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TECHNOLOGY, ISLAMABAD



**Effect of Temporal Leadership on  
Creative Performance with  
Mediating Role of Identification  
with Leader and Moderating Role  
of Leader Mindfulness**

by

**Ayesha Shakill**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

Faculty of Management & Social Sciences  
Department of Management Sciences

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*This thesis is dedicated to my parents.*



## CERTIFICATE OF APPROVAL

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## *Abstract*

The main purpose of current study is to study relationship between temporal leadership and creative performance with mediating role of identification with leader and moderating role of leader mindfulness. The data were collected from employees working in various organizations across Pakistan. The findings of this study establish that temporal leadership has a positive relationship with creative performance while identification with leader acts as a mediator. Contrary to expectations the moderating role of leader mindfulness is not established. Implications, limitations and future directions are also discussed.

**Keywords:** Temporal Leadership, Identification with leader, Leader Mindfulness, Creative performance



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# Abbreviations

<b>LMX</b>	Leader Member Exchange
<b>SET</b>	Social Exchange Theory
<b>CFA</b>	Confirmatory Factor Analysis
<b>DV</b>	Dependent Variable
<b>IV</b>	Independent Variable
<b>CFI</b>	Comparative Fit Index
<b>GFI</b>	Goodness Fit Index
<b>ANOVA</b>	Analysis of Variance
<b>RMSEA</b>	Root Mean Square Error of Approximation
<b>SPSS</b>	Statistical Package Social Science

# Chapter 1

## Introduction

### 1.1 Background of the Study

The nature of work has dramatically changed and creativity is required at every level in the organizations (Shelley, Gilson, & Blum, 2009). There can be no business prospects without novel thoughts (Jaiswal & Dhar, 2015). Organizations persistently strive to promote innovation and innovative ideas which are valuable (Cermeli, Gelbard, & Reiter, 2013). At organizational level, creativity results in the achievement of organizational objectives (Gaggioli, Mazzoni, Milani & Riva, 2015).

Organizations constantly strive to promote creative behaviors by offering various forms of rewards (Malik, Butt, & Choi, 2015). However, only extrinsic rewards cannot ensure creativity at workplace, since it is intrinsic in nature (Lucas & Nordgren, 2015). Various empirical studies reported that creativity is linked with diverse antecedents (Lucas & Nordgren, 2015) which includes individual and situational factors (Hon, 2012).

One of the key promoters of creativity at workplace is leadership (Williams & Foti, 2011). Studies suggest that leadership style acts as a tool to enhance creativity at workplace (Shalley, Zhou, & Oldham, 2004). We find different terminologies like creative leadership, leading for creativity and innovation which signify the role of leadership in promoting creativity (Mainemelis & Epitropaki, 2015). Transformational leadership is a major indicator of worker creativity (Wang et al.

2013). Its leadership that makes a difference and promotes creativity at workplace (Halbesleben, Novicevic, Harvey, & Buckley, 2003).

Leadership is considered vital aspect in the work environment for employees (Oldham & Cummings, 1996) linked with worker creativity (George & Zhou, 2007; Shin & Zhou, 2003; Shalley & Gilson, 2004). If we specifically look at the types of leadership and their relationship with creativity transformational leaders with their intellectual motivation established the expectancy for creativity and act as inspirational personality for employees, and with his charismatic and inspirational ability shows more empathy, deliberation and support for workers through which employee shows more creativity (Gong, Huang, & Farh, 2009). Supervisory support is also vital for employee creative performance since leaders can make strong effect on employee creativity (Shelly & Gilson, 2004).

Task related support of leader keeping or improving procedures that gave help for achieving the tasks i.e. set standards for task performance, clarifying role prospects, establishing of resources, activities arranging information and problem solving is helpful in achieving creative performance. Moreover, relations support of leader such as understanding the concerns of employees, motivation, help, and trust is also linked with enhancing employee creativity (Cheung, & Wong, 2011). To be more creative, leadership must play an essential role in development, motivating and helping for creativity. Leaders must focus on the structure and climate of the organization and maintain the practices of human resource such as resources, rewards, goals and anticipated evaluations so that creative ideas and novelty occur in workplace, therefor leader must provide appropriate support to employees for maintaining creativity (Shelly & Gilson, 2004).

There are certain dimensions of leadership which emerged in last few years and gained attention in numerous studies. One of these linked with time is commonly referred to as temporal leadership (Lord & Dinh, 2014) having roots in deciding about strategies which are time based and are meant to fully utilize the contingencies associated with time (McGrath & Rotchford, 1983). Time pressure is used for assessment of the task environment (Maruping, Venkatesh, Thatcher, & Patel, 2015) and earlier studies suggest that task oriented leadership takes into account



time pressures and procedures (Casimir, 2001). Tempo can be constant or it might change acknowledgment, by a supervisor or leader, of altering tempo is basic for the guidance of innovative plans, as variations in tempo are basic for the assistance of the creative procedure. Previous studies also explored the part of time in the link between CEO pay and enhance novelty in high technical organization (Balkin, Markman, & Gomez-Mejia, 2000). Temporal leadership helps in making dynamic strategies which helps an organization to gain sustainable competitive advantage (Halbesleben et al. 2003). Temporal leadership also improves team performance (Mohammed & Nadkarni, 2011). Since successful teams success is largely linked with to work under intense time pressure (Chai & Rutte, 2011). The temporal leadership allows teams to utilize time related pressure as resource to enhance performance (Maruping & Venkatesh, 2015). One shared characteristic after investigations of time pressure is that it influences performance through its effect on colleagues associated activities that is, synchronization and sequencing of tasks in between their colleagues that is essential for teams to fulfill their objects (Maruping & Venkatesh, 2015). At organizational level higher organizational efficiency is related with making decisions faster (Eisenhardt, 1989). Temporal leadership has ability to adoptive enhanced forecasts about future choices with scheduling activities (e.g. schedules, time-based reminders, interim milestones) that are meant at anticipating a person for the future (Bluedorn & Denhardt, 1998).

