The relationship between transformational leadership and employee creativity: The mediating role of empowerment

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A B S T R A C T

This study investigates the relationships between transformational leadership, empowerment, and employee creativity in the hotel sector in Jordan, examining the mediating role of empowerment. A quantitative cross-sectional survey was conducted with a stratified random sample of 300 employees from Jordanian hotels. Data was analyzed using Partial Least Squares Structural Equation Modeling. Findings reveal significant positive direct effects of inspirational motivation and individualized consideration on employee creativity. Empowerment partially mediates the relationships between all transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) and employee creativity, with individualized consideration exhibiting the strongest indirect effect. The study contributes empirical evidence on the mediating role of empowerment in the transformational leadership-creativity relationship, specifically in the hotel sector context. It offers insights for managers on adopting transformational leadership practices and fostering empowerment to promote employee creativity and innovation. This study uniquely examines the relationships between transformational leadership, empowerment, and employee creativity within the Jordanian hotel sector, providing a nuanced understanding of the differential effects of transformational leadership dimensions and the crucial role of empowerment.

1. Introduction

The hospitality industry is the field that incorporates initial and novel options to stay ahead in the market. Among the most crucial determinants of a company's achievement in the Jordanian hotel sector, which is extremely competitive, is the ability to incite employees to be creative. Given the circumstances where you need to furnish fast changing preferences of more demanding visitors, latest technologies and continual innovation, the top hotels in Jordan had to obtain the staff that possess problem solving skills and come up with new ideas. The idea of transformation leadership has become a popular concept to provide the key to the phenomenon of creative workforce empowering individuals in a diverse range of services and industries. Transformational leadership, as conceptualized by Bass and Riggio (2006), encompasses four key dimensions: unrealistic role modeling, infectious motivation, creative stimulation, and personalized service. The transformation of the follower's self-

interest directed towards a shared purpose evolves to the organization's self-interest with creativity and innovation, creating an atmosphere where everyone is driven and motivated. The greatest influence, idealized influence, is the quality of the leader being serving as the role model, the prompting of respect, admiration, and trust among the followers. The party of inspirational motivation addresses itself to the achievements of certain goals impressively and creates an objective of the team members combined with feelings of hope and excitement. Intellectual challenge broadens the horizon of follower minds by making them reconsider assumptions, question the conventional way of thinking, and use creativity in finding solutions. Lastly, personalizing consideration will involve giving individualized attention, noticing individual needs and strengths and fostering the growth of personal (Bass & Avalio, 1994; Ismaeel et al., 2023). Through several studies, there have been positive effects of transformational leadership style on employees' creativity in different contexts that are evident (Khalili, 2016; Mittal & Dhar, 2015; Qu et al., 2015). On the downside, the hospitality sector which could be described as Jordanian context specific has received relatively less attention when it comes to this matter. Sensing the distinctive problems Jordanian hotels encounter, staff demeanor resulting from dealing with diverse cultural perspectives, managing multicultural labor and yet competing favorably with the acclaimed hospitality traditions in this region, leadership that is transformative appears to be of crucial importance. Employee empowerment, a term that describes the act of delegating power and giving autonomy or resources to workers, was suggested as an enhancer in the association between transformational leadership and creativity (Park et al., 2020; Javed et al., 2019a; Zhang & Bartol, 2010). Transformational leaders have an ability to empower followers by means of common vision, similarity of interests, and provision of opportunities aimed at the augmentation of a person's qualities and skills (Avolio et al., 2004). Such a boost can facilitate creativity, since people's natural urge to make progress as well as their creative problem-solving abilities, decision-making skills and willingness to take the appropriate risks increase (Seibert et al., 2011; Zhang & Bartol, 2010). On the one hand, the existing studies render an inconclusive picture of the mediating role of empowerment on the relationship between transformational leadership and employee creativity, especially in the area of hospitality; however, the role of empowerment might act as a mediator of the relationship between transformational leadership and employee creativity, especially in the field of hospitality that reports variation. While one hand group of the researchers have supported the role of depression to heart disease (Gyu Park et al. 2020; Javed et al. 2019b), the other group have reported only partial or non-mediating roles (Jiang et al. 2017; Ren & Zhang 2015). These uncertainties make it essential to do additional studies to establish with accuracy the mechanisms as well as to define boundaries by which this given relationship is controlled particularly in the unique cultural and economic circumstances in the hotels sector of Jordan. There are certain sets of distinctive challenges and observations in the Jordanian hotel industry that could therefore affect the interplay between Transformational leadership, employee empowerment, and creativity to a certain extent. Take for example the aspects of multiculturalism in the workforce, the nation's abundant heritage, and diversity in customers' preferences and needs from different geographies to which some of these leadership styles can be crafted in combination with empowerment to foster creativity. Lastly, the Jordanian tourism industry is a distinctive societal-economic-political environment which demonstrates features such as the regional instability, unpredictable tourism contingencies, and desire for economic diversity. Those contextual characteristics possibly will affect the common leadership, people's practices of empowerment and the behavior of this employee, so that it is required to dig deeper into the issues. Addressing the generated difference and achieving a clear understanding about the role of transformational leadership, empowerment and employee creativity in the Jordanian hotels sector has theoretical and practical implications too. Practically speaking, this research can offer useful insights to hotel managers and personnel overhead at Jordan to create a team of imaginative and innovative workforce capable of adaptability to the changing faces of the industry. Analyzing the types of leadership practices and organizational structure which convey some creative energy, may enable Jordan hoteliers to devise exclusively executed interventions and training programs so that they may succeed and contribute to the country's economics.

2. Literature Review and Theoretical Framework

2.1 Theoretical Framework

The theoretical foundation for the proposed study draws from two complementary theories: Full Range Adaptive Leadership theory by Bass and Riggio (2006) and Empowerment Theory by Conger & Kanungo (1988, Spreitzer, 1995). According to the Full Range of Leadership Approach, transformational leadership style plays a central motivating role to followers who go beyond their self-interest and deliver exceptional performance as the leader models by their behavior and charisma. Both transformational leaders take up the example, give a potent vision, promote creative thinking, and give personal assistants and development opportunities to the ones under them. Creativity and innovation are essential for any organization to succeed. Hence, this form of leadership model is pegged to provide a platform where employees can generate visions that can yield results relevant to the organization (Bass & Avolio, 1994). This theory is complemented by the Empowerment Theory suggesting that empowered individuals can make decisions and are given access to resources enabling an increased motivation and confidence. Thus, they can produce proactive behavior. Empowerment is viewed by the theory of Conger and Kanungo (1988) in terms of the motivational idea of enabling, not transferring decision-making rights from an employee to another. It improves employees' sense of self-efficacy. Spreitzer (1995) proposed that psychological empowerment comprised a multidimensional concept of purpose, competence, autonomy, and control and proposed that psychological empowerment be described as a multidimensional concept encompassing meaning, competence, self-determination, and impact The involvement of two different theories offers a theoretical framework to interpret relation of transformational leadership and employee creativity whereas empowerment might act as an intermittent mediator. Transformational leaders in alignment with

