

The Mediating Effect of Creative Self-Efficacy on the Relation between Empowering Leadership and Organizational Innovation

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Abstract

The field of organizational behavior has seen an expanding enthusiasm for understanding elements that advance employee creativity; the development of new and valuable thoughts concerning items, administrations, procedures, and systems in associations. In this study, the main objective is to examine the direct and indirect impact of empowering leadership through the mediating effect of creative self-efficacy on the organizational innovation within police sector in the United Arab Emirates (UAE). The questionnaire was utilized in this study to collect data from the population of police sector in the UAE by using probability random sampling. Structural Equation Modeling-Variance Based (SEM-VB) was utilized to examine the research model in this research, by using the Smart PLS 3.0 software. The result from the analysis shed lights on the impact of empowering leadership on organizational innovation. Moreover, the impact of creative self-efficacy on the organizational innovation. Empowering leadership had a positive direct effect on the OI within the police sector in the UAE. Moreover, creative self-efficacy mediates the relation between empowering leadership and the innovation of organization. The results of the current study have the potential to give further insights into the innovation of organizations strategies.

Keywords: Empowering leadership; creative self-efficacy; organizational innovation; UAE.

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I. INTRODUCTION

The field of organizational behaviour has seen an expanding enthusiasm for understanding elements that advance employee creativity; the development of new and valuable thoughts concerning items, administrations, procedures, and systems in associations [1-3]. It is clear that the UAE is trying to become a leading technology centre based on the innovation strategy of the 4th Industrial Revolution [4, 5].

Given progressively fierce conditions, increased rivalry, and erratic mechanical change, an ever-increasing number of supervisors are coming to understand that they ought to urge their employees to be innovative [6]. Extensive confirmation demonstrates that employee creativity can on a very basic level add to authoritative innovation, viability, and survival [2, 6]. Creativity alludes to the generation of novel and helpful thoughts by an individual or by a gathering of people cooperating [6-8]. Governments, organizations, and Individuals should pay the greatest attention to the planning and implementation of information technology in all its aspects of business, especially in the age of digitalization. In

the age of digitalization, which has been commonly referred to Industry 4.0 or fourth industrial revolution [9].

For creativity to happen in associations, directors need to help and advance it, as they are the people who are most educated about which employee work results ought to be innovative and they have significant impact over the setting inside which creativity can happen [8].

In spite of the fact that various studies have researched the effect of pioneers on creativity, these studies have to a great extent concentrated on issues of leader support [10] and leader-member exchange [11]. All the more as of late, specialists have started exploring more extensive hypotheses of lead leadership behavior, for example, transformational leadership hypothesis, with blended outcomes [12]. Observably absent from inquire about consideration has been empowering leadership, regardless of proposals by creativity analysts that researchers concentrate more noteworthy exertion on leadership approaches that can address the essential underpinnings of creativity [12]. Since empowering leadership includes imparting capacity to a view toward upgrading employees' motivation and interest in their work [13, 14], there are real reasons (point by point

underneath) to anticipate that empowering leadership will positively affect creativity [2, 7, 14]. In most contemporary organizations, adopting technology is not only uses ICT to fill up some forms and records but rather it is also a tool that performs the process of identification, accumulation, analysis, measurement, preparation, interpretation and communication of the information used by management to plan [5, 15-17]. It is used in evaluating and controlling within an organization and to assure appropriate use and accountability for their resources [18, 19].

Subsequently, a major purpose of this study was to build and test theory that addresses the connection between empowering leadership and creativity, including several important intervening variables.

Empowering leadership, specifically, has been contemplated seriously by leadership scientists as of late [20], and has been connected to employee creativity [21, 22]. Empowering leadership has been characterized as the procedure by which pioneers share control with employees by giving extra obligation and basic leadership specialist over work and assets and the help expected to deal with the extra duty successfully [23]. Empowering leadership is identified with the idea of appointment yet varies in that assignment by and large alludes to employee responsibility for undertakings, though empowering leadership infers a progressing theory of sharing more extensive obligations [24].

Notwithstanding, despite this kind of leadership's hypothetical importance and conceivably significant improvement of creativity, to date, little research has concentrated on a comprehension of how empowering leadership is identified with singular employees' innovative behaviour. This is astonishing, given that innovative behaviour analysts have regularly mourned the absence of comprehension about which administration practices or behaviours are particularly viable in upgrading as opposed to confining individual innovative behaviour [6, 21, 22]. The aim of the current study was to discuss this important yet relatively unstudied issue.