Most of previous studies have explored significant association in between team performance and time pressure. Team temporal leadership turns teams for dealing the time-based aspects in the workplace. Team temporal leader empower their members to use time pressure as challenge for accomplishment of tasks rather than use a discourager (Maruping, Venkatesh, thatcher & Patel, 2015). In an organized mechanism temporal leadership can support decrease the issues and increase the benefits related with temporal diversity (Ancona, Goodman, Lawrence, & Tushman, 2001).

Timeliness is an essential predictor of performance in the work environment and leadership is very important to motivate and help employees for fulfilling tasks according to the external deadlines, temporal leader is a strong antecedent of

employee, team and organization performance (Mohammad & Alipour, 2014). Temporal leadership is also positively making effect on shared temporal cognition, a common understanding of time based facts at the dyadic and team level (Gevers, van Eerde, & Rutte, 2009). According to the study, CEO temporal leadership behavior effectively manage the temporal facts of top management teams actions or doings (Chen & Nadkarni, 2017).

As the global environment change worldwide business competition increase because of huge time pressure and complexity so there is need to give creativity, innovativeness, and novel responsiveness to various problems. Leader must have the awareness of temporal complexity, it may take innovation and creativity in workplace (Halbesleben et al. 2003). Temporal leader give clarity about goals toward employees in order to focus on the importance of fulfilling the deadlines in specified time period so that successful tasks can achieved. Moreover, temporal leader motivates and encourages employees to focus on the tasks earlier so that time pressure decreases and employees perform their tasks effectively (Gevers & Demerouti, 2013). Therefore motivation of temporal leader regarding task and deadlines fulfilment is very important factor for achieving employee creativity.

Leaders have a critical role managing the appropriate balance in between skills and challenges also when it comes to time (Shalley & Gilson, 2004). However no previous study, is available which integrate the temporal complexity link with leadership and how this integration lead to organizational innovation (Halbesleben et al. 2003). According to one more study there is need to study the link in between temporal leader and employees outcomes, as leader temporal reminder can also play essential role for shaping the consequences of workers in the workplace has been suggested an area where no previously study have conduct (Gevers & Demerouti, 2013). We found no study previously in which temporal leadership used as antecedent of creative performance so, there is need to study how temporal leader behavior enhance creative outcomes in the workplace.

## 1.2 Gap Analysis

Recent studies call to examine outcomes of temporal leadership like decision making and problem solving (Chen & Nadkarni, 2017). Another study stressed for examining its role on persons regulatory focus and one important topic that has not been sufficiently explored is leadership and its link with creativity (Halbesleben, Novicevic, Harvey, & Buckley, 2003). Moreover, it is vital to find the role of leaders for inspiring workers for creativity. Most of the time leaders say that they like the employees who are more creative and gave innovativeness in workplace but, still it is not clear how leaders motivate employees for their creative performance (Shalley & Gilson, 2004). Hence in response to these recent calls, we try to link a unique dimension of leadership i.e. temporal leadership with creativity, which so far has received limited attention in extant literature.

In addition, the mechanism we use identification with leader as an explanatory mechanism to link temporal leadership with creativity (Kark & Shamir, 2013). This study considers the role of identification as a means through which creativity is achieved.

Time related pressure also create hurdles for mindful leader to distribute their resources in the behavior of leadership. For future research recommend to explore the role of leader mindfulness in the context of workplace (Pinck & Sonnentag, 2018). Moreover, very few scholars have studied the role of a state of present moment awareness in forecasting responses to every day stress (Donald, Atkins, Parker, Christie, & Ryan, 2016). It is important, examine the mindfulness in which it offers an alternate way to negotiate in difficult situations (Good, Lyddy, Glomb, Bono, Brown, Duffy & Lazar, 2016). Based on these calls, in this study, moderating role of mindfulness is being examined to strengthen the theoretical debate linking temporal leadership with creativity.

### 1.3 Problem Statement

There are excess of studies which examined various forms of leadership with creativity, from transformational leadership to authentic leadership in past 30 years. However, these dimensions of leadership either fall under traits or behaviors. Only few studies available on, that how time pressures on leader in form of temporal leadership can affect creative performance of employees. This issue is serious as the biggest challenge for leadership is optimal utilization of time to make choices which are beneficial for the organizations. By addressing this problem, the present study tends to solve this puzzle.

The debate remains incomplete unless we do not find when and how temporal leadership affects creative performance. For this identification with leader is taken as an explanatory path which tries to offer a mean end relationship in presence of mindfulness. And finally, the context of study is unique, since we find limited studies in extant literature which consider non-US/ Western context to study leadership. This problem is being addressed by taking a unique context of Pakistan.

### 1.4 Research Question

Based on the expressed issues, the present examination is intended to discover answers for a few inquiries, brief summary of the inquiries is as per the following.

**Q.1** Whether the temporal leadership influences creative performance?

**Q.2** Whether the temporal leadership increase employee creative performance?

**Q.3** Whether there is mediating mechanism of identification with leadership in between temporal leadership and creative performance?

**Q.4** Whether leader mindfulness increase employee identification with leader?

**Q.5** Whether there is moderating effect of mindfulness in between temporal leadership and identification with leader?

## 1.5 Research Objectives

Research objective is to inquire the relation between the variables according to the proposed model, that all the variables are interrelated with each other to provide the desired results i.e. creativity of employees. In addition, leader mindfulness has been used as a moderator to identify the strength of the relation between temporal leadership and employee identification with leader. And the main aim is to illustrate the new dimension of leadership effect of temporal leadership in order to grasp the gist of creativity or employees.

The main objectives of this study are specified below;

- To explore the relationship between temporal leadership and creative performance.
- To explore the relationship between temporal leadership and creative performance with the help of mediation mechanism of employee identification with leader.
- To examine the moderation effect of leader mindfulness on the temporal leadership and employee identification with leader.