Avolio et al. (2004) power delegation by promoting shared vision and showing followers personal and professional growth. This, in the end, can help make creativity through the development of motivation of the intrinsic, the judgment power and the ability of taking calculated risks (Seibert et al., 2011; Zhang & Bartol, 2010). The research being proposed intends to continue applying the theoretical perspective by looking into the interrelationships of the hotel industry in a culture and economic environment that is specific to the country of Jordan. The interplay between transformational leadership, empowerment, and employee creativity may be influenced by factors such as cultural values, workforce diversity, and industry-specific challenges faced by Jordanian hotels. By incorporating these contextual factors, the study aims to contribute to the generalizability and refinement of existing theories, while also uncovering potential boundary conditions and nuances specific to the Jordanian context.

2.2 Employee Creativity

Employees' creativity is already the central aspect of organizational behavior that is getting a lot of spotlights in today's business climate. In the pursuit of successfully navigating dynamic market conditions businesses find creativity to be an endowment, an enabler, and a competitive advantage in innovation, thus it must be fostered and nurtured from within. Creativity can refer to anything that manifests as the creation of fresh and worthwhile ideas, remedies, or products (Amabile, 1988; Zhou & Hoever, 2014). When it comes to organizational context, employee creativity is about contributing to organizational goals by coming up with new and highly useful ideas or suggestions that amount to the production of new methodologies and processes. This has made it almost commonplace to discover that employee creativity is a key driver of both organizational innovation, problem solving, and overall success (Khalili, 2016; Mittal & Dhar, 2015; Qu et al., 2015). A competency that may be considered a distinctive edge to the creative employees lies in their ability to recognize chances, challenge assumptions that have been known for years, and develop ingenious strategies for resolving the most complex challenges, thus aiding organizations in becoming adaptable and living in a surprising world. Staff willpower may be infiltrated by both personalization and conditions around. To understand the process of creativity at the individual level, there are specific traits that have been found to play a major role in how creativity manifests, for example, characteristics such as cognitive abilities, personality traits, intrinsic motivation, and domain-relevant skills which have been observed to heavily influence creative behavior (Amabile, 1988; Zhou & Hoever, 2014). On the other hand, creativity is not a part of individual features only, but it also develops and manifests through organizational ambiance and leadership behavior. The conditions of the organization including work environment, leadership style and organizational culture may either stimulate or dampen employees' creative thinking abilities. Leadership that is genuine, unique, cognitive assets available for the application and a challenging environment at work where innovativeness and creativity are accepted and encouraged have been indicated as the essential components for employee humanization (Park, et al., 2020; Shalley, & Zhou, 2008; Fraihat et al., 2023b). Additionally, the creativity of employees is not simply a static issue or else it is a dynamic process that entails several stages, such as problem identification, info gathering, idea generating as well as idea evaluation. It emphasizes the role of cognitive, affective, and behavioral components, which are considered in addition to the organizational practices and resources that support them. Recent research has also explored the role of team dynamics and collaboration in facilitating employee creativity (Hülsheger et al., 2009; Somech & Drach-Zahavy, 2013; Alhawamdeh et al., 2024). By fostering open communication, diversity of perspectives, and constructive feedback, teams can serve as catalysts for creative ideation and problem-solving, particularly in complex and multidisciplinary contexts.

2.3 Empowerment

Empowerment is a notion having several dimensions which has a great deal with the area of organizational science and practice. Morally, it means giving people or groups the power to make or unmake the things they do in their working lives and their circumstances at large, and through that, they feel connected to themselves (competence), autonomous, and socially impactful (Conger & Kanungo, 1988; Spreitzer, 1995). As a way of empowering the employees to take a position in organizational practice, managerial techniques include giving authority to workers, providing them with resources as well as training them to take sense of ownership. This method is driven by two assumptions: that with empowered employees, you get more motivation and initiative, and that engaged people are more likely to perform better and be more productive. Psychological empowerment, as conceptualized by Spreitzer (1995), is a multidimensional construct encompassing four key dimensions: significance, feeling mastery, self-control, and autonomy. With convergence, more than cognition, one of the key parts of motivating self-efficacy is the role of meaning, which means the coherence in an individual's values and beliefs with work roles, heightening the sense of importance and purpose. Proficiency is a kind of one's ignorance of the ability to be skillfully performed at the job. It means that autonomous and independent work is trusted by the people, so that they make the work processes and decisions by themselves. Lastly, impact signifies that there are a way people's say can determine the direction where the organization goes and what they need to work on. Different research has shared about the power of empowerment fitness on a single and organizational level. Empowered workers have been proved to show more job satisfaction, higher commitment to the organization as well as more engagement with their work (Gyu Park et al., 2020; Seibert et al., 2011). On the other hand, through a survey of the literature, empowerment has also been related to the improved thinking, creativity, innovation and proactive behavior of employees (Javed et al., 2019a; Zhang & Bartol, 2010). The leadership style, especially the transformational leadership, as well as the preceding quest of empowerment has been understood as an essential factor that impacts leadership (Avolio et al., 2004; Gyu Park et al., 2020). Transformational leaders

are known to empower their followers by promoting a shared vision, fostering a sense of ownership, and providing opportunities for personal and professional growth. This empowerment, in turn, can facilitate creativity by enhancing employees' intrinsic motivation, decision-making abilities, and willingness to take calculated risks (Zhang & Bartol, 2010). However, it is important to note that empowerment is a complex concept, and its effectiveness may be influenced by various contextual factors, such as organizational culture, industry dynamics, and individual characteristics (Seibert et al., 2011; Spreitzer, 2008). For instance, in cultures or organizations with a high-power distance or a hierarchical structure, empowerment practices may face resistance or be perceived as a threat to authority.