II. LITERATURE REVIEW

A. Organizational Innovation (OI)

There exists a various range of innovation definitions. First, a considerable number of researches have debated that creative thing means innovation. For instance, Rogers (1995) [25] indicates that innovation is creating a new object, practice, or idea according to the assessment of an individual or another unit of adoption. Moreover, another concept was discussed by Rogers (1995) [25], known as innovation diffusion which, focuses on the spread, over time, through different channels of innovation among the members of a social system. On the other hand, according to Amabile (1983) [1], innovation is different from creativity which is the only thing that could be defined as the production of new ideas. Furthermore, Trott (2005) [26] suggests that Innovation generates and implements new processes, products, and ideas. Consequently, creativity is a component of innovation. The current trend of automation and data

exchange in manufacturing technologies. It includes cyber-physical systems, the Internet of things, cloud computing and cognitive computing [5]. Even though services and goods have unique different characteristics ds, numerous studies such as de Vries (2006) [27], and Droege, Hildebrand, & Forcada (2009) [28] revealed that, in the service context and according to the adaptation approach, the theories and notions of innovation used in the manufacturing sector were easily transportable to the service sector. With the purpose of investigating innovation in the service sectors, Droege et al. (2009) [28] stated that these studies used the same models as in the manufacturing sector, without affecting the characteristics of innovation in service. Thus, there is a need to inspect the constructs of the study that affects the innovation of the organization.

B. Empowering Leadership (EL)

Empowering leadership has been characterized as the procedure by which pioneers share control with employees by giving extra obligation and basic leadership specialist overwork and assets and the help expected to deal with the extra duty successfully [23]. Empowering leadership is identified with the idea of appointment yet varies in that assignment by and large alludes to employee responsibility for undertakings, though empowering leadership infers a progressing theory of sharing more extensive obligations [24]. Considerable research highlighted the critical and significant role of empowering leaders in motivating their subordinates to show high performance [29, 30] and creative and innovative behavior [31]. Numerous studies had investigated the impact of leadership behavior on employee creativity or employee innovative behavior [32], however, empowering leadership has special influence on employee creativity, as is consistent with the trend toward providing high autonomy and empowerment to employees [31]. Various global indicators will help in understanding the position of UAE according to a set of measures that are recognized internationally [33]. Given the predominant job of empowering leadership in the work environment [21] one key situational factor that may have significant effect on creativity is leadership [21, 22]. Consequently, the following hypotheses are proposed:

H1: Empowering Leadership has a positive effect on Organizational Innovation within the police sector in UAE.

C. Creative Self-Efficacy (CSE)

Tierney & Farmer (2002) [11] defined creative self-efficacy as employees who believe in their ability to develop creative ideas for organizational outcomes. Thus, creative self-efficacy is defined as a significant predictor of employee creativity in their organization. In order to encourage employees to be involved in creative behavior, it is essential to have a high level of self-confidence [11].

Given that different positive leaders styles and behaviors

have importantly impact the possibility that employee creativity will arise in organizational workplace [6, 10], so, it is not surprising that to find countless studies have studied the influence of leaders' behaviors on creative self-efficacy [34].

Many studies have revealed the positive association between positive and supportive leadership and creative self-efficacy. For instance, support reflecting task and team facilitation and creativity recognition and initiation have positive influence on creative self-efficacy [11] as well as general encouragement and reinforcement and supportive forms of leadership entailing “interpersonal support” [35] have a positive impact on creative self-efficacy.

Noncontrolling leadership and supervisor support [35], and transformational leadership [34], and charismatic leadership [36] have been linked to creative self-efficacy. Furthermore, other studies have liked leadership styles with employee creativity [22] and as employee creativity has strong relationship with creative self-efficacy, in result, the researcher suggests that leadership plays an important role in developing creative self-efficacy.

There is a strong proof that creative self-efficacy can mediate the empowering leadership-innovative behavior relationship. Countless studies utilized creative self-efficacy as a mediator between positive leadership styles and employee creativity. For instance many prior studies had

found that creative self-efficacy mediates the transformational leadership-employee creativity association reflecting that creative self-efficacy has a very strong influence on employee creativity and employee innovative behavior [34]. Consequently, the following hypotheses are proposed:

H2: Creative- Self-Efficacy has a positive effect on Organizational Innovation within the police sector in UAE.