## 1.6 Significance of Study

In this research we are contributing in the literature as it gives a new theoretical framework to understand the effect of temporal leadership for enhancing employees creative performance. The significance of this study is that the creative performance has been studied previously with other leadership styles i.e. transformational leadership and charismatic leadership but no study available with temporal leadership. As leader have abilities for dealing with temporal complexities in work place help and motivate employees to deal with time-based issues so that tasks can effectively achieve (Santos, Passos, Uitdewilligen, & Nbold, 2016).

Moreover, we are contributing to the literature, mediation mechanism of identification with leader, which has not been studied in between temporal leader and

creative performance. Finally, by examining the effect of leader mindfulness in between temporal leader and identification with leader is entirely new moderating effect in this study. As, mindfulness appears to arise persons concentration to their societal surroundings, it also can have effect on numerous circumstances in organizations (Schuh, Zheng, & Fernandez, 2017). This area is lacks in research in the context of Pakistan. As according to the GLOBE study, effectiveness of the leader depends on the contextual factors that it is rooted in the norms, values and beliefs of the persons in organization and society. Hence this study contributes in the contextual setting as well.

## 1.7 Supporting Theory

### 1.7.1 Social Exchange Theory

Social exchange theory has essential principle of reciprocity. In reciprocity according to social exchange theory both parties think to gain benefits with exchange relationship. For the interpersonal relationships social exchange theory is an important perspective. According to this theory, interpersonal contact is a process. In the process, numerous parties perform activities and exchange valued resources between each other (Li, 2015).

Social exchange theory was presented by Homans, (1958) which states that Social behavior is result of some exchange of rewarding actions, which include recognition and prestige, and the individual who is engage in it must expect the same things from the other person and this exchange continues in order to balance the contributions from both persons who involved in the social exchange process. The behavior of employees in workplace depend on the exchange relationship with their supervisor or colleagues. When supervisor is showing supportive behavior toward employees in difficult situation in exchange employee shows more positive behavior i.e. show more involvement in their job. Social exchange theory also explain that employees shows more extra role behavior in the workplace (Settoon, Bennett, & Liden, 1996). Previously research has been conducted on organizational

behavior, results exposed that reciprocity exist in workplace within the exchange relationship in between employees and leader through the psychological contract i.e. mutual beliefs, and informal obligations, perceptions (Shiau & Luo, 2012). Social exchange refers to voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others (Cook et al. 2013).

Social exchange theory forecasts that in response to optimistic starting activities, goals will incline to in kind by engaging in additional optimistic responses and or fewer adverse reciprocating responses (Cropanzano et al. 2017). Speaking slackly, these responses can be largely planned into two categories relational responses and behavioral responses sequence of effective mutual interactions may convert an economic exchange connection into a superior social exchange relationship (Cropanzano et al. 2017). Temporal leader behavior in workplace enhance employees identification with leader because leader have the ability to dealt with time based problems, and his goal-oriented behavior in workplace enhance employee attachment with their leader, more appraise their leader, this attachment and identification with leader this led to creative performance of worker. According to social exchange theory when exchange relations occur in workplace employees become affectively loyal to organization develop more trusting relationships and so on (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

# Chapter 2

## Literature Review

### 2.1 Temporal Leadership and Creative Performance

Ancona et al. (2001) introduced the term Temporal leadership to describe the time related challenges that leader faces such as managing multiple time frames and decision making for team and timing of team actions. Leader behavior is quite a bit of an art as leaders have significant effect on persons, groups, organizations, and communities. As the objective of better understanding is how a leader becomes fascinating as he impacts people, groups, and organizations (Lord & Dinh, 2014). It is essential to consider the procedure by which leader deals with various time spans, synchronize commitments and organize work so due dates are met (Mohammad & Alipour, 2014).

In reality, different proposed structures one of which is the challenge interference stressor structure proposees that time related pressure is an optimistic stressor which persuades people to participate in activities that can defeat restraints to performance, still this quantity of work is not clarified when time pressures have positive verses negative consequences for execution (LePine & Podsakoff, 2005).

Temporal leadership, as the arrangement of a leader, practices relating supervision of the temporal aspects to undertake team's tasks. It incorporates three



constant activities which include planning, fleeting synchronization and arrangement of temporal resources (Mohammed & Nadkarni, 2011). When the different group tasks ought to be finished. Team leader breaks the cumulative accessible time into various temporal achievements related with finishing many sub objectives for every part and for the whole team as well. Temporal synchronization includes transiently sequencing and organization of distinctive activities of colleagues. Therefore to keep away from temporal difficulties in teams, fulfilling due dates on time temporal leader gives direction towards employees for dealing with critical time pressure (Chen & Nadkarni, 2017).

As time can be distributed among various tasks, similarly tasks can be maintained in accordance with the specific time period. Time can be objectively described which depends on the sustained linear and forward moving in accordance with the clock time and also explains the experience of every person (Goodman, Lawrence, Ancona, & Tushman, 2001).

Time incorporates activities which are not only promptly noticeable e.g. finishing assignments, but also those activities which can not be observed promptly e.g. considering and thinking about issues (Goodman, Lawrence, Ancona, & Tushman, 2001). Time passes very speedily when any person is happy (Collinson & Cook, 2001). Novel and valuable thoughts are the backbone of business enterprise and the signs of creative thoughts. Likewise it is vital to take note that novel consequences can result from an assortment of leadership techniques (Ward, 2004). Needs, purposes, and the framing of circumstances can be impacted through leadership (McMullen et al. 2008). We described variability in three temporal individual types: time urgency, pacing style, and time perspective. Time urgent people are worried that worldly resources are rare and must be utilized (Mohammed & Nadkarni, 2011).

