

How Transformational Leadership Motivates Employee Creativity in Bangladesh?

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Abstract. The purpose of this study was to inspect the impact of transformational leadership on employee creativity with the aid of job satisfaction in the public and non-public sectors, of Bangladesh. A self-administered questionnaire was once used to gather data from 350 employees. Structural equation modeling (SEM) with the aid of The Analysis of Moment Structures, i.e., IBM SPSS 22 used to be utilized to check hypotheses. The findings exhibit that transformational leadership was once significantly and positively associated with each job satisfaction and employee creativity. Furthermore, job satisfaction had a significant relationship with employee creativity. Consequently, the results underlined a significant mediation impact on job satisfaction in the interaction between transformational leadership and employee creativity. This research affords empirical proof of the interaction between transformational leadership, job satisfaction, and employee creativity in a key enterprise in a developing country, Bangladesh. Finally, this learn about was once carried out in public and non-public sectors in a growing country, Bangladesh, therefore, the consequences can't be generalized throughout countries.

Keywords: Transformational leadership, Job satisfaction, Employee creativity, Public & Private Sector Bangladesh

1. Introduction

Employee creativity is considered as a very essential factor in organizations, this reason has convened the interest of researchers to identify its predictors. Most prior studies broadly determine the transformational leadership approach as a great factor that can influence employees' creativity, significantly. State or institutional qualified leadership is needed everywhere. Overcoming difficult situations in any crisis depends a lot on leadership skills. Who seeks solutions to crises as well; Take things in stride and try not to focus too much on the problem. The leader is an individual who can be able to create a perfect work environment, inspire, and help individuals perform at the highest level they can. There is no substitute for proper leadership to manage an organization properly. According to geneticist Alan Keith, "Leadership is a way for people to open up". So that they can contribute to something extra-ordinary. 'Simply put, he is the right leader for an organization; Who will create an environment within the organization where a skilled

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worker will not be dishonest if he wants to or a loyal worker will build himself up for environmental reasons and both will contribute to the progress of the organization. Great leaders need to be capable of showing good moral values and high standards of behavior [1]. They make the hard choice, and self-sacrifice in a bid to support the lives of followers around them [2]. This type of leader is called the transformational leader. Transformational leaders create a futuristic vision for their subordinates and guide the change through motivation and inspiration, show respect and confidence in their subordinates, and focus to satisfy their essential wants and expectations [3]. Previous findings in the transformational leadership area assure the significant relationship between this kind of leadership and employee creativity [4]. However, in addition, research is required regarding the positive mechanisms by which these influences happen, and alongside with different elements in accordance to [5]. This study looks at how transformational leadership motivates its employees to look at creative power trends in order to examine the intervening effects performed using their organization's leadership in recognition of job satisfaction. Job satisfaction is regarded as the feeling state of employees towards their work. Scholars and specialists have pressured the importance of this factor in the improvement of service companies; however, present-day views emphasize the necessity for extra investigation of job satisfaction has an impact on the public and non-public sector on research [6]. Therefore, this research investigates the mediating impact of job satisfaction in the relationship between transformational leadership and employees' creativity in Bangladesh's public and non-public sectors.