H3: Empowering Leadership indirectly affect the Employee Innovation through Creative Self-Efficacy within the police sector in UAE.

III. RESEARCH METHOD

A. Overview of the Proposed Conceptual Framework

Drawing on intrinsic motivation theory, an employee tries to the best to do a task for its own sake which encourages the employee to be involved in the task which fosters him/her to generate innovative behaviours [2], this study built the main relationship between empowering leadership and organizational innovation. In respect of empowering leadership, Zhang & Bartol (2010) [21] and Zhang & Zhou (2014) [22] found that this kind of leadership style influences positively the innovation. Figure 1 depicts the conceptual model that was built on the review on the literature review.

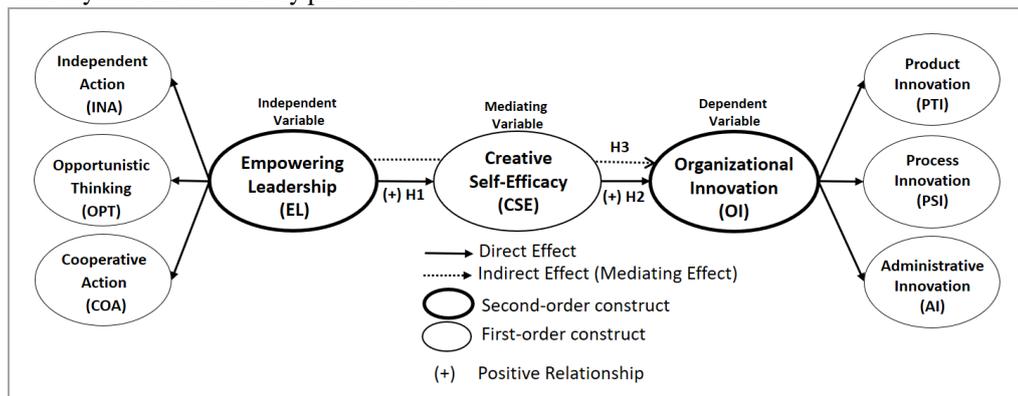


Fig 1. The proposed conceptual framework

B. Development of Instrument and Data collection

A questionnaire specially designed to measure all the main constructs of the research model was used to collect data for this study, it contained close-ended questions that were tested and translated into the Arabic language since the respondents would be from the UAE. The study selected the sample from the population of Dubai police department by using probability random sampling. This is when every element in the population have an equal chance of being selected as a subject. Probability random sampling gives the researchers the chance to choose equally from the sample frame.

IV. DATA ANALYSIS AND RESULTS

PLS (Partial Least Squares) SEM-VB (Structural

Equation Modelling-Variance Based) was employed to assess the research model by utilizing the software SmartPLS 3.0. A two-phase analytical technique consisting of (i) measurement model analysis (reliability and validity) and (ii) structural model analysis (examining the conceptualized relationships) was employed after performing the descriptive assessment.

A. Overview of the Proposed Conceptual Framework

The individual Cronbach’s alpha, the composite reliability (CR), The average variance extracted (AVE), and the factor loadings exceeded the suggested value as illustrated in Table 1.

Table 1: Measurement model assessment

Constructs	Item	Loading	M	SD	α	CR	AVE
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		(> 0.7)			(> 0.7)	(> 0.7)	(> 0.5)
Independent Action (INA)	INA1	0.956					
	INA2	0.951	3.217	1.173	0.950	0.967	0.908
	INA3	0.953					
Opportunistic Thinking (OPT)	OPT1	0.912					
	OPT2	0.946	3.287	1.076	0.926	0.953	0.871
	OPT3	0.940					
Cooperative Action (COA)	COA1	0.922					
	COA2	0.931	3.185	1.109	0.915	0.946	0.854
	COA3	0.920					
Creative Self-Efficacy (CSE)	CSE1	0.881					
	CSE2	0.931	3.115	1.043	0.896	0.935	0.827
	CSE3	0.916					
Product Innovation (PTI)	PTI1	0.981					
	PTI2	0.980	3.459	1.207	0.975	0.983	0.952
	PTI3	0.966					
Process Innovation (PSI)	PSI1	0.955					
	PSI2	0.945	3.425	1.165	0.946	0.965	0.903
	PSI3	0.951					
Administrative Innovation (AI)	AI1	0.943					
	AI2	0.924					
	AI3	0.937	3.418	0.929	0.927	0.949	0.822
	AI4	Deleted					
	AI5	0.816					

Note: M=Mean; SD=Standard Deviation, α = Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted.