It is the inclination with respect to a person will to think about time as a rare asset and to design its utilization cautiously (Landy, Rastegary, Thayer, & Colvin, 1991). Time is an essential element of organization which decides how time is divided, planned, and utilized. It has both sensational and unpretentious effects on organization and the general population in them. For an organization the

powerful planning, coordination, synchronization of individuals and assignments through time is a key to survival and development. For representatives the proper utilization of time for tasks including both at work and outside work influences their execution and fulfillment. Moreover it also includes understanding of the standards about time at work (e.g. adjusting to plans, due dates, work pace) (Schriber & Gutek, 1987).

Past research proposes that time urgency is linked with wellbeing and performance consequences (Spence, Helmreich, & Pred, 1987). It is related to time-based practices, time mindfulness and tasks related plans (or lists) (Conte, Landy, & Mathieu, 1995). Time urgent person always checks the status of time and considers time as an essential element (Waller, Conte, Gibson, & Carpenter, 2001). All activities involve time as an essential element for success and numerous sorts of life which mainly depend on temporal pattern (Melbin, McGrath, & Kelley, 1987). Urgency is a quality that explains the worry for time and a sentiment of being incessantly hurry (Mohammed & Nadkarni, 2011). At the point when team leader utilizes solid temporal practices, allotment of temporal assets, meaning of clear agendas and due dates, synchronization of activities they generate temporal collaboration and overcome the difficulties which is link to time urgency diversity (Santos, Passos, Uitdewilligen, & Nbold, 2016).

Time perspective indicates to the overall significance of past, present, and future time periods (Mohammed & Harrison, 2013). Team works under temporal supervision to promote their organization towards innovation. Dealing with technical difficulties over numerous time periods help them to make temporal structures for their work units. Leadership provocation is to coordinate the speed and sequence of workplace change to the focused and innovative sequence which are of key significance towards the workplace (Ancona, Goodman, Lawrence, & Tushman, 2001). For executing organizations, inability to finish tasks according to the time can diminish their intensive position contrasted with different competitors in their fields (Gevers, Eerde, Rutte, 2009).

Temporal arrangement includes focusing on temporal leadership for success of the organization which specifies that how much time is required for goal fulfillment and

to what extent it takes time to perform a specific goal. On the dyadic and team levels, temporal leadership may decidedly impact shared temporal cognition which is typical comprehension of the time-related parts of performing aggregate tasks (Gevers, Eerde, & Rutte, 2009). Leaders who help in planning synchronization of activities and in addition diminishing temporal clashes provides aggregate to individuals for significantly performing the subtasks according to the specified time period (Mohammad & Alipour, 2014).

Team temporal leadership arranges team for dealing with the time-related aspects of the work (Maruping, Venkatesh, Thatcher, Patel, 2015). Team temporal leadership is leader behaviors that aid in structuring, coordinating, and managing the pacing of tasks accomplishment within the team (Mohammed & Nadkarni, 2011). Individuals are probably hope that time pressure in the work place may be met with adapting proper schedual and in this way they will get feeling of individual achievement and also get formal acknowledgment (Lepine, Podsakoff, & LePine, 2005).

Leaders devote extensive energy toward the teams when serious event happen in the workplace. Team is concerned and it empowers the leader to get his or her attention towards that specific event (Morgeson & DeRue, 2006). At the individual level, there are various conclusions with respect to the connection between pressure of time and worker performance (LePine et al. 2005). One shared characteristic over investigation of time pressure is that it influences execution through its effect on team associated activities i.e. the planning and synchronization in team which is necessary for team members to meet their targets. As time pressure raises from low to middle level, team turns out to be increasingly mindful towards approaching due dates and want to build up a distinctive team plan in order to achieve goals. Therefore, the impact of time pressure on team relies upon how much it is prepared to address these temporal problems. Group leaders have an essential task to empower their teams to deal with time pressure (Maruing et al. 2015).

According to the example of 71 groups from a commercial procedure outsourcing firm, India temporal leadership makes impact for team performance (Mohammed & Nadkarni, 2011). The terminology, temporal leadership addresses time based

difficulties which leader confronts such as dealing with various time pressures and scheduling of team activities (Ancona, Goodman, Lawrence, & Tushman, 2001).

Scheduling describes the reasonable timetable for different team activities ought to be finished. Temporal synchronization includes temporal sequencing and organizing diverse team member activities (Chen & Nadkarni, 2017).

Creativity alludes the advancement of novel valuable thoughts. The occurrence of these creative thoughts enhances the probability that different representatives will apply these new thoughts in their work, and after which exchange them with different people in the workplace. In particular, complex work upgrade people energy for their work and their enthusiasm for finishing these actions and this forever encourages them for creative doings (Shalley, Zhou, & Oldham, 2004). Creativity objective is an expressed standard that ought to be creative in their work (Shalley, 1991). With the end goal for creative performance to happen, leadership needs to assume a functioning job in cultivating, empowering, and supporting creativity (Shelly & Gilson, 2004). An ongoing investigation of creativity, in associations, demonstes a huge positive connection between openness to experience and performance appraised by supervisors (Scratchley & Hakstian, 2000). Various examinations have analyzed relation among a leader style and worker creativity (Shalley et al. 2004).

Past research on the connection between leadership and employee creativity has recognized a few components by which leader make impact on creativity, such as, giving structure, resources, for accomplishing task which shows more creativity (Carmeli, Reiter-Palmon, & Ziv, 2010). The manager urges the subordinate to focus on creativity by seeing how others deal with intence circumstance in the workplace (Deci, Connell, & Ryan, 1989). Research on representatives creativity has gotten expanding consideration. A logical factor that make large effect on creativity is the existence of imaginative role models (e.g. inventive collaborators). More leaders energized workers, the more inventive suggestions they give to the organization proposal scheme (Fres et al. 1999). One examination recommends that time pressure influences creativity in various forms relying upon whether the surrounding enables individual to concentrate on his work, passes on a feeling of

important urgency about the task that needs to be done or animates or undermines inventive reasoning in other way (Amabile, Hadley, & Kramer, 2002).

