AUTHENTIC LEADERSHIP, HOPE, WORK ENGAGEMENT AND CREATIVITY

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Abstract

In the environment of constant change where both public and private organizations are battling to survive, the value of creativity is being appreciated by all. This study highlights the importance of authentic leadership and creativity in the Pakistani police sector. There is a need for authentic leaders and creativity to encounter crimes due to the increase in extremist activities and street crimes. The purpose of the current study is to examine the impact of authentic leadership on creativity under the mediating role of hope and work engagement inside the police department of Pakistan. The study is descriptive and quantitative. Data has been collected from Police officers by applying random sampling technique. Finding revealed that authentic leadership leads towards employee creativity. Moreover, results also revealed that hope and work engagement partially mediates the relationship between authentic leadership and creativity.

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Introduction

The value of creativity is being appreciated in the climate of constant change where organizations battling to survive. Public safety organizations have their unique set of goals and objectives (Blanchard, 2004). It is noted that governments around the world are adopting new creative methods and behaviors to become more active. Pakistani government is implementing different strategies to improve public services. Pakistani police department need innovations to combat crime and to counter terrorist activities (Abbas, 2012).

However, effective leadership is also one of the essential requirements for organizational performance. For many years one of the primary focus of literature of management is in the study of leadership (Yukl, 1989). Avolio and Gardner (2005) specify several types of positive theories of leadership. These studies are done to study the attractive qualities of leaders which they demonstrate in their job, especially for authentic leaders. Leader’s authenticity has given global attention over the past number of years (Walumbwa et al., 2010). Compensation provides various rewards to employees (Dash et al., 2017). Limited financial resources have restricted services in
Achieving creativity in the workplace especially in the police department is a daunting task. Police is the most permeating civil service. Police officers are the most observable representatives of the administration/government. Police work diligently with people to address their distresses (Crank et al., 2007). Organizational change issues will require direct leader interference (Blanchard, 2004). The prescribed leaders in the police are the supervisors. The supervisors besides all other responsibilities, formulate policy, focus on subordinate’s actions and allocate responsibilities to the workers. These police supervisors outline the behavior of other constables (Schafer and Martinelli, 2008). They also cling them to answer for their actions (Mastrofiski et al., 2011; Van Maanen, 1984).

Pakistani police portrayal of a traditional behavior and stay non-vigilant towards their assigned role. There is a need for authentic leaders those can play a vital role in assisting employees so that they help each other, establish the value of transparently sharing of information. It motivates them to excel in positive performance outcomes (Munro, 2008). The research parts to essential factors like the role of leader and translation of their actions lead to creativity.

Previous research on authentic leadership plugs out that there is a direct relation between authentic leadership and employee creativity. (Youssef and Luthans, 2007; Műceldili et al., 2013; Rego et al., 2012; Rego et al., 2014). However, the unique relationship with the mediation of two different variables which are hope and engagement amongst the authentic leadership as well as employee creativity has not so far empirically projected and examined in foreign countries and Pakistan as well. Therefore, the current study fills the gap by empirically analyzing the unique path in Pakistan. As we know from the last four-five years, terrorist activities and crime rates have increased and destroyed the peace and safety of humans in Pakistan. In a country where everyone is afraid of criminal activities the only policeman, police stations are the source where a citizen can reach, complain and feel secure. However, police officers of Pakistan show such a vigilant behavior that there exists a need for authentic leadership, creativity to encounter crimes happening daily. Authentic leaders are the source that positively impacts the follower's innovativeness and creativity (Avolio et al., 2004).

This study aims to explore the effects of AL on employee behavior and attitude which leads to creativity. Leadership gives attention to how the DSP’s (police leaders) effects on the outcome of their subordinates performance (Abid et al., 2012), employees’ motivation to enhance their performance (Bose, 2018). Dash et al. (2016) disclosed women empowerment aspects in the financial sector. Organizational justice has a mediating role in the employee’s perception of CSR and employee’s outcomes (Mahmood et al., 2018).

Assuming all these in mind the purpose of this study is to build a model of authentic leadership, but still, a lot of practical proofs are required to make the association clear between the variables in the precept of the police department of Pakistan.