2. Literature review

2.1. Transformational leadership

The transformational leadership that is needed today, has the conceivable to encourage subordinates to do their best and strengthen their abilities so as to deliver those subordinates to superior intellectual levels. Transformational leaders encourage employees to go beyond what they have already expected by inspiring them to raise their capabilities and develop innovative problem-solving skills [7]. The transformational leader is able to urge his followers to acquire greater than expected. Conger (2002) [8] views transformational leadership as the management that goes past incentive for performance to advance and motivate people intellectually and creatively, as nicely as to transform their own concerns into an integral phase of the organization's mission. According to Ghadi et al. (2013) [9], transformational leadership has four dimensions that we can measure: Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Firstly, idealized influence refers to leaders' ability to increase the level of loyalty, dedication and identification without focusing on self-interest [10]. It is also a behavior that encourages followers to use their leaders as role models; another way to describe this approach is charismatic [11] Secondly, inspirational motivation refers to leaders' ability to create a vision thimpactsact subordinates to make them play a vital role within the organization. Thirdly, intellectual stimulation refers to the ability of leaders to give employees indications to be innovative and be risk-takers. Through the behavior of intellectual stimulation, leaders can promote employees' creativity by questioning their assumptions and status [12]. Finally, individualized consideration like empowerment, leaders here coordinate with subordinates or act as a top-down motivator for authority. It is about dealing with employees as individuals, not just as an [13]. Individualized consideration

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contributes to the employees' creativity by recognizing individual differences and encouraging more diverse approaches and perspectives [14]. This is accomplished by giving subordinates the authority to make decisions and deliver them.

2.2. Transformational leadership and job satisfaction

The relationship between transformational leadership and job satisfaction has recently become one of the main focuses of studies in organizations. Research on the relationship between transformational leadership as perceived by employees and their job satisfaction showed that transformational leaders were more capable of exerting a significant and positive influence on the employees' job satisfaction (Rawashdeh, Elayan, Shamout and Saleh, 2020) [15]. According to Al-Swidi et al. (2012) transformational leadership was confirmed to show a positive effect on job satisfaction via stimulating individuals' empowerment. Badriyah (2019) [16]. found that the application of a transformational leadership training program in an organization resulted in significant effects on subordinates' perceptions of leaders' transformational leadership, as well as on subordinates' own organizational commitment. The effect of transformational leadership on job satisfaction was also carried out by Omar & Hussin, (2013) [18] based on the idea that leaders can build employee commitment to motivates work more passionately. Mangkunegara and Miftahuddin (2016); Mehmood (2016) [19], mention that the ideal effects as a reflection of transformational leadership can predict strongly against increasing productivity so that it will lead to improved performance. Scholars stated that employee job satisfaction is directly proportional to the transformational leadership system within the organization because it can build mutual trust with each other [9].

2.3. Transformational leadership and employee creativity

Transformational leadership and employee creativity are positively linked. Transformational leadership has four dimensions measured idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Allegedly, every dimension can affect variables perceived employee creativity. It means the more employees feel leader functionality in presenting innovation, inspiration, motivation, and creating imaginative and prescient properly, the leader may also be in a position to motivate employees in achieving higher outcomes on creativity and organizational objective. Creativity in organizations and firms comes from the team & group efforts, in which people come together and share their unique skills to achieve some common goal Creative environment develops potential employees who are the real assets of the organization. Transformational leaders share knowledge, promote novel ideas & support employees to think out of the box [20]. The leaders also support employees to overcome the fear of risk and revolutionize the routine ways of working, leading to a high level of creativity. By idealized influence, the leaders inspire the employees and acquire respect and loyalty. Through inspiration and motivation, the employees are the achievement of goals by articulating a steering vision and path. Through intellectual stimulation, the employees are stimulated to perform creatively [21]. Through individual consideration, the leaders pay attention to individual employees to accomplish their needs [22]. Leadership plays a pivotal role in encouraging employees' creativity in organizations.