2.4 Transformational Leadership

Transformational leaders are a prototype of leaders that have been sufficiently investigated and even recognized in the scientific communities for their powers to inspire and stimulate followers' actions, which facilitate the achievement of remarkable performance. Introduced by Bass (1985) and further developed by Bass and Riggio (2006), transformational leadership is characterized by four key dimensions: importance of social mediation, idea implantation that causes motivation, recognizing individual uniqueness, and allowing people to feel like they belong. Role modeling is the other side of the coin behind influence in which the leader shows faith (or pride, respect, and trust) to her followers who can model after her actions. Such heads are worth taking after they always show to reach and maintain principles, consistency in their actions and doing words, and a definite purpose that affects their teammates. Such impressed and motivated followers by their exemplary demeanor and unfaltering devotion to the values and behaviors normally attributed to transformational leaders (Avolio et al., 2004). The essence of inspirational motivation is moving the team members to pursue a grandiose vision, as well as invigorating their spirit for adventure and working collectively as a unified group. Formatively leaders shape their vision in a way that makes the audience feel right emotionally and value-wise, focusing on a likely, dreamy picture of an ideal future state. Through allegorical vision and tales, they are the followers together in their efforts to go beyond the self-centeredness to view the group's aspirations in the large sense of collective goal (Qu et al., 2015). Intelligent motivation pushes the followers to define how they normally think, be precise as they think, and consider the advanced methods on how to solve problems. Transformational leaders move forward with the creative induction and innovative activities through shoving off the antiquated ways and repurposing problems and allowing other views in. They build an atmosphere where team followers do not have a reason to muzzle their ideas and they have permission to do what will bring in the success of a venture with confidence and no element of fear (Khalili, 2016; Mittal & Dhar, 2015). Personalization implies a high degree of individual input, an attentiveness to separately unique aspects, a focus on the promotion of personal growth. Change leaders not only know this, but they take time to provide guidance and to create a working environment that values the best in each of the followers. They create opportunities for learning and development, delegate tasks that challenge and empower followers, and provide tailored feedback and support (Bass & Riggio, 2006; Javed et al., 2019b). Numerous empirical studies have demonstrated the positive impact of transformational leadership on various organizational outcomes, including employee creativity, innovation, job satisfaction, and organizational commitment (Gyu Park et al., 2020; Herrmann & Felfe, 2014; Jiang et al., 2017). However, it is important to note that the effectiveness of transformational leadership may be influenced by contextual factors, such as organizational culture, industry dynamics, and follower characteristics (Qu et al., 2015; Ren & Zhang, 2015; Zoubi et al., 2023).

3. Hypothesis Development

3.1 Transformational Leadership and Employee Creativity

Several leadership studies have demonstrated that the creative abilities of the employees can be strongly influenced by transformational leadership within different contexts (Khalili 2016; Mittal & Dhar 2015; Qu et al. 2015). To improve the creativity of employees, the four main dimensions of transformational leadership that were proposed include those that would shape an environment where the ideas of employees would flourish. Transformational leadership leads people to act better in accordance with the leaders' virtue and principle through identification, inspiration, and persuasion. By the way, the transformational leaders become role models and excellent communicators to convey the goals and objectives to the followers. This can consequently spark off creative thinking by making the staff search for solutions in a startup manner, unconventional approaches and elevating the self-centered view to a common good (Bass & Riggio, 2006; Javed et al., 2019a). The other mainstream of transformational leadership is the Abraham Maslow's tasks hierarchy is the intellectual stimulation, which directly stimulates the art of creativity by encouraging followers to criticize the assumptions, make critical analysis, and have an open mind to the different approach (Hermann & Felfe, 2014; Qu et al., 2015). The kind of entrepreneurs who bring transformation would make employees feel comfortable and freely provide ideas and take calculated risks without the fear of criticism or punishment. Overall, individualized attention including providing personal care, showing regard to an individual's distinct talent and capacity, and cultivating personal growth can influence an employee's inner drive and self-confidence (Park G. et al., 2020; Mittal & Dhar, 2015). On the basis these theoretical fundamentals and empirically foundations through different study contexts the following hypothetical statement is proposed on.:

H₁: *Transformational leadership, encompassing (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized consideration, significantly and positively influences employee creativity.*

3.2 Transformational Leadership and Empowerment

Transformational leadership is typically described as a theory as well as a practical analogy in relation to the processes of empowerment within organizational structures. Of concern to core dimensions of transformational leadership is the fact that they do not deviate so much from the philosophies of empowerment, which are as well supportive of the belief that there is an environment where workers can handle their tasks by themselves (Avolio et al., 2004; Bass & Riggio, 2006). Leaders who provide creative influence and strong motivation to their followers then the leadership style is termed as transformational. These transformational leaders can infuse feelings of pride, trust, and purpose among the followers. Such behavior creates communion in a way and identity feeling that are key ingredients of empowerment (Gyu Park et al., 2020, and Zhang & Bartol, 2010). Intellectual stimulation, which is a kind of motivation in the sense that it encourages followers to reevaluate the widely-accepted views, to question outlooks, and to embrace the multiple views presented. This corresponds with principles of empowerment, while its building blocks include extending the autonomy and decision-making authority to employees (Seibert et al., 2011; Spreitzer, 1995). Among others, this type of individualized consideration, such as when an individual is treated as an individual with their own needs and skills, and when he or she receives personalized support, can give employees strong feelings of competence and self-determination which might further their self-empowerment (Javed et al., 2019a; Zhang and Bartol, 2010). Extensive numbers of the research prove that the connection between transformational leadership and the dimensions of empowerment like psychological empowerment and structural empowerment are positive relationships (Avolio et al., 2004; Gyu Park et al., 2020; Bouwmans et al., 2017; Hassi, 2019). Based on these theoretical concepts and empirical basis, the research hypothesis described here that:

H₂: *Transformational leadership, encompassing (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized consideration, significantly and positively influence empowerment.*

3.3 Empowerment and Employee Creativity

Empowerment has been recommended as one of the most important tools that transformational leadership has to enlist the creative imagination of employees (Zhang & Bartoli, 2010). Empowerment means to authorize the responsibility, offering autonomy, and to let the employees take on the situation and solve the matters themselves (Conger & Kanungo, 1988; Spreitzer, 1995). Teams or working alone, employees talented and release of their potential enhanced working environment, then, inducing intrinsic motivation, self-confidence, and feeling of ownership. These factors become the steppingstone to creative thinking and problem-solving. Employees with a sense of empowerment feel ownership, confidence, autonomy, and possibly also a profound impact of their work (Spreitzer, 1995). This psychological state draws upon employees' intrinsic motivation, risk-taking ability, and engagement in the process of creative work, thus enabling their performing creative work (Seibert et al., 2011; Zhang & Bartol, 2010). Along with this, empowerment also helps to foster the desire for autonomy and decision-making power for the employees thus acting as a great catalyst as it makes the employees bold enough to explore the new and unashamedly embrace the new ideas and experiment with new approach and also take calculated risks without any fear of repercussions (Javed et al., 2019b; Shalley & Gilson, 20 This situation can carry with it the independence as well as the unlimited opportunity to explore and this might well end in thinking creatively and the accomplishment of certain creative solutions. High numbers of scientific studies have approved the link between empowerment and the creativity of staff bringing forth the findings from different contexts (Gyu-Hyun Park et al., 2020; Javed et al., 2019a; Zhang and Bartol, 2010; Alsakarneh et al., 2023;). While this observation may be right, the relationship between empowerment and employee creativity is a less evident case in the Jordanian hotel market. Following from these theoretical foundations and the empirical evidence, we are going to develop the following hypothesis: Create an affordable sustainable bus rapid transit system with frequent service:

H₃: *Empowerment significantly and positively influences employee creativity.*

3.4 Empowerment as a Mediator

Many researchers have specified the function as an intervening variable for the correlation between transformational leaders and staff's creativity. Zhang and Bartol (2010) have articulated the impact of leadership on an employee's talent, with psychological empowerment, intrinsic motivation, and creative process engagement as mediating variables. The results, based on the data from an assorted group of employees in the US, showed that these representatives including agents, mediators, citizens in the chain of immigration policies that promote, protect, and assist new immigrants in adjusting to a new culture and society. Jhaved an Elt (2019) involved in the moderated mediation analysis for determination of the relationship between the transformational leadership and employee's creativity in the Pakistan banking sector. In other words, their findings showed that psychological empowerment (in between them) was mediating the positive relationship (about them) between transformational leadership and employee creativity and this indirect effect was stronger when employees had higher levels of intrinsic motivation. Gyu Park and co-authors examined the power of psychological empowerment in which leaders lead their organizations to higher well-being and employee engagement levels. Psychological empowerment being a mediator. The endeavor of their study is based on the South Korean sample, and they had the finding that psychological empowerment is the general mediator between empowering leadership and psychological well-being as well as job engagement. Based on these theoretical underpinnings and empirical evidence, the following hypothesis is proposed:

H₄: *Empowerment mediates the relationship between transformational leadership and employee creativity.*

Hence, this study developed the conceptual framework in Figure 1 based on the above evidence

Transformational
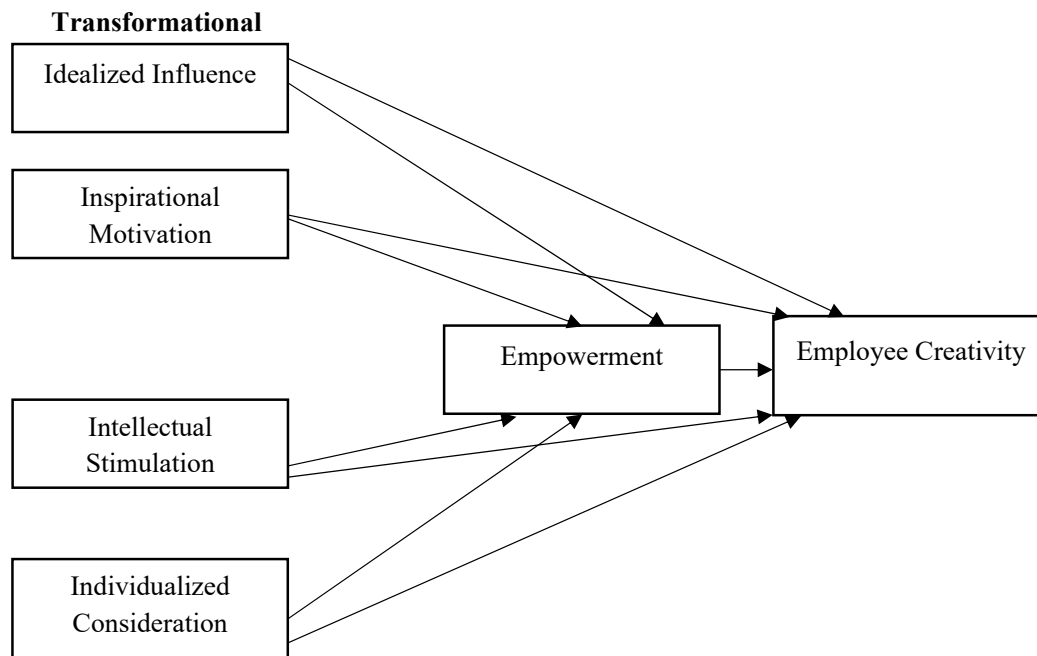
Fig. 1. Conceptual framework

4. Research Methodology

4.1 Research Design

This study employs a quantitative research design using a cross-sectional survey approach. Cross-sectional surveys are appropriate for examining relationships between variables at a specific point in time (Sekaran & Bougie, 2019), making them suitable for investigating the proposed relationships between transformational leadership, empowerment, and employee creativity. The target population for this study were employees working in the hotel sector in Jordan. To ensure a representative sample, a stratified random sampling technique was utilized. The sampling frame was built up from the Jordanian Ministry of Tourism and Antiquities that provides well-detailed data on registered hotels in the country. In this section, the hotels were also stratified based on Star rating (5, 4, and 3 stars) and location (Amman, Petra, Aqaba). In addition, hotels were randomly sampled within the strata, the proportionality of sampling considered for the stratum size. Then, by choice, employees from each selected hotel were given an invitation to participate in the survey after it was sent to them. The sample size was determined by the software (Faul et al., 2009) which is G*Power and was based on multiple factors including according to the proposed model, the desired statistical power as well as anticipated effect sizes. Considering similar studies (e.g., Javed et al., 2019a; Zhang & Bartol, 2010) and PLS-SEM recommended sample size minimum (Hair et al., 2019), we had reason to target 300 respondents. Data collection was done through giving questionnaires to employees in the rooms they are assigned. The questionnaires, which were written in both English and Arabic, were made to help the respondents to use the language, in which they feel the most competent, to respond. Position was voluntary, and the participants were generally informed about the study's purpose, confidentiality, and their right to quit the process whenever they want. Data collection during the survey was conducted for a period of approximately two months, dating from January to February 2024, so that an ample number of responses could be gathered, and reminders sent out. The questionnaire is structured as multiple sections which are used to measure both the essential variables. To ensure measuring the impact in such a diversified sector as hotels in Jordan, we adapted and contextualized the scales taken from literature. The Multifactor Transformational Leadership Questionnaire (TL) developed by Bass and Avolio (1995) used to measure the four dimensions of transformational leadership: idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS), and individualized consideration (IC). Scale has been scaled up and proved with the optimum situations such as the hospitality industry study case (Patiar & Wang, 2020). The psychological empowerment scale developed by Spreitzer (1995) used to measure the four dimensions of empowerment: sense of accomplishment, notation, independence, and significance. This measure can be encountered as the common applied research method by the power researchers (Park et al., 2020; Zhang and Bartol, 2010). We used (design) the (name of the) Scale of Creativity (Zhou and George, 2001) modified to evaluate the level of creativity by (name of the 2) people working in the hotel industry. It has been extensively used for research and validation of this scale acceptable to many studies (Javed et al., 2019b; Mittal & Dhar, 2015). Among advanced analytical models, Structural equation modeling (SEM), particularly