Key: INA: Independent Action, OPT: Opportunistic Thinking, COA: Cooperative Action, CSE: Creative Self-Efficacy, PTI: Product Innovation, PSI: Process Innovation, AI: Administrative Innovation

The degree to which the articles distinguish among concepts or measure different constructs is demonstrated by discriminant validity. Fornell-Larcker was employed to analyze the measurement model's discriminant validity. Table 2 shows the outcomes for discriminant validity by employing the Fornell-Larcker condition. It was discovered that the AVEs' square root on the diagonals (displayed in bold) is bigger than the correlations among constructs

(corresponding row as well as column values), suggesting a strong association between the concepts and their respective markers in comparison to the other concepts in the model. This indicates good discriminant validity. Furthermore, exogenous constructs have a correlation of less than 0.85. Therefore, all constructs had their discriminant validity fulfilled satisfactorily.

Table 2: Fornell-Larcker criterion

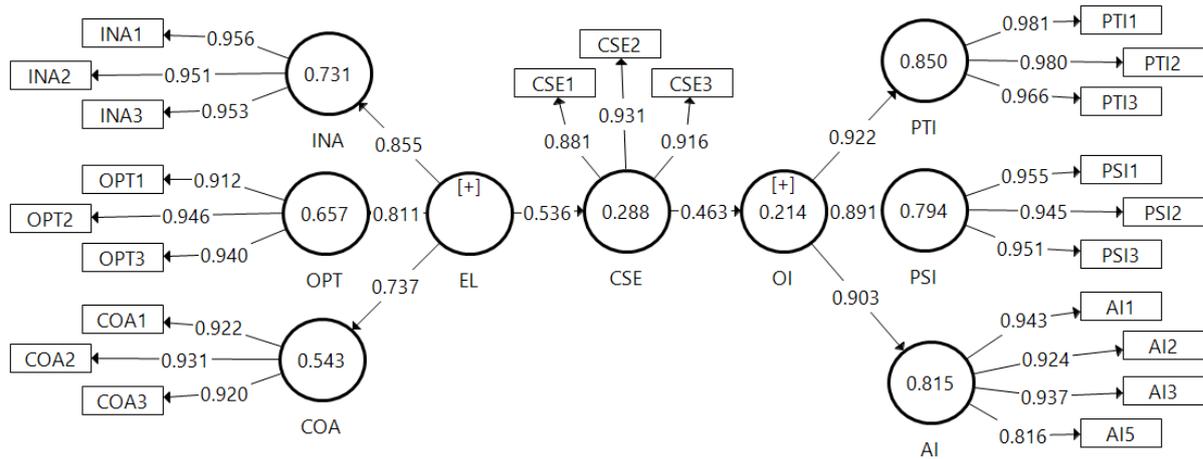
	<i>AI</i>	<i>COA</i>	<i>CSE</i>	<i>INA</i>	<i>OPT</i>	<i>PSI</i>	<i>PTI</i>
<i>AI</i>	0.907						
<i>COA</i>	0.511	0.924					
<i>CSE</i>	0.417	0.398	0.910				
<i>INA</i>	0.427	0.456	0.434	0.953			
<i>OPT</i>	0.406	0.377	0.459	0.558	0.933		
<i>PSI</i>	0.681	0.530	0.416	0.561	0.342	0.950	
<i>PTI</i>	0.741	0.523	0.425	0.485	0.412	0.769	0.976

Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

Key: INA: Independent Action, OPT: Opportunistic Thinking, COA: Cooperative Action, CSE: Creative Self-Efficacy, PTI: Product Innovation, PSI: Process Innovation, AI: Administrative Innovation

B. Overview of the Proposed Conceptual Framework

The structural model can be tested by computing beta (β), R^2 , and the corresponding t -values via a bootstrapping procedure with a resample of 5,000.



Key: EL: Empowering Leadership, INA: Independent Action, OPT: Opportunistic Thinking, COA: Cooperative Action, CSE: Creative Self-Efficacy, OI: Organizational Innovation, PTI: Product Innovation, PSI: Process Innovation, AI: Administrative Innovation
Fig 2: PLS algorithm results

a. Direct Effect Hypotheses

Figure 2 and Table 3 depict the structural model assessment, showing the results of the hypothesis tests. Empowering leadership positively influence creative self-efficacy. Hence, H1 is accepted with ($\beta = 0.536, t = 13.669, p < 0.001$). Creative self-efficacy

positively influences organizational innovation. Hence, H2 is accepted with ($\beta = 0.463, t = 10.618, p < 0.001$).