Negative connection was found in between time pressure and creativity however, supervisor have different arrangement for dealing with time pressure (Andrews & Smith, 1996). Creativity objectives is to initiating people to perform at an ideal dimension. Creativity objective is to make concentration on the task and enables to ignore the time pressure for creative exertion (Shalley, 1991).

Persons display more creativity when work are unpredictable, leader take part in strong, extreme practices (Shelly ,2004). One manner by which leader can impact the event of imaginative movement is through objective setting (Shelly & Gilson, 2004). Inquire has shown that goal setting is a to a great degree compelling motivational strategy for creativity (Locke & Latham, 1990).

Supervisors set suitable objectives and prerequisites with the goal that workers seek to be inventive while, overseeing for creativity, time is a basic asset that supervisor must focuses for enhancing performance at the workplace. This time is commonly unstructured and is normally apportioned to inventive reasoning, attempting new items, and perusing on new thoughts or procedures that may help add to workers being creative (Shelly & Gilson, 2004). Previous study found that the nature of the exchange or connection among a leader and his or her employee (i.e. pioneer part trade, LMX) was identified with the employees creativity (Scott & Bruce, 1994).

At the point when jobs are difficult, employees are more motivated for their work activities and inspired finishing these tasks without outer controls or limitations. This dimension of interest and energy is delivered by a job structure and is expected to creative accomplishments at work (Oldham & Cummings, 1996).

Social Exchange Theory (SET) is the most persuasive theoretical standards in workplace (Cropanzano & Mitchell, 2005). Social exchange has been used to clarify why employees committed to their managers to perform their jobs in an effective manner. Thus, social exchange connections are particularly significant, when they exist, employees show more successful work practices when their relationship is value based (Settoon, Bennett, & Liden, 1996).

Employees play vital role in all phases of the workplace (Stuart, 2002). Nature of the exchange in workplace impacted by the connection between the actor and the agent (Blau, 1964). Standards of reciprocity allude to the circumstance in which an individual feel committed to respond another's action, not by specifically compensating him, but by profiting him in a social exchange process (Ekeh, 1974). Therefore when leader is task oriented fulfill task on time, motivate the employees to doing the same so according the social exchange theory employees reciprocate the same thing and enhance organization performance and gave creative ideas and inventiveness in their doing.

$H_1$  : Temporal leadership significantly positively associated with employee creative performance.

## **2.2 Temporal Leadership and Identification with Leader**

Leadership practices must join temporal activities such as, make changes according to various tempo, perceiving time based contrasts and make plans for working sequence of individuals (Halbesleben et al. 2003). When leader shows these types of behavior then, employee shows identification with that leader. Employee identification with leader is a followers relational self-based on close relations with the leader, which is different from a followers collective self (referred to as social identity) based on the group or organization membership and identification (Wang & Rode, 2010). It is critical to explore the temporal attributes which add in temporal leadership (e.g. time desperation, pacing style, time perspective, polytonicity). Leader shows temporal practices, i.e. helping employees to remember due dates. Since timeliness is a basic point of execution in the work environment and leader play key job in helping individuals, change their pace so goals are lined up with outer due dates. Temporal leadership positively makes affect on follower, group, and firm performance. In the dyadic and group levels, leader gives temporal structure and additionally encourages people in managing time related problems and

enhance efficiency at workplace (Mohammad & Alipour, 2014). Temporal leadership is a procedure of societal impact in which a person engages and ready for help of other persons so that, mutual goal can achieve. The leader is obligated to give suitable dimensions of structure and direction to enable followers to fulfill commitments. Though, when the group's objective is unpredictable, dynamic, or indistinct, the leader obligation is to tackle issues, help the group members for accomplishing goals (Chemers, 2008).

Identification is related with inspiration, to accomplish objectives since it initiates people to take active part for showing their point of view and to encounter the specific objectives and interests as their own (Van knippenberg, 2000). More people identify to their work unit, the more they are probably going to use more exertion for the benefit of the work unit or organization (Dukerich, Golden, & Shortell, 2002). Leadership is one of the significant source through which organization accomplish their objectives (Chemers, 1997). Employees with strong individual identification with their leader increase feeling of self-esteem by adopt the leader morals and beliefs and by performing on as per them. In this manner, employees accumulate acclaim, acknowledgment, and enhanced role obligations, and these outcome in an extreme nature of social exchange with their leaders (Wang et al. 2013).

Employee identification shows that how much individuals characterize themselves by same qualities from those they accept characterize the organization (Dutton, Dukerich, & Harquail, 1994). Leader must enroll the guidance of others. That is, they make impact on employees that motivate them to follow their leader and they set up authenticity second, they activate others. Leader build up a connection with supporters that urges supporters to utilize their abilities and efforts for organization success (Chemers, 2008).

The investigation of identification and identity is concentrated as a rule on the individual group, division, and the organization. On the other hand, representatives with high identification with leader are dedicated and accommodating of leader needs (Sluss & Ashforth, 2007). Identification evokes a feeling of unity with the other person and system (Van, 2000).

Identification is a basic factor in work connections, both immediate and distanced setting. Identification is the procedure in which a person comes to see an item (e.g. person, cluster, organization) being complete of oneself structures, shows mental association with that object. In a separation setting, obviously, the leader is yet one focus of identification to which detached representatives may join themselves (Connaughton & Daly, 2004). Workers with identification with their leaders are probably going to be all the more affected by their leader conduct, contrasted, workers with low identification (Peng & Rode, 2010).

Consequently, if leader behavior can change the manner in which supporters recognize themselves, leader behavior have significant results for organization, work cluster, and individual working (Van, Cremer, & Hogg, 2004). Highly identified workers are bound to act in the manners that are linked with the organization identity, interests and convictions (Dutton et al. 1994). Representatives with more identification with leader imaginative environment speaks to an effective moderating impact i.e. the more grounded the creative environment, the more grounded the transformational initiative inventiveness relationship (Peng & Rode, 2010). Numerous identification have recommended that identification with various social classes is connected to various actions, perceptions, and representative results (Burris, Rockmann, & Kimmons, 2017).