via partial paths least squares (PLSs) were the main data processing method in this study via SmartPLS software (Ringle, S.C., Wende, S. and Becker, J.H., 2015). One of the most popular tools of this SEM type is partial least path squares (PLS-SE). The analysis proceeds in two stages: (1) testing of the validity and reliability of the structural model (the set of constructs), and (2) testing of the hypothesis paths between the unobservable features (the set of constructs) that are set in the structural model. The ethical requirements for such a study following strict guidelines to protect the participant's rights and safety are ensured. Obtained approval from the Institutional Review (IR) board(s) prior to the beginning of data collection. The complete and informed consent of all participants, and they were acquainted with the study purpose, their right to drop out from the investigation at any time, and the ways to protect confidentiality and anonymity. Everything possible would be adopted to ensure anonymity of the patients, there will be no personal identifiers collected, and data being securely stored and accessible only to the research team. Participants are assured that their participation is voluntary and that their decision to participate will not affect their employment status or relationship with their employer. Furthermore, the research team ensures that no deception or coercion is involved in the data collection process.

4.2 Research Findings

To carry out the analysis PLS-SEM (Partial Least Squares Structural Equation Modeling) eventually is used as the measurement model evaluation is considered. Fig. 1 displays the measurement model evaluation results.

Table 1
Factor Loading, CA, AVE, CR

Constructs	Factor Loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Empowerment		**0.884**	**0.889**	**0.916**	**0.686**
E1	0.782				
E2	0.713				
E3	0.699				
E4	0.729				
E5	0.722				
E6	0.728				
Employees Creativity		**0.824**	**0.826**	**0.872**	**0.532**
EC1	0.780				
EC2	0.886				
EC3	0.878				
EC4	0.815				
EC5	0.775				
Individualized Consideration		**0.861**	**0.886**	**0.896**	**0.590**
IC1	0.747				
IC2	0.805				
IC3	0.834				
IC4	0.802				
IC5	0.776				
IC6	0.627				
Idealized Influence		**0.886**	**0.889**	**0.917**	**0.688**
II1	0.865				
II2	0.814				
II3	0.884				
II4	0.850				
II5	0.726				
Inspirational Motivation		**0.809**	**0.885**	**0.845**	**0.522**
IM1	0.705				
IM2	0.718				
IM3	0.681				
IM4	0.771				
IM5	0.736				
Intellectual Stimulation		**0.840**	**0.854**	**0.881**	**0.553**
IS1	0.801				
IS2	0.746				
IS3	0.807				
IS4	0.738				
IS5	0.690				
IS6	0.667				

The reliability and validity of input constructs related to research study will be rechecked through measurement model assessment. The factor loadings conform to the degree to which each product (the indicator) correlates with their underlying construct. The loadings in most cases exceeding 0.6 aver higher than that embedded in our items confirm that our construct is reliably being measured (Hair et al., 2019). The table above, most of the factor loadings exceed the sufficient cut-point of 0.6. Yet, these values are nevertheless still near the threshold, and their presence or absence of them must be decided from a perspective of the composite reliability and AVE consequences. Cronbach's alpha or alpha coefficient is one of the measures

of internal consistency reliability with the threshold above 0.7 considered to be acceptable (Hair et al., 2019). Cronbach's alpha value of all constructs reaches the minimum recommended value of 0.7, ranging from 0.809 for Inspiration to 0.886 for the Idealized Influence. Hence, these measures demonstrate a strong internal consistency. Another indicator of the inside consistency reliability is composite reliability with values more than 0.7 considered as an acceptable standard (Hair et al., 2019). The table demonstrates the fact that all constructs including the Inspirational Motivation attained relatively higher composite reliability values (rho_c) of which the range is between 0.845 and 0.917 above the advised threshold, therefore, confirming that the measurement model is reliable. AVE stands for the average variance extracted that signifies the measure variance derived out of the attribute specific to the other measure error of the construct (Hair et al., 2019). The threshold for the AVE is taking a value above 0.5 which is accepted, meaning the construct explained just half of the variance of its indicators, while the value below 0.5 is unacceptable under the circumstances. The table displays all constructs including items of AVE higher than the recommended threshold of 0.5, the numbers vary from the 0.522 (Inspirational Motivation) to the 0.688 (Idealized Influence), showing good convergent validity.

The measurement model evaluation result is put on Table 2 and Table 3, which are designed to test the discriminant validity in Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis. The discriminant validity assessment is a critical method to assure the reliability and evaluation of the measurement model. Discriminant validity is also very important because the construct is assured to be completely different from the other constructs or concepts in the model. Table 2 summarizes the HTMT values, one of the measurements used as an indicator of discriminant validity. The results should be below the threshold of 0.85 (Henseler et al., 2015) or 0.90 (Gold et al., 2001). Among the metrics, Hetrodiagonal eta squared, and a Product-Moment Correlation Coefficient might provide the best conclusions for the relationship between the values. In that table, all humanistic technology management (HTMT) values are situated below the recommended thresholds, varying from 0.534 (between Empowerment and coaching Climate) to 0.759 (between Empowerment and Equitable Consideration). This implies then that the constructs of the model are distinct, and they measure separate conceptual characteristics.