Empowering leadership explains twenty-nine percent of the variance in creative self-efficacy, and creative self-efficacy explains twenty-one percent of the variance in organizational innovation. The values of R^2 have an acceptable level of explanatory power, indicating a substantial model.

Table 3: Result of Direct Effect Hypotheses

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	R ²
H1	EL→CSE	0.536	0.039	13.669	0.000	Supported	0.29
H2	CSE→OI	0.463	0.044	10.618	0.000	Supported	0.21

Key: EL: Empowering Leadership, CSE: Creative Self-Efficacy, OI: Organizational Innovation

b. Indirect Effect Hypotheses

The researchers applied the Preacher and Hayes (2004) [37] method for bootstrapping all indirect effects for testing the mediation hypotheses, H3. The results showed (see table 4) that the creative self-efficacy mediated the relationship

between the empowering leadership and organizational innovation. Thus, the H3 was accepted and showed the values of ($\beta = 0.248, t = 7.332, p < 0.001$).

Table 4: Result of Indirect Effect Hypotheses

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision
H3	EL→CSE→OI	0.248	0.034	7.332	0.000	Supported

Key: EL: Empowering Leadership, CSE: Creative Self-Efficacy, OI: Organizational Innovation

V. DISCUSSION

The main objective is to examine the impact of empowering leadership, and creative self-efficacy on the organisational innovation, in addition to the mediating effect of creative self-efficacy between empowering leadership and the innovation of the organization in the context of police sector in the UAE.

The first objective of this study is to examine the effect of Empowering Leadership on Creative Self-Efficacy within police sector in UAE. This objective has one hypothesis that

need to be tested which is: empowering leadership has a positive impact on the creative self-efficacy.

This hypothesis related to the first objective which derived from the past studies and literature that suggested the relationship and direct influence of empowering leadership on the creative self-efficacy [11] as well as general encouragement and reinforcement and supportive forms of leadership entailing “interpersonal support” [35] have a positive impact on creative self-efficacy.

This hypothesis was supported with ($\beta = 0.536, t= 13.669, p <0.001$) which indicates significant effect of empowering leadership on creative self-efficacy. The findings imply that empowering leadership in term of (independent action, opportunistic thinking, and cooperative action) are influencing the creative self-efficacy of police sector in the UAE. This suggests that police sector may want to pay attention to their empowering leadership in term of their (independent action, opportunistic thinking, and cooperative action) to improve their employee’s creative self-efficacy. The more empowering leadership in police sector the better and higher creative self-efficacy of employees will be. Thus, specific objective one of this study is achieved.

Moreover, the second objective of this study is to examine the impact of creative self-efficacy on organizational innovation among employees within the police sector in the United Arab Emirates. This objective has one hypothesis that need to be tested which is: creative self-efficacy significantly influence organizational innovation within police sector in the UAE.

This hypotheses related to the second specific objective which derived from the past studies and literature that suggested the relationship and direct influence of creative self-efficacy on the innovation of the organizations [1, 34]. This suggests that police sector may want to pay attention to their employees’ creative self-efficacy to improve their innovation of the organization. Furthermore, this hypothesis was supported with ($\beta = 0.463, t= 10.618, p <0.001$) indicating significant effect of creative self-efficacy on organizational innovation. The findings imply that creative self-efficacy is influencing the organizational innovation of police sector in the UAE. Thus, specific objective three of this study is achieved.

Furthermore, the third objective of this study is to examine the mediating effect of creative self-efficacy on the relationship between empowering leadership and organizational innovation within Police sector in the UAE. This objective has one hypotheses that need to be tested which is: creative self-efficacy mediates the relationship between empowering leadership and organizational innovation.

In this study, the results showed (see table 4) that the creative self-efficacy mediated the relationship between the empowering leadership and organizational innovation. Thus, the H3 was accepted and showed the values of ($\beta = 0.248, t= 7.332, p <0.001$). This shows that there is a partial mediation between empowering leadership and innovation of the organization through the creative self-efficacy. Which means that creative self-efficacy improves the relation between the aforementioned variables Overall, the forth specific objective was achieved. The findings indicate that there is a mediating effect of the creative self-efficacy on the relation between empowering leadership and organizational innovation.

