Impact of Leader's behaviors on employee creativity

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Abstract

This paper examines impact of leadership on employee's creativity. Employees play an important role in the successful of organization. This topic is very important because it involves the employee's motivation and interest in the organization. For this research, different researches will review. From this study, we want to make it clear to the leaders the wisdom of leadership in the organization and the phenomenon of power. This paper examines the role of the leadership in the role of employee's creativity.

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1 Identification of the Issue

1.1 Statement of research problem:

This research project will investigate the impact of the leader's behavior on the employee's creativity. This project is beneficial (benefits) for the employees and leadership who want to run their organization successful. The stakeholder of this report is the employees and staff of organization. Today, the new business paradigm requires leaders much more than their skills and abilities.

1.2 Issues and reasons:

The issues and reasons for investigating this problem is to examine the role of the leader's behaviour on employee's creativity, how employees motivated by the behavior of the leadership, or what are the key factors of leader's behavior in success and failure of employees (Fairhurst, & Connaughton, 2014). Leadership plays an important role in success of any organization. This topic is very important because it involves the employee's motivation and interest in the organization. The readers should be interested in reading this finding because this examines the role of leadership and employee's creativity.

1.3 People benefited from it and how:

Organizations, top management, stakeholders, managers as leaders and even the employees of different organizations will get benefited from it and as a result of better management through this; clients and customers will also be benefited from it. In general all types of organizations and their stakeholders can be benefited from it, by knowing all about diversified groups in the organizations they will better be able to deal with them. In addition to this, the managers can also deal effectively with their employees if they will have handful information on the diverse culture of the employees. Better decision making, conflict negotiation and allocation of labor to their specific areas will be done efficiently by the managers by making use of the findings generated form this report.

1.4 Evidence to support:

Evidence to support the research, would be found through secondary research and by studying different cultural models that will give insights about the diverse culture of the organizations.

1.5 Validity and reliability:

Validity and reliability of the findings will be assured by using accurate information in the report that will lead to accurate findings.

2 Literature Review

According to the 2014 study conducted by IBM on leadership, creativity is elevated to "style" of leadership (Hussain, Talib, & Shah, 2014). Operating in a complex business context, uncertain and volatile, leaders (executives, managers, team leaders) of all levels of the organization are required to make quick decisions and innovative. They not only have to show great adaptability but also vision and creativity. But what is a "creative leader"? As we define it, this type of leadership is multifaceted (Hussain, Talib, & Shah, 2014). Certainly, it means the ability to manage change through innovation and creativity, i.e. to break free from old habits to discover fresh and innovative solutions. It also means that the limits imposed by doubt and fear to achieve more than we thought possible are outdated and interpersonal barriers that prevent the real human contact are lowered.

This form of leadership transcends cynicism that many people feel about their work and helps them find meaning in what they do. Seen thus, leadership involves a creative and strategic management itself and its environment. Those who agree to live the journey of personal discovery that is inherent to the role of creative leader facing extraordinary demands of time, energy and intellect (Fairhurst, & Connaughton,

2014). Responsible for feeding the team spirit and channel individual efforts towards a common goal, they are called to create a sense of community that encourages their employees to learn, to grow, to develop, contribute and excel. They must help them take responsibility for their contributions to meet challenges, to adjust their values to change their perspective, to discover their strengths and weaknesses in short, to excel.

It is ready to explore different possibilities; leadership style is open to new ideas but has the discipline and tools to check if they are applicable. He knows what he needs to learn and develop and search the knowledge, experiences and strategies that enable it to continuously improve. Strategic, that leader is able to invest the other power because he is confident, disciplined and highly motivated. Despite some significant challenges, it encourages risk taking for him and for his collaborators. However, he understands that he cannot carry the weight of the company, service or even its section on his shoulders, but the only way to succeed is with and through its employees. Experts from different management styles agree that to manage others; a person needs a battery of qualities and skills. Now, although some people seem to be born with the required characteristics, good "natural" leaders are a rare breed. Most people have to work hard to learn, practice and refine leadership skills.

The question of leadership and its impact on the employee's creativity is suitable for the demands of today's world, more and more interconnected, receiving more and more attention globally and almost all levels. In transnational companies, international institutions, in national political institutions, in educational institutions, and so on, the leadership issue arises with force. The literature on this subject is vast. In other words, there's no absolute definition of leadership, but we will give the common traits that characterize its definition. According Amabile, et.al (2004), "leadership is the ability of an individual to influence, motivate, and to make them more able to contribute to the effectiveness and success of the organization." De Jong, & Den Hartog (2007) states that leadership is the ability, the talent, the art of influencing people towards achieving the objectives (De Jong, & Den Hartog, 2007). It is human activity. Leadership goes beyond the traditional management and positions the man at the centre, so that once motivated and listened he put his hand to the dough for the achievement of objectives (Zhang, & Bartol, 2010). Leadership is ultimately the exercise of power and influence by applying an appropriate communication and motivation that led to men.