Table 2
Heterotrait-Monotrait Ratio

Constructs	Employees Creativity	Empowerment	Idealized Influence	Individualized Consideration	Inspirational Motivation	Intellectual Stimulation
Employees Creativity						
Empowerment	0.742					
Idealized Influence	0.702	0.724				
Individualized Consideration	0.743	0.759	0.727			
Inspirational Motivation	0.595	0.534	0.688	0.660		
Intellectual Stimulation	0.614	0.740	0.663	0.652	0.699	

Table 3 illustrates the Fornell-Larcker criterion, a specific checklist for application to the discriminant validity test. Under this criterion, the square root of AVE Average Annual Variance Extracted (A) should be higher than that of all others (Fornell & de Larcker, 1981). This table again presents higher average shared variance with constructs other than all concepts depicted in bold the diagonal, which also provides additional evidence for discriminant validity. As another example, the square root of the AVE is lager for Employee Creativity (root of 0.828) than its correlations with Empowerment (0.625), Idealized Influence (0.631), Individualized Consideration (0.577), Inspirational Motivation (0.658) and Intellectual Stimulation (0 These interrelations concern in general all constructs showing, by comparison, a greater association with their own indicators than with the ones of other constructs of the model.

Table 3
Fornell-Lacker Criterion

Constructs	Employees _Creativity	Empowerment	Idealized Influence	Individualized Consideration	Inspirational Motivation	Intellectual Stimulation
Employees Creativity	**0.828**					
Empowerment	0.625	**0.729**				
Idealized Influence	0.631	0.53	**0.83**			
Individualized Consideration	0.577	0.665	0.612	**0.768**		
Inspirational Motivation	0.658	0.527	0.705	0.631	**0.723**	
Intellectual Stimulation	0.61	0.65	0.624	0.588	0.647	**0.743**

Table 4 shows the results of a principal component analysis (PCA) for assessing common method bias. PCA is a statistical technique used to identify the underlying dimensions or components within a set of variables. In this case, it is employed to detect the presence of a single dominant factor that might indicate method bias, where the responses are influenced more by the measurement method than the constructs being measured. The table displays the eigenvalues, the percentage of variance explained, and the cumulative percentage of variance explained for each component extracted. The first component has an eigenvalue of 16.365, accounting for 49.592% of the total variance. This substantial percentage of variance explained by the first component may suggest the presence of common method bias (Podsakoff et al., 2003; Liang et al., 2007; Williams et al., 2010).

Table 4
Common Method Bias

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.365	49.592	49.592	16.365	49.592	49.592	7.381	22.365	22.365
2	3.098	9.389	58.981	3.098	9.389	58.981	4.910	14.880	37.245
3	1.386	4.200	63.181	1.386	4.200	63.181	4.879	14.785	52.030
4	1.102	3.338	66.519	1.102	3.338	66.519	3.218	9.752	61.782
5	.785	2.378	68.898	.785	2.378	68.898	1.955	5.925	67.707
6	.751	2.276	71.174	.751	2.276	71.174	1.144	3.467	71.174

4.3 Structural Results

Table 5 presents the structural path coefficient results, which examine the relationships between various factors and their effects on employees' creativity and empowerment. The coefficients (Beta) represent the strength and direction of the relationships, while the t-statistics and p-values indicate the statistical significance of these relationships. Starting with the direct effects on employees' creativity, inspirational motivation ($\beta = 0.186$, $p < 0.001$) and individualized consideration ($\beta = 0.337$, $p < 0.001$) from the transformational leadership dimensions have significant positive effects. This suggests that leaders who inspire and motivate their followers, as well as consider their individual needs and abilities, can significantly enhance employees' creativity. However, intellectual stimulation ($\beta = 0.039$, $p = 0.452$) does not have a significant direct effect on employees' creativity in this study. Empowerment ($\beta = 0.319$, $p < 0.001$) also has a strong positive effect on employees' creativity, indicating that empowering employees and giving them autonomy and decision-making power can foster their creativity. Regarding the effects on empowerment, all four transformational leadership dimensions have significant positive effects. Individualized consideration ($\beta = 0.327$, $p < 0.001$) has the strongest effect, followed by intellectual stimulation ($\beta = 0.162$, $p = 0.007$), idealized influence ($\beta = 0.156$, $p = 0.005$), and inspirational motivation ($\beta = 0.106$, $p = 0.008$). This suggests that transformational leaders who exhibit charisma, provide intellectual stimulation, consider individual differences, and inspire their followers can effectively empower their employees. These findings are consistent with previous research on the positive impact of transformational leadership on employee creativity and empowerment (e.g., Gumusluoğlu & Ilsev, 2009; Pradhan et al., 2017). Transformational leaders create an environment that encourages creative thinking, promotes psychological empowerment, and fosters a sense of ownership and commitment among employees (Gyu Park et al., 2017).

Table 5
Structural Path Coefficient Results

| Ptah Analysis	Beta	STDE	T	P
Idealized Influence → Employees Creativity	0.09	0.041	2.269	0.023
Inspirational Motivation → Employees Creativity	0.18	0.026	7.156	0.000
Intellectual Stimulation → Employees Creativity	0.03	0.052	0.753	0.452
Individualized Consideration → Employees	0.33	0.051	6.65	0.000
Idealized Influence → Empowerment	0.15	0.056	2.792	0.005
Inspirational Motivation → Empowerment	0.10	0.04	2.654	0.008
Intellectual Stimulation → Empowerment	0.16	0.06	2.697	0.007
Individualized Consideration → Empowerment	0.32	0.057	5.748	0.000
Empowerment → Employees Creativity	0.31	0.028	11.538	0.000
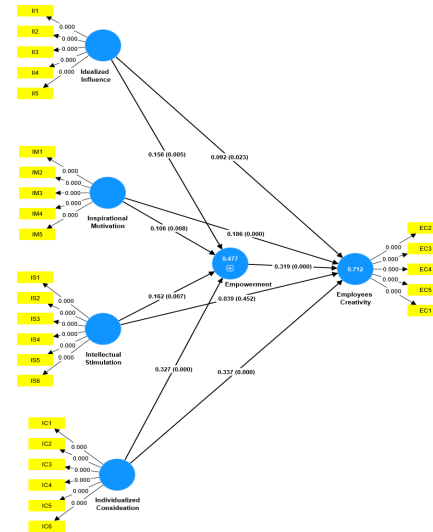
Fig. 2. Graphical Results

The findings in Table 6 indicate that empowerment completely mediates relationships between dependent variables and employees' creativity. Idealized influence ($\beta = 0.050$, $p = 0.004$), inspirational motivation ($\beta = 0.034$, $p = 0.012$), intellectual stimulation ($\beta = 0.052$, $p = 0.010$), and individualized consideration ($\beta = 0.104$, $p < 0.001$) all have significant positive indirect effects on employees' creativity through empowerment. It indicates that creating a team that can freely express and show their creativity can be achieved through the directing of employees as well as by providing them with utmost empowerment. The greatest divergent impact is seen in the case of individualized consideration. This clearly depicts that the leaders who are receptive to the individual abilities and needs of their personnel tend to generate a great deal of employees' creativity by providing them with the necessary empowerment. The result of this research is in line with previous findings that show the crucial role of autonomous consideration both as a tool of employee empowerment and as a tool of creativity (Qu et al., 2015;

Kalaluhi, 2013). The mediation results underscore the crucial role of empowerment in translating the positive effects of transformational leadership into enhanced employee creativity. Transformational leaders create an environment that promotes psychological empowerment, which in turn facilitates creative thinking and behaviors among employees (Dust et al., 2014; Javed et al., 2019a).