Identification implants the taking of those qualities as one's own (Ashforth & Harrison, 2008). Research recommends that cooperation with others are vital because, of leader behavior are imperative for inventiveness (Woodman et al. 1993). Identification with leader is a social self-idea which determines the association with the leader (Sluss & Ashforth, 2008). Some time identification not prompt innovative results. This might be the point when the objectives of the groups not notable or the persons not totally concur with the group objectives or approaches to actualize them (Ashforth & Mael, 1989).

$H_2$  : There is positive association between temporal leadership and identification with leader.



## 2.3 Identification with Leader and Creative Performance

According to (Wang & Rode, 2010) Employee identification with leader is a follower's relational self based on close relations with leader, which is different from a follower's collective self (referred to as social identity) based on the group or organization membership and identification. Person has comparative qualities with the leader, subordinate longing to change his or her self idea so his or her qualities and convictions turn out to be progressively according to their leader (Pratt, 1998).

Identification may advance a scope of creativity animating procedures, i.e. task oriented leadership or an inspirational viewpoint. Identification with one group motivate the person to relate with other group objectives and enhancing creative exertion. Identification is likewise liable to encourage self-persuading enthusiasm for work activities. Workers identification encourage them to perform activities, leaders help them for enhancing their performance by providing clear objectives and also built the employees confidence (Hirst, Dick, & Knippenberg, 2009). Workers view of identification with the leader is decidedly linked self-efficacy, which is emphatically identified with employee execution, including the capacity to be inventive and creative (Walumbwa & Hartnell, 2011). Identification with the leader and the cluster is imperative since it has perceptual, persuasive, and social results (Pratt, 1998). The significance of leadership conduct is that move the direction of people from personal circumstance to the interests of the system (Shamir, House, & Arthur, 1993). Persons with more identification experts in their works and have more noteworthy support for their organization (knippenberg et al. 2004).

Worker identification is vital for enhancing competitive advantage in workplace (King, 1991). Worker identification is additionally touchy that how employees think and see the organization (Sturat, 2002). They adopt their leader qualities and convictions and act reliably with them, containing putting aggregate attentiveness over personal matters. In this manner, they get supervisor acclaim and

acknowledgment (Wang et al. 2005). Internalization of the convictions and standards of a leader give more positive results at workplace (Shamir, House, & Arthur, 1993).

Supervisors in this manner listen cautiously to employees, understand their worries, gave help, support, and encourage them. The unique idea of tasks and relationship support, we suggest that every kind of assistance nearly linked with employee creativity. Further, the supervisor or leader is persistently one of the main persons to allocation of the charm and feeling of achievement that depends on worker effectiveness for exploring new concepts. Consequently, leader relational help also improve the effective feelings and linked with creative performance (Cheung & Wong, 2011). Creative organizations hold creative leaders and representatives, and in every situation worker feels free and prepared for enhancing organizational success. From these various research streams, leadership and inventiveness are definitely connected with each other. Leaders are affective component for encouraging their supporters to take active part in creative practices (Castro, Gomes, & Sousa, 2012). Individuals have both an individual identity and various social identity. When individuals have proper identities, they use that identities to manage their conduct (Tang, Shang, Naumann, & Zedtwitz, 2014). Identities have been found to make influence on creative frames of mind and conduct however, various identities have numerous effects on creativity (Janssen & Huang, 2008). But, when the employee identification attach with their leader then creative performance of employee will enhance.

$H_3$  : There is positive association between identification with leader and creative performance.

## 2.4 Identification with Leader Mediates the Relationship in between Temporal Leadership and Creative Performance

Social exchange create connections between two parties. According to Social Exchange Theory, these exchange process focus on equal commitment between two parties (Blau, 1964). More identification with leader enhances employee performance according to social exchange theory strong identification and feeling of common help between the employees and leaders energize successful work conduct, which includes, higher job performance (Cropanzano & Rupp, 2008). As per the social exchange theory the two primary ways in which social exchange conceptualized in the organization research that is exchange connection between workers and the organization. Where a progressively engaged, in dyadic connection is found between subordinates and their leaders (Settoon et al. 1996). Earlier research has purposed that a representative is engaged with something like two social exchange connections at work one with his or her prompt manager, and one with his or her organization (Masterson, et al. 2000).

SET additionally stresses that the above mention exchanges create fantastic connections, and these exchanges happens in specific situations (Cropanzano & Mitchell, 2005).

Accordingly, the key component of social exchange theory beneficial and successful exchange relationship occur over the period of time with the other party. Workers pick their activities, in vast measure, depend on the connection they have toward another social identity. It is noticed that interexchange is quite imperative towards social exchange process. Reciprocity positively guarantees reimbursing, however it goes further to helps the executing people for maintaining the social relationship that is portrayed by shared devotion and high identity (Walumbwa, et al. 2009).

Identification in general enhance positive reactions towards one utilizing organization (Dutton et al. 1994). Supporters with high individual identification with their leader, improve their feeling of self-esteem by adopting their leaders morals

and views. In this manner, employees accumulate acclaim, acknowledgment, and enhanced job obligations, and these outcome in an excessive nature of social exchange with their leaders (Wang et al. 2005).

$H_4$  : Identification with leader mediates the relationship between temporal leadership and employee creative performance.

## 2.5 The Moderating Role of Leader Mindfulness

Mindfulness study is quickly becoming popular in various disciplines, publications and shows beneficial outcomes, and its probable make effect in the area of the organization (Good, Lyddy, Glomb, Bono, Brown, Duffy, & Lazar, 2016). Mindfulness is conceptualized by Western specialists, experts and gotten from Buddhist and other Eastern world (Wachs & Cordova, 2007).

Organizational researchers are additionally starting to analyze the job of mindfulness at the working environment. Emerging studies recommends that mindfulness influences an individual's social connections (Reb, Narayanan, & Chaturvedi, 2014). Mindfulness is considered as center in light of the fact that in its basic indication, known under the term attention, mindfulness is one of the fundamental element. Different researchers have recommended that mindfulness enables organization to perform dependably (Weick & Putnam, 2006).