APPENDIX

Appendix A
Instrument for variables

VI. IMPLICATIONS

This study’s main contribution is the comprehensive empowering leadership- organizational innovation analysis based on empirical data. This research contributes to both empowering leadership and innovation literature. In context, this research tested not only direct effects but, also, indirect effects of empowering leadership on organizational innovations through the mediating effect of creative self-efficacy in the police sector in the UAE. In addition, this research has presented a rich and detailed account of the antecedents of the different types of innovations in the police sector.

These are key requirements for innovation. Moreover, police sector should use empowering leadership style to improve the creative self-efficacy of the employees and the organizational innovation, to improve processes and organizational routines and adopt a developmental culture. It is paramount for police sector to recruit and retain employees who have good skills, a high education level and the competence to generate and apply new ideas. Police sector should always do their best to get the positive attitude of its employees which by default will be reflected on the performance (innovation) of the organization. Finally, the ministry of interior affairs top management should emphasize all types of innovations since these are closely interrelated and dependent on each other and should therefore, be developed in simultaneously. Indeed, top management intending to introduce new services or change existing ones should take advantage of the considerable changes in both technological and administrative processes.

VII. CONCLUSION

This research attempted to expand the knowledge in the area of empowering leadership, creative self-efficacy and organizational innovation in the context of police sector in the United Arab of Emirates. By examining the effect of empowering leadership (independent action, opportunistic thinking, and cooperative action) to the innovation of the organizations, and the effect of creative self-efficacy on the organizational innovation. Moreover, it has examined the indirect effect of empowering leadership on the organizational innovation through the mediating effect of creative self-efficacy. This study added valuable knowledge to the area of public sector as well as academic research. Moreover, this study added to the understanding on the importance of the moderating effect of job complexity in the public organizations in the UAE. This article has shed some light on the organization innovation in the public sector in the UAE and the importance of empowering leadership in that regard and proved that empowering leadership plays a role helping the organizations to improve their innovation and compete to stay alive.

Variable	Measure	Source
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Independent Action (INA)	<p>INA1: leaders in the organization encourage me to find solutions to my problems without his/her direct input.</p> <p>INA2: leaders in the organization urge me to assume responsibilities on my own.</p> <p>INA3: leaders in the organization advise me to solve problems when they pop up without always getting a stamp of approval.</p>	
Opportunistic Thinking (OPT)	<p>OPT1: leaders in the organization urge me to think of problems as opportunities rather than obstacles.</p> <p>OPT2: leaders in the organization advise me to look for the opportunities in the problems I face.</p> <p>OPT3: leaders in the organization encourage me to view unsuccessful performance as a chance to learn.</p>	[38]
Cooperative Action (COA)	<p>COA1: leaders in the organization urge me to work as a team with the other employees who work at the organization.</p> <p>COA2: leaders in the organization encourage me to work together with other employees who work at the organization.</p> <p>COA3: leaders in the organization advise me to coordinate my efforts with the other employees who work at the organization.</p>	
Creative Self-Efficacy (CSE)	<p>CSE1: I have confidence in my ability to solve problems creatively.</p> <p>CSE2: I feel that I am good at generating novel ideas.</p> <p>CSE3: I have a knack for further developing the ideas of others.</p>	[39]
Product Innovation (PTI)	<p>PTI1: Our organization always develop new product and services.</p> <p>PTI2: Our organization try to introduce and diversify our product to suit customer needs</p> <p>PTI3: Our organization always try applying a new idea/technology at our organization.</p>	
Process Innovation (PSI)	<p>PSI1: In our organization, new technology is adapted for improving the work processes (Computers, wireless networking, etc.).</p> <p>PSI2: In our organization, we try new methods for improving processes (Paperless environment, online learning, etc.).</p> <p>PSI3: Our organization is quick to respond to the changing needs of its customer.</p>	[40]
Administrative Innovation (AI)	<p>AI1: In our organization, administrative support is always there for employees.</p> <p>AI2: In our organization, the employees' compensation system is linked to performance.</p> <p>AI3: Our organization has a new and improved performance evaluation system.</p> <p>AI4: In our organization, we believe in the open communication environment.</p> <p>AI5: In our organization, employees are hired on their creativity.</p>	

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