2.4. The Mediating role of job satisfaction between transformation leadership and employee creativity

Several preceding research showed that there was a significant effect between transformational leadership on job satisfaction and employee creativity. Job satisfaction acts as the main engine of employee morale, self-discipline, and overall performance of humans when an appropriate leadership style is adopted. This means that successful leaders can stimulate employee creativity through the positive effect of job satisfaction. Usually, subordinates and their essential needs are a priority for transformational leaders. When employees' needs and wants are satisfied, they will influence their performance, and thus, they will exert effort beyond expectations. Most literature science that linked transformational leadership with employee creativity and job satisfaction has certain transformational leadership as an accurate predictor of employee creativity [9]. In the identical line, some scholars asserted the significant impact of transformational leadership in assisting employees' creativity through job satisfaction. Atmojo (2012) conducted research on hospitals in Indonesia and found a partial mediation of job satisfaction in the effect of transformational leadership on employees' creativity. In their research in Pakistan on private schools, literature [23] reported a mediating role of job satisfaction in the effect of transformational leadership on employees' creativity. Furthermore, literature [24] assured the positive direct effect of job satisfaction in the relationship between transformational leadership and employee creativity. Iman and Lestari (2019) [6] also found a mediating effect of job satisfaction in the association of transformational leadership with employees' creativity.

3. Research hypothesis and model

The following hypothesis is proposed to be tested in this study:

H1: There is a significant relationship between transformational leadership and job satisfaction.

H1a: There is a significant relationship between the Idealized Influence of the leader and employees' creativity.

H1b: There is a significant relationship between the inspiration motivation of the leader and employees' creativity.

H1c: There is a significant relationship between individualized consideration of the leader and employees' creativity.

H1d: There is a significant relationship between the Intellectual Stimulation of the leader and employees' creativity.

H2: There is a significant relationship between job satisfaction and employees' creativity.

H3: Job satisfaction mediates the relation between transformational leadership and employee creativity.

The above research hypotheses can be summarized by the model depicted in figure 1. According to this model, we can try to explore the answer of how transformational leaders motivate the creativity of their employees? This type of question indicates the presence of mediating variable in the relationship between transformational leadership and employee creativity. In this paper, researchers proposed that job satisfaction mediates this relationship. The justification of choosing job satisfaction as a mediator is based on previous work that has proven that a creative employee is one who shows creativity and

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look forward for more innovation and employee creativity with organization results from transformational leadership.

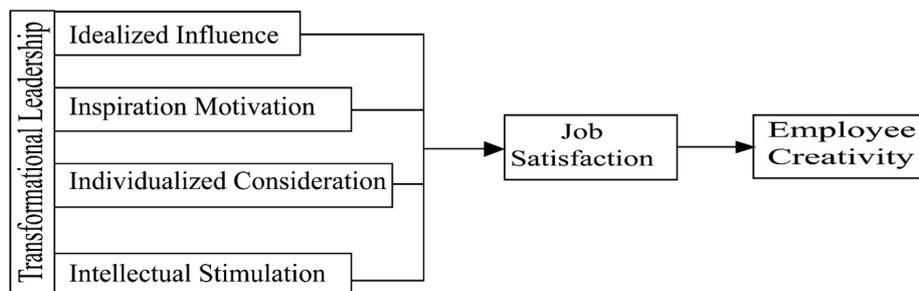


Figure 1: Research Model of the study

4. Research methodology

4.1. Research design

The population for the study comprised employees working in a public and private organizations in Bangladesh. In order to empirically investigate the hypotheses, tools face to face interviews are used for gathering data from the managers-top, middle, first line, supervisor, or staff. All of these employees were contacted to generate research information. Data were collected from multiple respondents to avoid the problem of common method variance. The questionnaire technique has been used for data collection. The questionnaires were framed to information about transformational leadership, job satisfaction, and Employee creativity, which was completed by the employees.

4.2. Data analysis method

The examination of the correlational relationship between transformational leadership and employee creativity included correlational data analysis using the SPSS software statistical package and table results are present. Descriptive statistics such as frequency, mean, and standard deviation are derived to examine employees' empirical results. The reliability of data was tested by using Cronbach's Alpha. Exploratory factor analysis (EFA) and linear regression analysis statistics are used to examine the relationship between transformational leadership and employees' creativity by mediating the variable of job satisfaction. The responses from the survey indicate if a relationship exists between transformational leadership and employee creativity. The results from the questionnaires were analyzed using a statistics program. Pearson Correlation is used to indicate correlations among the variables.