**Theory and Construct**

**Authentic Leadership**

Authentic leadership is a positive type of leadership. It is well-defined by
(Peterson and Luthans, 2003) as “a procedure that depicts from affirmative psychological aptitudes and extremely developed directorial background, which shows in both greater self-awareness and self-regulated positive behaviors on the part of leaders and its subordinates, promoting constructive self-building”. Authentic leadership comprises of four factors which are self-awareness, balance processing, internalized moral perspective, and relational transparency. These components have been examined and empirically proof by researchers that the AL factor consists of the relationship among these components (Walumbwa et al., 2010). There are varieties of components explained by different researchers. The first component of leadership is self-awareness which explains and elaborates the power and limitations of leaders and followers. It defines how a follower knows their strength and weakness and how they use their weakness to affect the followers of the organization. The second component is balanced processing which includes the process of the verdict all related data and examining it before it approaches any decision. The third dimension is internalized moral perspective; it involves the positive managerial framework, strong skills, and qualification of authentic leadership to direct fundamental ethical principles and values. The last element is relational transparency it includes leaders’ fairness and honesty in information sharing and opinions. Yukl (1989) stated that the culture of the organization extensively influences leadership, operations, intentions, power on teams, crowd endurance, credentials, effects on commitments, and performance in attaining goals. However, AL is confident, self-assured, positive, strong, honest/principled, and goal/future-oriented (May et al., 2003). These type of leaders always work as a role model for their adherents. Avolio and Gardner (2005) also proposed numerous differences between authentic leadership theory and transformational, spiritual leadership, servant, and, charismatic theories. Even though approximately link exists between other leadership theories and AL, authentic leadership has distinctive modules, which makes it different from others. Even though there is wide theoretical support received by authentic leadership but additional tentative research is important to recognize the tool through which authentic leaders deploy capable followers' behaviors (Gardner et al., 2011). Individuals with more creativity power have higher intentions of entrepreneurship (Mahmood et al., 2018). Every individual has abilities to be a leader and to impress the followers by conveying their message (Abdullah et al., 2018).

Authentic Leadership Predicting Employee Creativity

The impact of leadership, employees' creativity has attracted the great interest of researchers. In prior studies, researchers have investigated the impact of different types of leadership on creativity. It includes transformational leadership, transactional leadership, supportive supervision, etc. (Rego et al., 2012). According to organizational creativity literature for boasting employees’ creativity, managers and organizations should build a positive environment in the workplace. Authentic leaders lift the positive emotions of the workforce by ensuring positive, helpful, fair and transparent relations (Peterson et al., 2012) which makes them more creative. When this relationship is formed, employees tend to feel freer to try new things (Crowell et al., 2008). According to Walumbwa et al. (2010) conceptualization, authentic leadership instruments self-awareness, internalized moral perspective, relational transparency and balanced processing props up creativity. It is explained that AL promotes intrinsic

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motivation, which in turn makes them more creative (Rego et al., 2012). Authentic leaders promote employees’ trust, respect, and identification (Avolio et al., 2004; Gardner et al., 2005; Ilies et al., 2005; and Walumbwa et al., 2010). Trust, respect, and identification lead employees to experience greater psychological safety, thus feeling free to take risks, to propose unconventional ideas, and to introduce conflicting opinions without fear (Avolio et al., 2004; Edmondson, 1999; Walumbwa et al., 2010). As a consequence, employees tend to be more creative in facing problems and opportunities. Authentic leaders also make employee intrinsic motivated. Zhou and Ren (2012) propose that intrinsic motivation is observed as a propensity that increases employees’ creativity. Intrinsic motivation reflects an inherent tendency to seek out novelty and challenges, to extend and exercise one’s capacities to explore and to learn (Deci and Ryan, 1995). Employees’ intrinsic motivation nurtures creativity because of the following reasons. Intrinsically motivated employees are more curious and learning oriented, cognitively flexible, willing to take risks and persistent when facing challenges, obstacles and opportunities (Amabile, 1997a; Cummings and Oldham, 1997; Tierney and Farmer, 2002; Zhou, 2003; Zhou and Ren, 2012). Ilies et al. (2005) suggest that authentic leadership makes their employees more intrinsically motivated which leads to employee creativity, so the first hypothesis follows:

H1: Authentic Leadership has a direct and positive effect on policeman creativity.