To prove the veracity of this study, we will rely on some books:

Gong, Huang, & Farh (2009) explains that the companies are increasingly aware of the importance of human and intellectual capital (Gong, Huang, & Farh, 2009). Cooperation between actors in multidisciplinary teams, transverse or in project mode has become central. In this context or human is central to the evolution of organizations, leadership and confidence are two vectors that develop human capital. Trust is at the heart of personal and organizational issues. It is based on rational and emotional foundations on contractual and emotional exchanges. The leader is fully involved in these aspects.

Dale Carnegie in his book, "How to find the leader in you" explains that human relationships are probably the most important thing to solve the problem, especially in business. The success of an organization is due for 15% technical skills and 85% human skills, personality and leadership qualities.

Buble, Juras, & Matić, in his article entitled, "The relationship between managers' leadership styles and motivation" shows that the quality of leadership has always and will probably always be an important factor for organizations (Buble, Juras, & Matić, 2014). Leadership is the process of giving a vision of things to others and to be able to translate this vision into reality and keep it there. The ways in which leaders attempt to influence others depend partly on the power they have and their talent. Leaders can rely on five modes of power corresponding ç many sources: their legitimacy, right to reward the right to compel the respect they are due and skill they demonstrate. The leader in tools, which helps leaders become more effective, is their ability to see farther, holding power, control of communication and understanding they show to those who work with them.

They explained three methods to define the leaders:

· Trait method focuses on the personal qualities of leaders and attributes the success of a leader to his qualifications, skills and personal characteristics, every time this method is unable to indicate why some people fail and others succeed in their leadership roles.

· Method behavior favours the actions of leaders and not their personal traits. They examined two aspects that exhibit the behavior of a leader: the initiation capacity thereof and consideration he shows towards its employees and how it influences the service provided by its staff, however, many studies indicate that it should also consider the situation in which the leader is.

Li, Zhao, & Begley explain the phenomena of power. He said the power games are essential to the functioning of an organization. Without ancestry of some hierarchical levels or functions without legitimacy of the authority of the strategic apex or different managers, no organization can properly fulfil its task (Li, Zhao, & Begley, 2014). However, the phenomena can also disrupt the normal functioning of the organization and make it generally has not as its designers had anticipated. It is natural that some individuals or groups seek to oppose the authorities officially

up or try to dominate all or part of the organization at the expense of specialization and coordination mechanisms supposed to regulate behavior. This dual role of power, both motor and disruptive, makes it one of the most fundamental aspects of management (Li, Zhao, & Begley, 2014). This is one reason why it is not enough to be a great technician to good management. It is also necessary to excel in the difficult art of political leadership.

Latham discover a paradox in the literature on leadership, on the one hand a large number of books reveal a growing cynicism about life in the company, and they offer advice lightning to survive in the jungle of organizations (Latham, 2014). On the other, we see the opposite reaction; they try to find meaning in a world increasingly confusing.

In article entitled, "The effects of transformational and change leadership on employees' commitment to a change: a multilevel study by Herold, Fedor, Caldwell, & explains a rare sincerity, implacable lucidity and great moral value. The ideas and lessons it offers are more for raising difficult questions that offer simple answers. And at a time when many would like to believe that good intentions are enough to succeed (Herold, Fedor, Caldwell, & Liu, 2008). He recalled that true leadership is a demanding vocation for which future leaders must mobilize what they have the best and strongest in them. For him a great leader is first an open, independent. It is then a person who knows border issues face and not shy away from difficult or before the thankless task. It's finally someone who gives a course of action with its employees. He says the true leader knows that it is for him to answer, to know what to do about the practical and moral. For him, there is no magic formula to become an effective leader, much less a good leader.

Herold, Fedor, Caldwell insists on differentiating between the needs of the leader and the company and those of his team and he finds that his main challenge in meeting the needs of these two orders (Herold, Fedor, Caldwell, & Liu, 2008).. Effective leaders are both experts in human relations, who know the needs of their staff and specialists in productivity, who can meet the company's needs.

Once the players are working together as part of a business, there is creation of interactions between them and appearance of power. This power is first expressed in a particular form of authority that is other than the legitimacy of power from the perspective of the organization. Of all the modes of influence, authority holds a special place because it draws the line between the behavior of individuals as members of the organization and their behavior outside of it. This is the authority that gives the organization its formal structure. The pyramidal hierarchy articulates a set of subordinate statutory positions, the workforce in increasing rank in inverse status. The resulting

configuration has formal properties and wears functions.

The ancestor of the organizational structure is traditionally represented by a table is called "organizational chart"(Appelbaum, St-Pierre, & Glavas, 1998). There is no business without structure, i.e. which does not have a division into separate bodies that are entrusted functions or function groups except in the craft. But the structure is closely related to the command. It is the prerogative of management; it is partly due to the will of leaders to get some results by applying certain principles. Thus, the structure appears primarily as the division command of the company, the division of functions between the leaders, power. The usual representation of the structure was taking at the time of willingly pyramidal form of a family tree whose top is occupied by one in whom rests the final authority. The summit arising divisions that make up the hierarchy of authority (Appelbaum, St-Pierre, & Glavas, 1998).