5. Research result analysis

5.1. Description of the sample

Data were analyzed through descriptive statistical methods with mean, standard deviation, percentage, Correlation Coefficient, Linear, and Multiple Regression. Table 1 contained the profile of the respondents of the study. From table 1 it was obvious that the number of male respondents is more than female respondents and the proportion of young respondents is higher (45.7% of respondents under 40 years old). As mentioned earlier, the respondents for this study are employees in the public and private sectors in Bangladesh, the majority

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of respondents hold Graduation degrees 210 (60%). 133 (38%) of the respondents were Middle Liner Managers and most of the employees have working experience the respondents between 3 to 6 years constitute the majority y of respondents with 102 (29.1%) of the total respondents. All this information has given in the table.

Table 1: Demographics analysis of the sample

Employees (<i>n</i> =350)	Number	Percentage
Gender		
Male	214	61.1
Female	136	38.9
Age		
Above 50	32	9.1
41 – 50	88	25.1
31 – 40	160	45.7
Below 30	70	20.0
Education		
Post-Graduation	105	30.0
Graduation	210	60.0
Non-Degree (College)	35	10.0
Organization		
Public	182	52.0
Private	168	48.0
Position		
Top Manager	56	16.0
Middle Manager	133	38.0
First Line Manager	70	20.0
Supervisor	84	24.0
Staff	7	2.0
Experience of working		
Less than 1 year	54	15.4
1 to 3 year	85	24.3
3 to 6 years	102	29.1
6 to 10 years	57	16.3

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10 years or more	52	14.9
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5.2. Reliability and exploratory factor analysis

Cronbach Alpha was used to test the reliability of the instruments Sekaran, (2005) pointed out that Cronbach t Alpha of 0.70 or more is considered good. Based on the Cronbach Alpha values for transformational leadership's dimension is Idealized Influence, Inspiration Motivation, Intellectual Stimulation, Individualized Consideration, Job Satisfaction, and Employee creativity the instruments are reliable to measure the variables of the study.

Table 2: Cronbach's Alpha of variables

Construct	No of Items	Alpha
Idealized Influence (IDE)	5	0.854
Inspirational Motivation (INS)	5	0.887
Intellectual stimulation (INT)	4	0.814
Individualized consideration (IND)	5	0.926
Job Satisfaction (JS)	5	0.718
Employee Creativity (EC)	5	0.910

For factor identification and summarization of the scale items, the Exploratory Factor Analysis (EFA) was applied. After conducting Exploratory factor Analysis (EFA) to employee creativity dimensions using the Principal Axis Factoring with Promax rotation, six factors were derived from factor analysis with 29 performance items were kept. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was .807 and Sig. <.05 in Bartlett's test. The six factors explained 67.252% of the total variance of the remaining items. The six factors were also labeled as IDE (IDE1, IDE2, IDE3, IDE4, IDE5) stands for Idealized Influence, INS (INS1, INS2, INS3, INS4, INS5) stands for Inspirational Motivation, INT (INT1, INT2, INT3, INT4) stands for Intellectual stimulation, IND (IND1, IND2, IND3, IND4, IND5) stands for Individualized Consideration, JS (JS1, JS2, JS3, JS4, JS5) stands for Job Satisfaction, EC (EC1, EC2, EC3, EC4, EC5) stands for Employee Creativity.