Hope to mediate the relationship between authentic leadership and creativity

Hope is frequently defined as a set of goal-focused intellects comprising of pathways and agency thinking (Snyder et al., 1998; Snyder, 1994). Hope theory by Snyder (2000) says “hope is implanted through constant interactions with consistently hopeful and reactive actors,” including leaders. Authentic leaders are a dependable source of idea and criticism for workers they establish a sense of safety and faith in them (Gardner et al., 2011; Walumbwa et al., 2010) so that workers focus their energies on goal connected accomplishments. To clear the theoretical concept of the model, the researcher also inquires in what way employees’ hope narrates to their creativity. As per the theory of hope by Snyder (1994) he said hope could be understood as an “empowering way of thinking,” one who experiences a greater amount of hope are capable to cover-up more challenges. Creativity also brings about challenging the position and a tendency to admit disappointment (Staw, 1995; Zhou and George, 2003). Creativity involves more or less of underneath forces that motivated an individual to stick in the face of challenges that are inborn to creative work (Shalley and Gilson, 2004). Determination hints hopeful employees to chase goals and keep determined when obstacles arise (Snyder, 2000). This power leads them to gaze another way if prior ones are unpractical and unworkable (Snyder, 1994; Snyder, 2002). Hopeful people relish goal uncovering ways, being more innately encouraged and viewing for creative habits when executing their “agency energy” (Amabile, 1988; Amabile, 1997b). When the individuals do not achieve goals, they work on the criticism to increase goal chasing opinions and plans, thus being more energetic and likely to gaze for different and creative ways to overcome hindrances (Rego et al., 2009). Alternative ways are not new or useful, but hopeful people go for new ideas and practices as compared to those lacking hope. Employees are internally extra driven, enthusiastic and have habits of looking into creative ways when executing
their work drive (Amabile, 1997a). Authentic leaders can also stimulate them to work with new eagerness and enjoyment to know-how new progressive reactions (Avolio et al., 2004; Ilies et al., 2005; Zhou and George, 2003). Delicately, hope nourishes creativity (Rego et al., 2009).

**H2: Authentic leadership has an indirect positive effect on policeman creativity through policeman hope.**

**Work Engagement**

Work engagement was first defined by Kahn (1990) as "the harnessing of organizational members’ selves to their work roles." Authentic leadership is considering as a construct that influence work engagement of employees in the sense of satisfaction, boasting their involvement in work (Gardner et al. 2005). Authentic leaders reveal honesty, demonstrate continuous enactment, build faith and sincerity, and assist their employees in apprehending their actual abilities (Gardner et al., 2005). This kind of behaviors is expected to improve the well-being aspect of work engagement as identified by Kahn (1990). Work engagement also leads to creativity. Work engagement has played a vital role in promoting employee creativity (Amabile, 1997a). Creative ideas and behaviors are developed when employees fully engage in their work and tasks (Haq et al., 2010). Police officers work engagement is considered as a critical mediating variable which leads to positive work outcomes as studied by Richardsen et al. (2006). The componential concept of creativity (Amabile, 1997b) suggests that altogether human beings are skilled in creative performance need to meet three conditions of creative thinking, intrinsic task motivation, and expertise.

![Theoretical Framework](image)

**Figure 1. Theoretical Framework**

A theoretical explanation for the mediating role of engagement can be gathered from Social exchange theory. This theory declares that when exchange rules tolerate both the leader and worker, they drive to have a reliable and straightforward bonding (Shantz et al., 2013). Engagement is related to putting efforts to work and being persistence about facing difficulties (Nawaz et al., 2014). Positively engaged employees are aware of organizational plans and their duties to achieve a high level of
performance (Armstrong-Stassen, 2008). In turn, they have actively participated in innovative activities to create better ideas and knowledge by sharing experiencing and communicating with other members (Armstrong-Stassen, 2008). Engaged employees are a source of creative performance and attract more talented people to the organization (Karatepe, 2013).

So depending on the guidelines of the social exchange theory, this study proposes the hypothesis that:

\[ \text{H3: Authentic leadership has an indirect positive effect on policeman creativity through policeman work engagement.} \]

**Methodology**

**Sample and Procedure**

The cross-sectional study engaged in observing a sample of a population that is conducted at some solitary point in time. By using a deductive approach quantitative research tend to establish facts and make predictions to test the hypothesis that has already been stated (Nykiel, 2007). In this study, the hypotheses developed from the literature review were tested to verify the research objective which determines the impact of authentic leadership on employee creativity of police staff of Pakistan. Data for this study was obtained from numerous bases comprising of journals and articles on related topic and websites to assemble material about authentic leadership. Moreover, surveys were also conducted to collect data. For the survey, a questionnaire was designed to know the impact of authentic leadership on creativity.

The target respondents are police, so data is easily gathered. Data was collected data from 267 police officers from 80 police stations in Lahore. Police inspector or sub-inspector had reported their authentic supervisor leadership and about their hope and engagement and IGP/DSP officers had provided the information about their employee’s creativity at work in this study, Non-Probability Sampling, i.e., Convenience Sampling Technique is used. To achieve the purpose of the study and to measure the construct self-adopted questionnaire has been used. The questionnaire comprises of two sections. The first section consists of demographics. The questionnaire is constructed using 5 Likert scales.