Table 6
Mediation Results using Indirect Effect

Ptah Analysis	Beta	STDEV	T statistics	P values
Idealized Influence → Empowerment → Employees Creativity	0.050	0.017	2.914	0.004
Inspirational Motivation → Empowerment → Employees Creativity	0.034	0.013	2.513	0.012
Intellectual Stimulation → Empowerment → Employees _Creativity	0.052	0.02	2.589	0.010
Individualized Consideration → Empowerment →Employees Creativity	0.104	0.021	4.937	0.000

5. Discussion

The output manifests the research findings regarding the correlation between the transformational leadership indicators and the employee creativity with the case study involving the hotel sector in Jordan. Effective leadership, which comprises attracting as well as emphasizing employees' potential, motivating them, and treating them differently, results in a satisfactory level of the employees' creativity. Meanwhile, cognitive stimulation does not have a significant impact on employees' creativity. The findings on that of winds in strength, inspiration as motivation and regard as a person in any work crew are like in other studies in various settings (Khalili, 2016; Qu et al., 2015). The above-mentioned results reveal that the leaders operating in the Jordanian hotel sector have transformational leadership styles which are charismatic in nature, and they innovate, they inspire, and they motivate their followers. Consequently, these leaders focus on individual needs and abilities and can significantly enhance employee creativity. First, the leaders in this world take before their subordinates as those whom the followers shall be eager to emulate in life thus instilling pride and gaining the following of their believer's respect and trust. Through those types of presentations, transformation leaders are very capable of developing identification and commitment and, moreover, employees will start thinking as groups and will be ready to embrace new challenges. Communicative inspiration means delivering the vision powerfully and having confidence with the followers and creating high expectations for them. When managers know how to inspire and motivate their human resources, they can bring into both employees' minds the tendency to be creative and active in thinking up new ideas and solutions in an open-minded way, which is imperative. Individualized consideration means that leaders should recognize and deal separately with the different situations of individual followers and to take personal interest in them by giving them personalized assistance. The environment might become better as transformational leaders pay particular attention to the needs and abilities of the individuals. It results in creation of a safe ground that is self-efficacy and confident, thus workers feel enabled to use their creativity without fear. On the flip side, the insignificant direct effect of intellectual stimulation on employee creativity in the Jordanian hotel sector presents another fact to ponder on. German development would be through the process of intellectual challenges which entail making people think outside the box, approach problems differently, and think critically. Conclusively, a major drawback of leadership behavior that stimulates creativity as reported in few studies (Gong, 2009) could be since its effects in workforces in the Jordanian hotel industry are context-specific or that other factors act as mediators. This could be explained by some aspects that we are sharing, for example cultural dissimilarities, organizational dynamics or, the conditions of Jordan's hotel industry. For instance, an organization that has a tremendous hierarchical structure and traditional management practices may barely help intellectual stimulation achieve its role of facilitating the creative thinking of employees. Along those lines, intellectual stimulation as well can be indirect or mediated by factors such as psychological empowerment, creative self-efficacy, and organizational support in creativity (Mittal & Dhar, 2015; Javed et al., 2019b). Future studies can look at possible amount and frequency of the intellectual stimulation as well as factors such as desire and talents of the individual employees that may explain the insignificant impact of intellectual stimulation on creativity in the Jordanian hospitality sector.

The findings show that such four traits of transformational leadership as idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation have a positive and significant impact on empowerment in the hotel business Jordan. The results from this study correspond with other research that has demonstrated transformational leadership as one of the core factors, which is responsible for empowerment of the employees in a wide range of contexts (Pradhan et al., 2017; Dust et al., 2014). Historically influential management with a position of role modeling, inspiring respect and trust, that will give employees in the hotel sector a feeling of empowerment in the Jordanian. Charismatic attributes and becoming exemplary figures are the tools through which transformational leaders lead employees to grasp their responsibilities, push themselves beyond conventional positions to feel significantly empowered and consequently be up to the task of contributing to organizational goals. The inspirational motivation, for example, can be illustrated by the process of articulating a vision and casting the future in a convincing way or by communicating the high expectations, this can also help in employee empowerment. Empowering leaders who inspire and encourage can make employees feel joint duty and deep concern and at the same time they can provide a boost to their intrinsic motivation and internal faculties which submit them for the additional responsibilities and challenges. Group-specific consideration is a phenomenon which implies determining and considering various specificities of each individual such as offering everyone person-to-person listening, support and care is the leader's fundamental tool for empowering his followers. By addressing unique individual requirements and skills, transformational

leaders create an atmosphere which cultivates trust, respect and the psychological sense of security, and as a result, employees are more likely to freely express their opinions as well as bring up innovative ideas, to take risks, and to get involved in decision making processes. However, an equally interesting finding is that intellectual stimulation, which incorporates steps which challenge followers' thinking by asking them to problem solve new ways or approach their assumptions, leads to high empowerment, at least in the case of the Jordanian hotel sector. Rather than following the old way, transformational leaders use critical-thinking skills and to nurture their employees to be bold to think in different ways, come up with innovative solutions, and perceive themselves as the problem owners. These results emphasize how significant a leadership transformation represents in the creation of an empowering private working environment in the hotel sector in Jordan. To provide a role model of exemplary behavior, encourage aspirational and inspiring motivation, create an environment of value-added services, and propose intellectual stimulation, a transformational leader can foster empowerment in his employees whose impact can be felt at individual, group, and organizational levels, in their creativity, their innovation and general performance. Yet, one must always keep in mind the idiosyncrasy of the local cultural environment and organization when one does the interpretation and application of this data. Transformational leadership is used to enhance the effectiveness of Jordan's hotel management to empower employees. The sector, which has its unique strengths, proves to be a basis that helps in staff empowerment. Second, the mediation or moderation of transformational leadership dimensions on empowerment could be investigated by other organizational or individual factors and they play a crucial role which necessitate the attention of the researcher in future research.