We have formally characterized mindfulness on the basis of knowledge with present occasions and experience (Brown & Ryan, 2003). Mindfulness includes a nonjudgmental, inspecting stance (Schuh, Zheng, & Fernandez, 2017). Mindfulness is based on various principles which includes consciousness, attention, and awareness. Awareness is instant, most rapid interaction with the surrounding (Brown, Ryan, & Creswell, 2007).

Attention and awareness are key factors to consider mindfulness as their reconciliation recognizes mindfulness from related states (Good et al. 2016). Consciousness incorporates awareness and attention both. Awareness is the foundation of consciousness observing the internal and external conditions (Brown & Ryan, 2003).

Awareness empowers people to be increasingly aware with their surroundings, enabling them to react adequately all the testing that what are more evolving circumstances (Dane, 2011).

In fact, attention and awareness are interconnected (Brown & Ryan, 2003). Above all else mindfulness is unique awareness of internal and external environment, consisting with emotions, feelings, sensations, activities (Mishra, 2004). In intence situation mindfull individual not passes judgment or any kind of comment rapidly (Roche et al. 2014). Therefore it has describe that leader mindfullness helps work-ers in automatic their conduct to accomplish effective social connections, improved prosperity, and higher goal performance (Glomb, Duffy, Bono, & Yang, 2011).

To be mindful intends to be completely is here and now and also shows minute to-minute awarness of sorrounding. Literature on mindfulness shows that being completely right now brings an assortment of advantages which includes higher job performance and prosperity. (Reb et al. 2014). When people showes mindfullness, their consideration regarding outer wonders is very wide having end goal that they are more sensitive about matters in their surrounding (Dane, 2010). Mindfulness incorporates consciousness of current external events, i.e. outside occasions or questions, and additionally of inside procedures and states i.e, feelings, discernments, and sensations (Weick & Putnam, 2006). Work on mindfulness is contended that being completely right now brings an assortment of advantages including prosperity and decreases chronic pain (Kabat-Zinn, Lipworth, & Burney, 1985) expands immunity (Davidson, Kabat, Schumacher, Rosenkrantz, Muller, Santorelli, Urbanowski, Harrington & Sheridan, 2003) lessens anxiety (Kabat-Zinn et al. 1992) and increments mental prosperity and positive effect (Brown & Ryan, 2003).

Priviuos studies show that mindfulness was modestly identified with lower dimen-sions of neuroticism, reluctance, melancholy, negative affectivity, impulsivity, and furious aggressive feeling. Mindfulness decidedly identified with different forms of prosperity, which includes positive affectivity, life fulfillment, self-esteem, self-governance, capability, and relatedness satisfaction (Wachs & Cordova, 2007).

More essential mindfulness examine in organization, has to a great extent concentrated on the intrapersonal impact of representative mindfulness. That is, the means by which mindfulness of a worker influences their own execution, prosperity, and basic leader behavior (Schuh et al. 2017).

Leaders at all dimensions in organizations are consistently expanding pressure (Roche, Haar, & Luthans, 2014). However, mindful leader upgrade worker execution and enhance prosperity (Carroll, 2008). To perform effectively leaders need to complete an assortment of leadership capacities, for instance, giving guidance, help, inspiring, and giving reactions to their subordinates (Scandura & Schriesheim, 1994). Relationship between leaders and worker have gotten extensive research consideration (Dachlern1992; Dulebohn et al. 2012; Gerstner & Day, 1997; UhlBien, 2006). At the point when leader collaborate with their employees, employees see whether the leader is completely present, as well as with their general existence. To the degree that a leader is completely present in a cooperation with an employee that employee will feel esteemed and approached with deference, or a feeling of relational justice.

Mindfulness impact for tasks execution in workplace through various forms (Dane, 2010). Additionally, being completely present in workplace with an employee may empower a leader to all the more likely perceive the necessities of the other individual, i.e. what sort of help that individual requires, then employees respond to the commitment of their leader through prevalent performance at work (Reb et al. 2014).

Leader mindfulness can prompt better leader employees relations at work. Mindful leader encounter high quality associations with their leader. Leader mindfulness underpins fantastic LMX connections on the grounds that mindful leader is better ready to offer help and provide resources to their workers. Additionally, mindful leader, mostly by being less focused on themselves, may have more ability to help their subordinates (Reb, 2018).

Along these lines, increasingly mindfulness representatives, might have the capacity to more readily accomplish proposed work related objectives (Reb & Narayanan,

2013). Mindfulness enhances correspondence, decreased conflict, diminished enthusiastic reactivity, and more prominent articulation of other coordinated feelings (Great & partners, 2016).

Leader mindfulness describe the connection between representative execution and abusive supervision with the end goal that increasingly mindful leader was more avers to participate in abusive conduct (Liang & partners, 2016). Leader mindfulness was related with less broken results i.e. nervousness, sadness, negative effect, and burnout (Verdorfer, 2016).

Mindfulness is decidedly identified with leadership self-mastery and leadership authoritative change (King & Haar, 2017). Leader mindfulness is decidedly identified with leader procedural justice institution toward workers which, thusly, prompts decreased representative enthusiastic depletion and at last, to higher representative performance (Schuh et al. 2017). Mindful leader through their presence, can make arrangement for assets to their workers (Reb & partners, 2015). Mindfulness decidedly identifies with relationship quality (Singh, Lancioni, Winton, Fisher, Wahler, Mcaleavey, & Sabaawi, 2006).

When leaders focus and know about the general population around them it convey the positive signals toward workers. By getting complete leader consideration, worker may feel increasingly recognized and acknowledged. At the point when supporters see leader support, it expand the confidence of workers. Cunning supervisor may consequently utilize their capacity to be present to make the impression of regarding and thinking about their subordinates. Subordinates subsequently have an increasingly great mentality toward the leader and may likewise feel a specific commitment or impulse to respond the apparent regard for instance by acting in the leader enthusiasm through higher execution (Reb et al. 2015).

