process that plays a critical role (Pee & Min, 2017).

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Individuals exchanging information is referred to as knowledge sharing behavior and experience in order to equip and support each other with new and useful knowledge/skills in order to attain personal and organizational goals. Leadership actions and traits have a significant impact on whether or if workers' knowledge-sharing behaviors are promoted or restricted. Leadership support is critical for establishing and sustaining a good knowledge-sharing environment among employees in a company (Le & Lei, 2019).

The increasing use and utilization of knowledge in companies have given rise to the knowledge management theory, which is now one of the most contentious issues in information technology and management. Because the information has become such a strategic asset in businesses, knowledge in employees' brains must be effectively managed in order to be leveraged to gain a competitive advantage (Shafi, 2020).

Employee knowledge sharing activities and knowledge sharing Employees that report to supervisors was be able to learn more about one another. The company's capabilities in terms of adopting knowledge sharing can improve employee creativity. Employees may enhance their skills and learn more comfortably if there is a positive learning culture in place to boost workplace employee satisfaction (Islamy et al., 2020). The notion of leadership is extremely essential in today's culture when it comes to an organization's existence. A study looks at the impact of transactional leadership in fostering creativity by encouraging employees and leaders to share their expertise. Because numerous research had been done to encourage knowledge-sharing using contingent incentive systems, the study investigated contingent reward as a means of encouraging knowledge sharing for organizational innovation in the telecom sector of Pakistan (Hussain et al., 2017). Another study was conducted to study the same phenomena. The study's objective was to look at the role of knowledge sharing as a mediator in the relationship between transactional leadership and organizational creativity among construction employees (Baskoro, 2021). After reviewing the literature the researcher found that there was no specific study carried out on the current topic in Pakistan while knowing its worth current study was planned to fulfill the gap. There is very little research on this topic and, it's a totally new topic in the educational field, and desired research findings do not exist so a current study was beneficial to fulfill that knowledge gap.

Objectives of the Study

Objectives of the study were to:

1. Find out relationship between transactional leadership and teachers 's creativity in public colleges of Lahore.
4. Find out relationship between transactional leadership and employees' creativity as mediated by knowledge sharing behavior in public colleges of Lahore.

Hypotheses

H01: There is no significant relationship between transactional leadership and employees' creativity in public colleges of Lahore.

H04: There is no significant relationship between transactional leadership and employees' creativity as mediated by knowledge sharing behavior in public colleges of Lahore.

Literature Review

The research strategy began by finding current literature and research gaps on the chosen area of interest, with a focus on transactional leadership and creativity. This section provided resources that was be used to guide and assist the current research. The theories underlying transactional leadership and employee creativity was be explained in this section. In essence, it examines previous research that attempted to determine transactional leadership and employee creativity as mediated by knowledge sharing behavior.

Leadership

The exercise of influence and inspiration of employees to work cooperatively for the achievement of the company is referred to as a leadership (Johnson, 2015).

This world is a complex one, without question. Within this world, the concept of leadership is complicated, as there is no one universal understanding that most parties can reasonably agree on (Robinson, 2021).

Leadership Theories

There are several leadership theories. This chapter includes trait theory, behavioral theory, and contingency approach. Leadership concept has diverse viewpoints. Some of them define leadership in terms of personality characteristics and leader behavior, while others looked at patterns of interaction and relationship with characters. There are also a definition of the perception of followers and their effect on followers. Among those definitions, the most famous is the impact of a leader on followers. A leader as “a vigilant intellectual who first attempts to understand the followers and followers can thus understand him/her afterward” Tunner (2003) stated that “definition Leadership is more difficult than the actual practice of leadership “Leadership is the most discussed subject today, irrespective of the changing sense and interpretation of leadership. Previous leadership research had spurred various types of leadership theories which are described in the underlying section (Kailasapathy& Jayakody, 2018).

Transactional leadership style

Transactional leadership is built on a give-and-take interaction to maintain consistency. Transactional leadership is defined as a negotiated agreement between a leader and a follower in which the follower agrees to do something for the boss in exchange for something e.g., reward, extra pay, extra time off from work (Gray, 2021). What if, on the other hand, the follower fails to adhere to the leader's agreed-upon terms? In that situation, a penalty is applied, resulting in some kind of punishment for the follower (e.g., loss of flexibility in scheduling, restricted praise, salary decrease). Furthermore, due to the uncertain nature of the transaction, transactional leadership does not always instill confidence in its followers; typically, followers are more inflexible and morale-depleted. Although transactional leadership is designed as a give-and-take relationship, it is not destructive. Although transactional leadership is designed as a give-and-take relationship, it is not destructive. Like other leadership styles, there are occasions when this sort of leadership is required (Alise, 2021).