The mediation is also an important way of knowing the part played by empowerment in the transformation of the dimensions of the transformational leadership to employee creativity. The analysis shows that empowerment cannot account for the connections between idealized influence, inspirational motivation, intellectual stimulation, individualized attention, and employee behaviors that promote creativity in full. The substantial particular direct outcomes found to be connected with all four dimensions of transformational leadership illustrate that empowering employees is the key lever that transformational leaders can use to create a more innovative atmosphere in an organization. Psychological empowerment as an outcome of transformational leadership is a factor that reinforces a workforce that accepts responsibility, makes decisions, and is engrossed in the search for innovative solutions and insights. Individualized consideration will state the most obvious indirect effect, the importance of individual needs and abilities that can all be practiced in an empowerment atmosphere that will help increase employee creativity. Leaders that maintain individualized consideration will have the ability to understand and bring support to their subordinates, while arousing the confidence that makes the employees channel their creative intuition to work more freely. These data are in accordance with the other studies underlining the mediating effect of the empowerment enabled by transformational leadership for the performance indicators – namely creativity and innovation (Dust et al., 2014; Javed et al., 2019a). Visionary leaders inspire their followers not only by giving them the autonomy and authority to make decisions but also the resources needed to succeed. It is crucial that the creative individuals who are involved in such an endeavor will have the motivation from within and the sense of ownership to do well with the opportunity they have been given. That is to say, the outcomes suggest that the transformational leadership's effect to promote employees' creativity is not only via their direct impact but also by means of their empowerment of the employees. It means that enablement is an instrument for the conversion of the transformational leader behaviors into more creativity in employees.

6. Implication of the Study

The study findings provide critical information to industry managers who are in the lodging service. Through embracing transformational leadership, managers can provide their team members with the appropriate tools to prevail in the workplace and this ultimately induces the uptake of creative thinking and innovativeness. First employees should be shown the path to excellent management through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration for growth into confident members of the team. This work adds to the existing horizon of knowledge through the quality of analysis it offers on the connections between transformational management practices, empowerment, and innovation in the hotel industry. The study reiterates the meaning of power as the signal channel via which a transformational leader influences employee inventiveness. Lastly, the data brings to light the specific modes of actions of individual transformational leadership features, hence underlining the complexity of the relationship between their impact on empowerment as well as creativity. The study itself contains several practical implications for business, especially service industry as for example hotels. Through showing the manner of transformational leadership as well as by creating enabling work conditions, hotels can develop their employees' creativity, which ultimately results in better quality of service, genuine customer pleasure and strong organizational success. One of the strategies may be setting up leadership development programs, employee empowerment initiatives and constructing an organizational culture that is supportive, fosters creativity and innovation. In terms of the social perspective, the social aspects of the study go way beyond the organizational benefits. Transformational leadership can provide a platform which allows for employee creativity and empowerment and contributes without a doubt to the well-being and job satisfaction of each employee. An employee who is fully enabled and creative is most probably to have a sense of purpose, of seeking motivation as well as fulfillment of his role in society. Hence, these are some of the benefits that employees and society at large will encounter. Furthermore, together with innovative services in the hotel industry, an enjoyment greater in tourism can be achieved, positive development in the sense of local economies and culture as well.

7. Limitations and Future Studies Recommendation

The research design of this study was based on a cross-sectional approach, and as a result, the data was collected at one singular moment. Though this is the case where the relation between variables is disclosed, this approach does not address the issue of changes or impact throughout time. Longitudinal and experimental research studies could be more useful in these investigations to observe the mechanisms through which the relationships develop and how the directionality can be established with higher confidence. The data for this study was collected using self-administered questionnaires where there is the possibility of common-method variance and conditions of social desirability. It may be that respondents answered according to what they think is a socially desirable perception of how an organization might be looking for answers, because of which the accuracy of the responses got affected. With reference to conducting this study further, there will be a need to avail other sources of data including supervisor ratings and objective measures of creativity and performance to compensate for the biases that would come up. Investigation was carried on within the Jordanian hotel sector. Hence, the findings of this study may be quite culture specific and therefore restricted to other regions and cultures. A degree of effectiveness of transformational leadership facets, empowerment, and creativity depends on cultural aspects under consideration, organizational contexts, and types of business. The next steps for the research should be to include a replication of that study in culturally and organizationally diverse settings to extend the generalizability of the results. Not taking into account all possible moderating variants was the primary but essential limitation of the current study as it was focused on the mediating role of empowerment in relation to the link between transformational leadership and employee creativity. Among these variables could moderators such as organizational culture, job characteristics, or individual differences be included which would add further depth to the interrelations under study. To deepen the understanding of the role, mechanisms, and processes that these leaders are involved in, qualitative approaches are the tool of prospective research. Such as interviewing different people or observation study to cover the diverse angles and the territorial part that may be hidden through only quantitative methods. As cultural variations can significantly influence leadership styles, empowerment, and creativity, future research could conduct cross-cultural comparisons to identify similarities and differences across various cultural contexts. Such studies could provide valuable insights into the transferability and adaptability of transformational leadership practices in fostering empowerment and creativity across diverse cultural settings. Longitudinal studies could be conducted to examine the long-term effects of transformational leadership and empowerment on employee creativity and organizational outcomes. By tracking changes over time, researchers could gain a better understanding of the dynamic relationships between these variables and identify potential lagged effects or temporal patterns.

8. Conclusion

This research paper probed into the linkages traced from the transformational leadership, empowerment, and employee creativity in the hospitality and tourism sector in Jordan. The results really give indicators that are clear on how much transformational leadership can help employees to be creative and in the longer run growth through empowerment. The results establish that the pioneering impact which was, furthermore, the personalized concern of the transformational leadership dimensions have meaningful direct effects on employees' [here "employees" seems preferable creativity. By motivating and making followers positive, leaders who treat the needs and capabilities of their followers as individuals can significantly increase creativity among people who work. Nevertheless, an explicit influence of the intellectual stimulation on employee creativity could not be found in this study that seems to support the suggestion of the context as important. Empowerment was found to be a significant mediating factor which interacts reciprocally with the leadership qualities, and in turn influences workers' creativity It is shown further that Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration all have positive, indirect effects through empowerment on employee creativity. Therefore, this result highlights the essential nature of enabling harm for transformation of innovation in a creative mind of an employee to the positive impact of bringing effect toward the leadership. The most obvious effect was individualized consideration which means that when leaders who have got the right knowledge and emotional intelligence to understand the different individual needs of their subordinates and how to motivate them in their creative activities, they can significantly exceed the possibilities for individual creativity. By doing that it is just concurrent with the prior studies involving personal aspects when fostering employee innovation and creativity.

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