**Table 1. Data Description**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Questions in the Questionnaire</th>
<th>Adopted from</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent</td>
<td>Authentic Leadership</td>
<td>1 to 16</td>
</tr>
<tr>
<td>Mediating</td>
<td>Hope</td>
<td>17 to 22</td>
</tr>
<tr>
<td></td>
<td>Work Engagement</td>
<td>23 to 31</td>
</tr>
<tr>
<td>Dependent</td>
<td>Creativity</td>
<td>1 to 9</td>
</tr>
</tbody>
</table>

**Authentic Leadership Measurement**

AL is measured using a scale which consists of 16-items. The 16-items scale is adopted using police leaders as a referent point. The scale is adopted from Walumbwa et al. (2010). Example items are: (a) My leader/ immediate boss seeks feedback to remove interaction with others (self-awareness): (b) My leader/ immediate boss say precisely what he or she means (relational transparency).
Hope is measured by using six items scale. Hope with six items of the State Hope Scale (Snyder et al., 1996) after transformation and edition to work context by Rego et al. (2009). A sample item is “If I should find myself in a jam at work, I could think of many ways to get out of it.” This study will measure engagement through nine items (Utrecht Work Engagement Scale–9 [UWES-9] proposed by Bakker et al. (2006). Sample items are: (1) “Vigor (VI) 1. When I get up in the morning, I feel like going to the office. Dedication (DE) 1. To me, my job is challenging. 2. My job inspires me. Absorption (AB)”. Employee creativity behavior is measured using a nine-item scale ($\alpha = .86$) developed by Tierney and Farmer (2004).

In this study, we control age, gender, education and experience due to their conflicting interrelationship that could lead to task domain expertise or knowledge, which in turn could play a role in determining creative performance (Gong et al., 2009).

Data Analysis Techniques

In this research, we will use the Statistical Package for Social Sciences (SPSS) software for the analyses and processing of statistical data. Descriptive statistics will describe the mean, frequency counts, and standard deviation. Correlation coefficient will test the relations between the variables, i.e., authentic leadership, hope, and creativity. Regression will test the significance of the intercorrelation between the variables and will describe the amount of variance. Reliability and validity will be tested using SPSS.

Results and Discussion

Table 2 shows the means, standard deviation, and correlations. Correlation matrix pinpoints that authentic leadership has a hugely significant positive correlation with hope ($r =0.231$, $p<0.5$). Likewise, authentic leadership also significantly correlate with work engagement ($r =0.270$, $P<.05$) same as, authentic leadership also positively correlate with creativity ($r =.275$, $p<.05$). Furthermore, positive relationship exists among these variables. Regression analysis was applied for hypothesis testing. Results show that authentic leadership significantly and positively impact employee creativity. The p-value for the beta coefficient of authentic leadership is .000 which is significant at 5% level of significance, and this means the beta coefficient value is 0.275 which is statistically significant. So, hypothesis one is supported by results. The results reveal that there is a positive relation between authentic leadership and creativity. So, H1 is accepted. This study also uses Baron and Kenny’s method (Baron and Kenny, 1986) to check the mediation. So the section enlightened the relationship between authentic leadership and hoped with ($\beta=0.231$, $R$ square=0.53, $P<0.05$) and in the third step when the mediator has added the results are ($\beta=0.217$, $R$ square=0.134, $P<0.05$).So results divulged that direct effect of authentic leadership on employee creativity was ($\beta=0.235$) while adding the mediator hope was ($\beta=0.217$) which indicated that significance level has not changed but the strength has been reduced, so it defines hope partially mediates the relationship between authentic leadership and hope so H2 has been accepted. Furthermore, the test also enlightened the bond between Authentic Leadership and Work Engagement with ($\beta=0.270$, $R$ square=0.73, $P<0.05$) and in the next step when the mediator has added the results are ($\beta=0.176$, $R$ square=0.198, $P<0.05$).So results divulged that the direct effect of authentic leadership on employee creativity behavior
was ($\beta=.235$) while adding the mediator work engagement was ($\beta=.176$) which indicated that the significance level has not changed, but the strength has been reduced, so it shows hope partially mediates the relationship between authentic leadership and hope so H3 has been accepted.

The mediation results for Hope ($\beta=.144$) and work engagement ($\beta=.239$) are described. It indicates that work engagement has high strength, but both mediators partially arbitrate the relationship between authentic leadership and employee creativity.