Dimensions of transactional leadership

Transactional leadership occurs when incentives or punishment are used as a role in interacting with followers. As a result, the transactional leader must provide a positive or negative incentive for completed or uncompleted responsibilities in their behavior, transactional leaders

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believe task completion to be the norm Only intervene when duties aren't completed (Gray, 2021). Researchers like Bernard Bass, Jane Howell, and Bruce Avolio identified three forms of transactional leadership in the past: contingent reward (the approach of defining goals and paying people for fulfilling them), passive Management by Exception, and active Management by Exception (where a manager does not intervene with operations until a problem arises), and active Management by Exception (where a manager intervenes with operations until a problem arises) (Robinson, 2021). For the highest to the lowest degree of activity, the transactional dimensions are as follows.

A contingent reward is described as offering an effective exchange of valuable resources for the support of followers. A contingent reward is the most active type of transactional leadership but less active than transformational leadership since one can act in contingent reward without actually being directly associated with followers.

Contingent Reward is a term that refers to a reward that is contingent When followers complete a task, a contingent reward is given, and the leader distributes a positive reward. It is only successful if the reward is valued by the follower after it has been provided by the leader (Yang, 2019).

Management by exception active involves tracking the results and taking corrective steps. The leader constantly tracks success in this manner of leadership and anticipates failure from expectations. Management by exception passive means just acting when things get serious and usually both active and passive management by exception requires implementing laws to deter mistakes (Alise, 2021).

If the leader is dissatisfied with a follower's work process, the leader must interfere, resulting in management-by-exception. To deter followers from participating in poor performance, transactional leaders use punishment, negative feedback, and other types of negative reinforcement. Leaders assess their performance by observing their active or passive conduct (Yang, 2019).

Teachers Creativity

In many aspects, creativity is defined as a person's capacity to solve an issue through critical thinking. indicated that creativity is a multifaceted idea, which means people can create new ideas and usefully apply their ideas in every situation. Every educational organization wants to increase its teacher's level of creativity because teachers are nation builders. Creativity was split into two categories: basic and advanced. At the most basic level, humans utilize their imagination to come up with new ideas on their own and the advanced level explained that people can discover and apply the new ideas appropriately (Wibowo&Saptono, 2018).

Employees that are creative play a critical part in allowing businesses to thrive in today's competitive business environment. In the literature, the most commonly cited definition of creativity is the capacity to produce fresh, inventive, and valuable concepts in any field. Creativity may be found in a variety of groups, organizations, and civilizations, as well as developing with time (Akgundz, Kizilcalioglu&Sanli, 2018).

The necessity of originality employees' abilities in creative thoughts is acknowledged as a key component in their administration's performance in the current decade at the employee level. Organizations rely heavily on the ingenuity of their employees to adapt to these shifting conditions (Anser et al., 2020).

The production of fresh, original, and useful concepts that are vital for the efficacy and competence of numerous operations is defined as creativity. Creativity is said to be a requirement for innovative and valuable ideas, products, and services. According to the definition, creativity is the

result of an individual's creative thinking and knowledge obtained through education and experience. Employee creativity is a process that goes beyond and beyond conventional activities. All companies' focal agendas continue to include the concept of innovation (Waheed et al., 2021).

Knowledge Sharing Behavior

When leaders no longer can rely on face-to-face interactions to lead effectively, their leadership behaviors influence the decisions, communications, and relationships among an organization's workforce. Information sharing refers to a collection of human activities that include employees exchanging work-related information and expertise to increase the overall performance of the company. The capacity of a leader to interact while being trusted, empowered, and sensitive to developing connections to influence organizational results is central to the notion of responsible leadership.

A study looks at the influence of organizational justice on employees in the Chinese telecommunications sector's innovative work behavior, as well as the mediating function of knowledge sharing between the study's independent and dependent variables. A total of 345 respondents from the Chinese telecommunications sector were polled to evaluate the study assumptions. The structural equation model revealed a substantial and beneficial influence of administrative reasonableness on worker creative labor performance and information sharing, according to confirmatory factor analysis. The connection between organizational justice and knowledge sharing was mediated by knowledge sharing (Akram et al., 2020).