Thus, an organization is characterized by a system of statutes, or positions in the structure of the organization, which may be based on a hierarchy that specifies the relationship of superiority and subordination in a chain of command or a functional which defines an area of jurisdiction (Appelbaum, St-Pierre, & Glavas, 1998). The status is then assigned a hierarchical index and takes its place in a scale of prestige and power, if not in a chain of authority. We have seen that the authority is a particular form of power that gives the one who wears the right to control or enforce obedience. But limit the concept of power in the only authority would be too restrictive. We will see that in the organization, the power is not reserved only for those in authority; it can come from informal structures and thus belong to each of the players in the organization.

3 Conclusions and Recommendations

To conclude, this literature review provides answers for the problem statement. Each day, the business world knows many paradoxes. Among them the place given to man, is strongly torn between extreme positions. The ability to work with others, to enlist them in the mission of the company is a key issue (Lussier, & Achua, 2015). In this context, the human dimension is a real capital, the latter based on the values of the organization, the executive leadership and each manager on the development of people and relationships of trust between actors.

To this end, the leadership challenge is not just in the mastery of technology and managerial know-how rational; of course it is always necessary to know his trade, technical, management, strategy and other knowledge. But the ability to lead others with oneself, to want to advance there is an extra that makes the

difference as we said in the work. The leaders are now looking for a new model of management. The pyramids have left the banks of the Nile to settle in the flowcharts of the organization, these pyramids manifested by an authoritarian and dictatorial power of some leaders, always subjugate those who work there, notwithstanding this aspect could be replaced by transcendence because people still yearn for their fulfilment (Lussier, & Achua, 2015). Pyramids some of their power and their omniscience, enslave, count, conquer monopolize instead of seeking a socially acceptable right action. So we can say that the leader has a fundamental role to play in fostering the climate in which trust is possible. Human resource management systems and total quality management are concerned. It is absolutely necessary to translate these intentions into concrete actions and criteria values enshrined in the organization. The objectives depend on it. All organizational levers, relational, personal and leadership contribute to the implementation of confidence-building. In this set, the development of self, others and the organization are closely tied. At the organization responsible development of people and leaders at all levels. As for the leaders, it is their confidence to deploy around them.

For this paper different approaches are used which are successful for running an organization. Leadership is like an informal influence deliberately or unconsciously. It may be the fact the holder of the authority which reinforced its position or other individuals in the organization that relies on their prestige, expertise, personal qualities: an experienced employee, always even tempered whose wisdom helps to ease tensions, a gifted computer colleague who can solve small problems in this area within the service.

The implications of finding for the client CEO helps to improve the behaviors of leadership in order to achieve the success of the employees. This information will help to resolve his problem. The content and findings of the executive report is a credible on the issue. Leadership does not explain alone the informal influence. This may be related to the position occupied by an individual in an organization. This is the power of one who knows. An agent can be in sole possession of the information. It may decide to monopolize, the sparingly or selectively distribute and often becomes the point of passage approaches, without being invested with formal authority.

There are many recommendations for the clients, such as: The Company needs the leadership and management at different times of his life. When it is a fledgling business, leadership plays a big role. The role of the founder of a company is to convince people to spend time and resources to a project or not convincing product. He is the prototype of the same one can build a strong and effective team from five or six people working together in a small space. Managerial skills needs are minimal here. The communication here is very informal and shared vision of the goals help people to converge towards the same goal, to stay on the same track. When the company began to develop the structures accumulate. The increase in sales, potential and current customers, suppliers, and the number of employees means a greater need for organization. Everything must reorganize or perish.

If the customer is developed on the basis of a network of friends, from the earliest customers, faster service, more repeated and quality becomes important. Management comes into play to help the company achieve what it has always sought to achieve. Then we come to a point where the company becomes so great that no one feels committed individually. More and more employees view their jobs as "just a job". Employees are distributed in the departments, and daily tasks become routine and procedural. The management has done its work well, however, the company has grown so much that the individual contribution has become so small. People do not see the direct relationship between what they do and the running of the business, and certainly no relationship between their work and the company's vision. This is where leadership reappears. While it is normal to say that compensation mechanisms, well-defined rules and proper, and a great procedural manual are sufficient to move hundreds of people in the same direction, this is not true. It takes a leader to decide the vision of the company, and to help each member of the company to support and feel supported by this vision.

High qualities of leadership and management reinforced help the company prosper. For the most part, their two characters never coexist optimally. If the company controls management mechanisms, but not the relationships, it needs to address to become a center of best management while developing a partnership with an experienced manager with great leadership qualities. It is good for the company to choose it based on its ability to help define its vision and develop a culture likely to achieve the goals

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