Table 3: Factor loading from Pattern Matrix

	Factor					
	IND	EC	INS	IDE	INT	JS
IND1	.891					
IND2	.817					
IND3	.869					
IND4	.840					
IND5	.803					
EC1		.662				
EC2		.887				

EC3		.851				
EC4		.861				
EC5		.881				
INS1			.808			
INS2			.803			
INS3			.813			
INS4			.787			
INS5			.709			
IDE1				.791		
IDE2				.832		
IDE3				.811		
IDE4				.859		
IDE5				.667		
INT1					.701	
INT2					.819	
INT3					.844	
INT4					.770	
JS1						.585
JS2						.729
JS3						.707
JS4						.719
JS5						.619

5.3. Confirmatory factor analysis

The proposed model of this research generally held with data from Bangladesh employee's sample. The model fit indices showed in Table 4 demonstrate that CMIN/df = 2.897 (less than 3), RMSEA = 0.062 (less than 0.09), IFI = 0.950, CFI = 0.949 (more than 0.9), NFI = 0.908, RFI = 0.985, PCFI = 0.757, and PNFI = 0.721 (more than 0.5). The indicators are basically within acceptable value, so the model fit and data are good.

Table 4: Confirmatory factor analysis

	df	CMIN	CMIN/df	P	RMSEA	NFI	CFI	IFI	RFI	PCFI	PNFI
Value	342	910.638	2.897	0.000	0.062	0.908	0.949	0.950	0.985	0.757	0.721

5.4. Correlations between employee creativity, job satisfaction and independent variables

To study the correlation between variables, Spearman’s correlation coefficient was selected to investigate the relationship between these variables. Table 5 below shows that there is a positive and significant correlation among the variables of the study. A robust correlation between employee creativity and job satisfaction of 0.556 and is significant at the .001 level. On the same result of correlation, the relationship between employee creativity and independent variables was a positive and significant relationship at a 0.001 level.

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Therefore, the highest correlation between employee creativity and Idealized Influence is $r = 0.772$ and the lowest correlation was found between employee creativity and Individualized consideration, $r = 0.315$. On the other hand, the relationship between employee creativity and Intellectual stimulation, Inspirational Motivation are ($r = 0.646$, $p < .001$) and ($r = 0.360$, $p < .001$).

Table 5: Correlations between variables

	EC	1	2	3	4	5
1. JS	.556**	1				
2. IDE	.772**	.314**	1			
3. INT	.646**	.275**	.706**	1		
4. INS	.360**	.655**	.136*	.101	1	
5. IND	.315**	.426**	.166**	.107*	.330**	1
Mean	4.43	4.45	4.43	4.40	4.47	4.14
SD	0.562	0.506	0.534	0.576	0.563	0.751

** . Correlation is significant at the 0.01 level (2-tailed); N=350

* . Correlation is significant at the 0.05 level (2-tailed); N=350

5.5. Regression Analysis and results

The present study conducted multiple linear regression in a Statistical Package for Social Science (IBM SPSS) version 22 to analyze the major hypotheses of the study. In the whole analysis control variables were entered first, and then independent variables were entered. Firstly we do the regression analysis of independent variables and mediating variables; secondly, we do the regression analysis of independent variables and dependent variables; third, we do the regression analysis of mediating variables and dependent variables, finally, we include all variables in the regression analysis at the same time.

Table 6: Multiple Regression Results for Hypotheses Testing

Variable	Job Satisfaction			Employee Creativity		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Control Variables						
Gender	0.079	0.069	0.044	0.048	0.023	0.031
Age	0.138**	0.142**	0.058**	-0.078	0.127**	0.008
Education	-0.051	0.043	-0.045	0.016	-0.017	0.015
Organization	-0.122***	-0.031	-0.143	0.132	-0.012	0.031
Position	0.046	0.087	0.076	-0.062	0.069	-0.055
Period	0.031	-0.003	0.078	0.017	0.161***	0.019
Independent Variables						
IDE		0.130**		0.582***		0.549***
INT		0.105**		0.201***		0.174***

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INS	0.560***			0.222***		0.081**
IND	0.201***			0.126***		0.075**
Mediating Variable						
JS					0.553***	0.252***
R	0.153	0.729	0.131	0.837	0.562	0.855
R ²	0.153	0.532	0.131	0.701	0.315	0.730
F	13.723	38.557***	5.273	79.387***	22.518***	83.240***

(Notice ***means P<.01, **means P<.05)