Knowledge sharing is the simplest way for individuals to share their knowledge and contribute to knowledge application, innovation, and, ultimately, the competitive advantage of a company. Leaders are excellent in managing knowledge and enlisting people to share that expertise, which can improve an organization's competitiveness (Matić et al., 2017). Furthermore, most healthcare executives work in a complicated setting that includes competing expectations and objectives, multifaceted and frequently difficult daily duties, a demanding external environment, and a varied group of professional employees. Information sharing is a set of individual behaviors that entails sharing one's work-related knowledge and expertise with other members of an organization to improve the company's overall performance. Several variables impact knowledge sharing, including structure, environment, and organizational socialization. The organization's structure, according to Islam and his colleagues, modifies communication procedures and systems to enhance Knowledge Sharing opportunities. A centralized organization is typically very hierarchical, with leadership controlling the communication protocol, resulting in limited knowledge sharing and communication among individuals; on the other hand, a decentralized environment emphasizes shared leadership and employee empowerment, with members of the organization encouraged to engage in knowledge sharing through upward, downward, and horizontal channels (Carvalho, 2015).

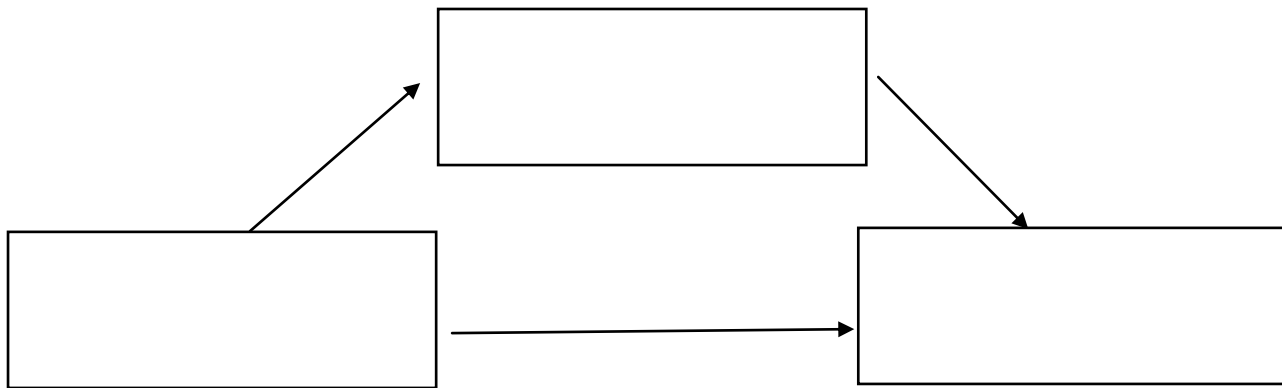
The virtual team allows for cooperation across time, geography, and organizational barriers, thanks to the fast development and widespread application of data and message skills. It has become an important part of the organizational fabric since it helps businesses deal with the rapid pace of market change (Bhat, Pande&Ahjua, 2017).

Virtual communication has also permitted information exchange across geographical borders, where a shared vision of both the leader and follower viewpoint is important for joint action. Overall, the healthcare industry's expanding expectations continue to necessitate active collaboration between medical experts, leadership, and virtual workers, which necessitates

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information sharing (Wilson, 2021). The process of capturing individual or organizational information and disseminating it to other individuals, groups, and organizations is defined as knowledge sharing (Mati et al., 2017).

Figure 1 Conceptual framework of study



Research Methodology

The research was quantitative and correlational research design was used. Teachers who were working in the public colleges of Lahore were the population of the study. The total number of teachers in public colleges of Lahore was 4911 and there were a total of 83 public colleges in Lahore. So, the Population of the study was 4911 teachers from 83 Public colleges of Lahore (Educational Statistics Bureau, 2018).

A multistage random sampling technique was used to draw the sample from the population. In the first stage cluster, random sampling was used to select 40 colleges by lottery method. In the second stage randomly 20 boys and 20 girls colleges were selected and in the third stage randomly 500 teachers were selected by lottery method. So, 15 teachers from each college were selected by random sampling technique. The sample of 500 teachers was comprised of 250 male teachers and 250 female teachers from public colleges of Lahore. Multifactor Leadership Questionnaire (MLQ) was used. MLQ scale was developed by Avolio and Bass. Self-Rated Creativity Scale (SRCS) was used to assess instructors' creativity. Zhou and George, 2001, were the first to create SRCS. Knowledge Sharing Behavior Scale (KSBS) developed by Zhining Wang and Nianxin Wang in 2012 was used. The scale contains 13 items overall.