### Table 2. Correlation Matrix

<table>
<thead>
<tr>
<th></th>
<th>Authentic leadership</th>
<th>Hope</th>
<th>Work Engagement</th>
<th>Creativity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authentic leadership</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hope</td>
<td>.231</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Engagement</td>
<td>.270</td>
<td>.705</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Creativity</td>
<td>.275</td>
<td>.299</td>
<td>.411</td>
<td>1</td>
</tr>
</tbody>
</table>

### Table 3. Regression Analysis Model Summary

<table>
<thead>
<tr>
<th>R-Square</th>
<th>Adjusted R-Square</th>
<th>F-value</th>
<th>P-value (sign)</th>
<th>Independent Variable</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.075</td>
<td>0.072</td>
<td>21.62</td>
<td>.000</td>
<td>Authentic Leadership</td>
<td>Creativity</td>
</tr>
</tbody>
</table>

**Discussion**

Study objective is to determine the effect of authentic leaders on policemen creativity with the mediation role of hope and work engagement. All hypotheses were accepted. There is a need for advancement of authentic leadership theory despite recent advancements in the theoretical understanding of authentic leadership. There is empirical research on authentic leadership and creativity to advance the theory of authentic leadership empirical research on authentic leadership (Edú-Valsnania et al., 2016; Meng and Zhichao, 2015). Several authors have studied authentic leadership in different framework.

Current study findings are consistent with prior studies. Results point out that there are direct relationships between authentic leadership and employee’s creativity. The results of the current study reflect that authentic leadership has a positive effect on creativity as linked with prior studied that demonstrates that authentic leadership is a predictor of creativity (Rego et al., 2012). The outcome of research is also steady with research of (Rego et al., 2014), who has considered and explored the relationship between authentic leadership and creativity. This relationship is also studied by Peterson et al. (2012), according to them authentic leaders lift the positive emotions of the workforce by ensuring positive, helpful, fair and transparent relations which make them more creative.

Moreover, this relationship is tested by Crowell et al. (2008) and Ilies et al. (2005), who suggest that authentic leadership leads to more intrinsically motivated employees which further leads to employee creativity. So, our results are reliable with these studies in which different researchers have studied the association concerning authentic leadership with creativity. The second target of the research is to study the mediating role of hope. Hope direct individuals to challenge the status quo and
continue in the face of challenges essential to creative work (Shalley and Gilson, 2004). If workers realize that their leaders are authentic, they sense unrestricted to uncover snags and bottlenecks in achieving goals, so consequently, the choice of re-concentrating on the goal line is higher and concentrating is some of the greatest vital behaviors designed for hope (Youssef and Luthans, 2007).

Moreover, this relationship was studied by a different researcher, and the results of this study are also consistent with the prior studies. These findings were steady with (Rego et al., 2014) who examined the mediation of hope between authentic leadership and employee creativity. The result of his shows hopes partially mediates the relationship between authentic leadership and creativity. These effects illustrate that authentic leaders somehow force their employees to experience hope, which makes them more creative Avolio et al. (2004). The third target of this research is to study the mediation of work engagement between authentic leadership and creativity. Many researchers have studied the relationship between authentic leadership and work engagement and prior studied shows that authentic leadership leads to work engagement (Hsieh & Wang, 2015). Authentic leaders demonstrate integrity, show sustained performance, build trust and openness, and help followers realize their true potentials these behaviors are likely to enhance the safety dimension of work engagement as identified by Kahn (1990).

Moreover, Police officers work engagement is considered as a critical mediating variable which leads to positive work outcomes as studied by Richardsen et al. (2006). So, the results of this study are aligned with prior researchers. Previous few studies are also conducted on these variables which have tested these variables in a different situation, but in the current study, both variables have been used together.

**Conclusion**

Current study tried to identify how leaders impact on creativity in the police department. Police need a creative idea, procedures and plan to perform their duties. Leaders play a sufficient role in training, supporting and encouraging. Results show that creativity exists in Punjab police of Pakistan. Hiring and developing authentic leaders are the source of creativity. Each dimension of authentic leadership pops up creativity. The results identify that authentic leadership leads to creativity. The police force needs to have a hand of authentic leaders who trust and motivate them. Police leaders should work in collaboration and promote team building among inspectors/sub-inspectors. Leaders strengthen their employees by giving them authorities and providing them complete flexible working culture. It helps to develop their hope and make them engage, leaders, circulate information transparently and adequately. Inspectors/ sub-inspectors keep on trying new strategies to fulfill their plans and daily routine tasks because it gives them a feeling of change in their constant activities and a hand of appreciation from their leaders.

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