Table 6 shows the regression analysis results for the hypothesis test. The findings shown in Model 2 indicate that transformational leadership has a positive and significant relationship with job satisfaction. They are IDE ($\beta = 0.130$, $P < 0.05$), INT ($\beta = 0.105$, $P < 0.05$), ($\beta = 0.560$, $P < 0.05$), ($\beta = 0.201$, $P < 0.05$). The coefficient ($R = 0.729$) indicates that there is a positive relationship between transformational leadership and job satisfaction. As the independent and mediating variables change in the same direction, the relationship is supported. Meanwhile, $R^2 = 0.532$ indicates the amount of variation in job satisfaction (mediating variable) by transformational leadership (predictor). Which completely supports H1.

The third column results of Model 4 show that transformational leadership has a positive and significant relationship with employee creativity. Pearson's correlation matrix was computed for the independent variable dimensions to check the correlation between them. Pearson's correlation coefficient ($R = 0.837$) indicates that there is a positive relationship between transformational leadership and employees' creativity. $R^2 = 0.701$ indicates the amount of variation in employees' creativity (dependent variable) by transformational leadership (predictor). The R^2 value should range from 0 to 1, and the closer the value is to 1 the better the regression model fits the data. This means that about 70.1% of the variance in employees' creativity is explained by the variance in transformational leadership.

H1a: There is a significant relationship between the idealized influence of the leader and employees' creativity. For idealized influence, ($\beta = 0.582$, $P < 0.05$).

H1b: There is a significant relationship between the inspiration motivation of the leader and employees' creativity. For inspirational motivation, ($\beta = 0.222$, $P < 0.05$).

H1c: There is a significant relationship between individualized consideration of the leader and employees' creativity. For individualized consideration, ($\beta = 0.126$, $P < 0.05$).

H1d: There is a significant relationship between the Intellectual Stimulation of the leader and employees' creativity. For intellectual stimulation, ($\beta = 0.200$, $P < 0.05$).

According to model 5, mediating variable job satisfaction has a significant relationship with employees' creativity ($\beta = 0.562$, $P < 0.05$), which strongly supports H2. The value of R^2 shows a 31.5% variation in the dependent variable.

5.6. Mediating effect of job satisfaction

Hypothesis 3 proposed that job satisfaction mediates the relationship between transformational leadership and employee creativity. To test the mediation three stipulations are fundamental to accomplished, which are; (i) significant relation among

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mediating and independent variables; (ii) significant relation among mediating and dependent variables; (iii) significant relation between dependent and independent variables in the presence of a mediator. The results of mediating analysis are reported in model 6.

Based on the results of testing the third hypothesis concluded that there is a positive relationship between transformational leadership on employee creativity through job satisfaction. The findings show a mediating effect on job satisfaction in the interaction between transformational leadership and employee creativity. This implies that job satisfaction serves as a significant route to employee creativity. In fact, transformational leadership can improve the performance of their followers by creating motivational activities. Transformational leaders also may create a better degree of satisfaction, when followers are inspired that they work even better [6]. As a result, job satisfaction takes a partial mediation effect between transformational leadership and the employees' creativity. In short, H3 is supported. The relationship between transformational leadership and employee creativity is partially mediated by job satisfaction.

6. Conclusion and discussions

6.1. Conclusions

The present work was aimed to examine the relationship between transformational leadership, job satisfaction and employees' creativity in the organizations to provide a more specific examination of the influence of four dimensions of transformational leadership: Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration of employees' creativity in the work environment. The relationship between transformational leadership and employee creativity through the mediating effect of job satisfaction in government and non-government organizations in Bangladesh.