Data Analysis and Results

**Table 1
Gender and Job Nature wise Distribution of Teachers (n=430)**

	Male	Female	Permanent	Contract
Frequency	215	215	245	185

Table 1 shows the distribution of teachers in term of their gender and job status.

Table 2
Correlations Between Transactional Leadership Style , Employees’ Creativity and Knowledge Sharing Behavior

No. Variables	N	M	S. D	1	2	3
Transactional Leadership Style	430	27.15	4.374	1	.753**	.703**
Employees’ Creativity	430	60.51	6.790		1	.847**
Knowledge Sharing Behavior	430	60.69	7.043			1

The correlation in table 2 shows that transactional leadership employees’ creativity behavior and Knowledge Sharing Behavior developed a strong correlation with each other ($r = .753, .703^{**} \& .847^{**}$ $p < 0.01$). According to Gay, Mills and Airasian, (2012) correlation coefficient value that lies equal to or above ± 0.65 shows strong correlation. So, the null hypotheses “There is no significant relationship between transactional leadership and employees’ creativity in public colleges of Lahore, “There is no significant relationship between transactional leadership and knowledge sharing behavior in public colleges of Lahore” and “There is no significant relationship between and knowledge sharing behavior and Employees’ creativity in public colleges of Lahore. ” was rejected. The mediation hypothesis of the study was tested by using bootstrapping method suggested by Hayes (2009).

Table 3
Results of Mediation Hypothesis

	Effect	SE	T	p	LLCI	ULCI
Total effect of X on Y	1.16	.049	23.6	.000	1.07	1.26
Direct effect of X on Y	.485	.051	9.50	.000	.384	.585
Indirect effect of X on Y	.684			.163	.433	.991
Variance Accounted For	VAF					
	.589					

The results in Table 3 show the total, indirect and direct effects of transactional leadership style on employees’ creativity through knowledge sharing behavior. The estimates show that transactional leadership style positively affects employees ‘creativity $\beta=1.16, p < 0.0001.95\% CI$. Transactional leadership style directly positively impacts employees’ creativity $\beta=.485, p < 0.0001.95\% CI$. The estimate also indicates that the indirect effect of Transactional leadership style through knowledge sharing behavior is significant $\beta=.684, p < 0.0001.95\% CI$. This shows that knowledge-sharing behavior positively mediates the relationship between transactional leadership and employees’ creativity. Variance Accounted For VAF value is 0.589 as VAF 0.20 to 0.80 shows partial mediation (Hair, Ringle&Sarstedt, 2011). So knowledge sharing behavior partially mediates the relationship between transactional leadership and employees’ creativity. The above results do not support for

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null hypothesis showing that Transactional leadership enhances Knowledge sharing behavior, which further positively affects employees' creativity in public colleges of Lahore.

Discussion and Conclusion

Leadership has been a very broad topic of interest for researchers in the field of creativity. Research about leadership is spread over many decades, identifying a record number of models, theories, and measurement instruments. Every institute wants creative ideas and to improve creativity transactional leadership style of head is very important whereas knowledge sharing behavior enhances creativity. This study was conducted with the main objective to find out the relationship between transactional leadership style and employees' creativity as mediated by knowledge sharing behavior in the public college of Lahore.

The current study found a positive relationship between transactional leadership style and employees' creativity as mediated by knowledge sharing behavior in the public college of Lahore. The result of the study was also supported by a study on The relationship between transactional leadership and creativity is mediated by knowledge sharing behavior, according to research, because numerous research has been done to encourage information sharing using contingent incentive systems, the study investigates contingent reward as a means of encouraging knowledge sharing for organizational innovation. However, the next study investigates whether the contingent incentive system fosters organizational innovation through transactional behavior. As a result, the information was gathered from the telecom industry. The survey responses were gathered from 308 people, however, only 300 of them were usable. The findings indicated a positive relationship between transactional leadership and organizational creativity, with information sharing serving as a mediating factor between transactional leadership and organizational innovation (Hussain et al., 2017).

Current study findings were supported by the study on the relationship between transactional leadership style and creativity mediated by knowledge sharing behavior among construction workers in Jakarta. There was a strong positive correlation between transitional leadership style and creativity and knowledge sharing behavior act as a partial mediator for the relationship between transitional leadership style and creativity (Baskoro, 2021).

Major finding of current study is supported by literature. Hence, it can be concluded that knowledge sharing behavior mediates relationship between transactional leadership style and employee creativity. based on the findings it may be recommended that other variables, such as leadership styles, work happiness, employee performance, and employee engagement, as well as other mediators, should all be investigated.

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