Firstly, the findings recommend a significant effect of transformational leadership on employee creativity in Bangladesh organizations. The premise in the back of this end result is that the persons are actually fascinated in working for the firm, and they are prepared to pay their quality efforts for the success of the firm, besides, they have finished their work correctly and finished it in conformity with the organization objectives. Transformational leadership commonly helps subordinates become more responsive to the price and value of the job, making the needs at a greater stage and directing the subordinates to more activity in the [25]. Further, it usually generates subordinates' faith and recognition for the leader, as properly as inspires them to pay extra effort beyond his/her abilities [26]. The outcomes are in concord with previous scholars' views such as.

Secondly, the finding also suggests there is a significant relationship between transformational leadership and job satisfaction in government and non-government organizations in Bangladesh. This result may be attributed to the golden rule that the better leadership style practiced by the organization, the higher employees' job satisfaction achieved and accelerates employees' creativity [17]. Farrell et al. (2005) assure that transformational leaders emphasize the essential needs of their subordinates as a priority to be met.

Thirdly, the consequences verify an effective relationship between job satisfaction and employee creativity in Bangladesh organizations. This implies, that when job satisfaction in the public and private sectors is at a significant stage the employees' creativity will be at a positive level. In fact, Individuals have a tendency to function higher when they are comfortable in their place of work and committed to the organization [5].

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Satisfied individuals can achieve their job effectively, assist human beings and exert effort past the organization's expectations. The thought that job satisfaction leads to better employees' creativity is broadly validated by way of many researchers in specific fields. The outcomes are constant with some prior research [27].

Finally, regarding the mediating effect of job satisfaction in the relationship between transformational leadership and employee creativity. The findings show a mediating effect on job satisfaction in the interaction between transformational leadership and employee creativity. This implies that job satisfaction serves as a significant route to employee creativity.

In conclusion, the current research assures the significant relationship between the transformational leadership approach and employee creativity. Further, job satisfaction mediates the interaction between those constructs. Job satisfaction as a mediator in the effect of transformational leadership on employees' creativity can lead to positive and significant employee creativity. The findings of this study have confirmed that. This explains that transformational leadership has already direct effect in employ creativity, and before the mediation of job satisfaction, which was also significant. The study was conducted in the public and private sectors in Bangladesh.

6.2. Implications

The present research has some theoretical and practical implications. Theoretically, it responds to some scholars' calls for further investigation on the mechanisms through which transformational leadership affects employee creativity, and alongside different factors, as it employs' job satisfaction as a mediator between these variables. So, it helps the literature by presenting strong evidence on the mediating impact of job satisfaction in the interaction between transformational leadership with employees' creativity in the public and private sector in a growing country. also, this finds out about contrasting preceding research with regard to no longer prescribing the lookup to a single stage of leadership such as middle leadership (Atmojo, 2012), managers [5], and permanent employees [6]. Regarding the sensible implications, as an end result of specifying transformational leadership as a want and beneficial kind to expand employee creativity, it may also guide the business enterprise for the extra exercise of motion plans that intend to assist the implementation of this method through their leadership.

6.3. Limitations of the research

No research is perfect, and no study is without limitations. This research has some limitations which can be addressed in future research.

First, this research has investigated only one type of leadership, but in reality, there are other types of leadership, such as transactional and laissez-faire leadership. Upcoming work may try another type of leadership in the same sector or another sector.

Second, in this situation of covid-19, it was not possible to access a few offices due to some rules and regulations of the organizations. For which it was difficult to work for collection data.

Third, employees of all fields of some organizations could not give time for work pressure in office time in Bangladesh.

At last, the unwillingness of the company owner and other respondents to disclose their identities.

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6.4. Suggestions for future research

It focuses on only public and private sectors' bank and hospitals organization; future research should consider applying the research to other service sectors such as government non-government travels, transportation that could benefit from the results, and be used to determine whether the results also indicate that transformational leadership has a significant positive relationship with employees' creativity. We suggest that future research could address this issue by obtaining data from experimental and longitudinal research in different industries to strengthen the causal interpretation of the interacting relationship between transformational leadership and employee creativity.

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