For leader who are working in difficult circumstances, their mindfulness help them to see conditions without focusing the stress of past or future adverse events. This situation encourage leader to make intelligent decisions towards intence circumstances, that provide them advantage of emotional well-being and prosperity (Roche et al. 2014).

Mindfulness as a trait is identified with alexithymia, taking into account that both depict how individuals handle and process their inside experience (Poon & Burg, 2011).

As time pressure increases day by day organization must have mindful leader. Mindful leadership gives helps to gauge and deal with life in a better way. Its emphasis person to focus on the present minute, observing sentiments and feelings and monitoring them, particularly when looked with very distressing circumstances. When any person is mindful, that person is conscious of his quality and in this manners he or she can have effect on other persons. Mindful person is always ready to see and take active part in every movement, while observing the consequences of his doings for more extended period (George, 2012). As such we can argue that high leader mindfulness enhances the employee identification with leader, mindful leader become more aware about task related activities and deadlines and higher the temporal leadership, low leader mindfulness lowers the identification with leader and lower the temporal leadership.

$H_5$  : Leader mindfulness moderates the relationship between temporal leadership and identification with leader such that the relationship is stronger when leader mindfulness is high then low.

## 2.6 Research Model

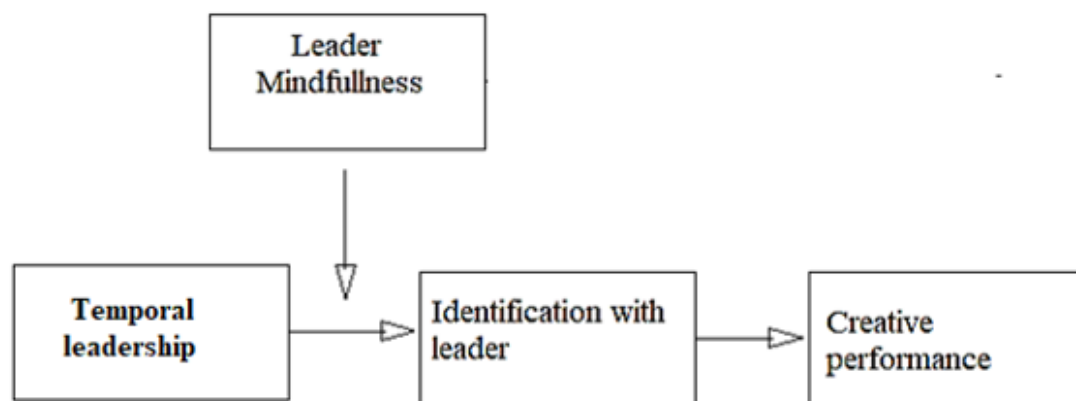


FIGURE 2.1: Effect of temporal leadership on creative performance with mediating role of identification with leader and, moderating role of leader mindfulness



## **2.7 Research Hypotheses**

**H<sub>1</sub>:** Temporal leadership is positively significantly related to creative performance.

**H<sub>2</sub>:** There is positive association between temporal leadership and identification with leader.

**H<sub>3</sub>:** There is positive relationship between identification with leader and creative performance.

**H<sub>4</sub>:** Identification with leader mediated the relationship between temporal leadership and creative performance.

**H<sub>5</sub>:** Leader mindfulness moderates the relationship between temporal leadership and identification with leader such that the relationship is stronger when leader mindfulness is high than low.

# Chapter 3

## Research Methodology

This chapter covers detail regarding design of research, unit of analyses, sampling procedures, sampling characteristics, instruments and reliability of all the variables and items involved in this research. On the basis of these characteristics the results are examined and interpreted.

### 3.1 Research Design

#### 3.1.1 Type of Study

This study is used to highlight the impact of temporal leadership on the employee creative performance for that how leaders temporal practices motivate employees to enhance their creative performance. Additionally, it explored the mediating mechanism of identification with leader that provides path to transfer leader temporal practices in employees for enhance their creative performance. This study explored the moderating effect of leader mindfulness between temporal leadership and identification with leader. So co-relational study has been used in this research. For this purpose, different organization of Pakistan has been targeted to get the required data needed to get the authentic results. Initially 480 questionnaires were set as a target but 283 genuine responses were collected. The sample that was chosen for this study is supposed to represent the entire population of

Pakistan. This will help to generalize the results from the sample statistics that will likely to be exhibited by the whole population of Pakistan.

## **3.2 Research Philosophy and Quantitative Research**

Hypothetical-deductive method has followed in this research. We find the gap from the previous studies and make framework as well as purposed relationships on the basis of existing theories and past studies we further examined with the help of data to check that either our finding are similar to the past studies or contradict previous theories and literature.

In this research quantitative research method has been used in order to gather data about purposed variables for empirically test the purposed research hypothesis

## **3.3 Unit of Analysis**

Usually, unit of analysis is the most vital characteristic in every research study which is being analyzed. We are analyzing the employees creative performance and leader behaviors therefore our targeted population in our study is being analyzed is employees of different sectors of pakistan. In our study we are focusing the dyadic relationship between leaders and employees. In order to access the impact of temporal leadership on employee creative performance through the mediating mechanism of identification with leader and moderating effect of leader mindfulness. According to this purposed framework we used to collect data from employees and their leaders or managers. Therefore, employees were rate to accessed temporal leadership and identification with leader and their accessed to rate employee creative performance and rate their own mindfulness.

## **3.4 Population and Sample**

### **3.4.1 Population**

The population utilized in this research comprises managers/leaders and employees working under them in multiple public and private organizations of Pakistan. Revolving fluctuations in marketplace and intense competition the employees at all levels within the organizations adopt different tactics and strategies to go with the pace of the market and in order to win the enhance their creative performance. All sectors have their own importance in achieving the competitive advantage of Pakistan that's why we choose multiple industries of Pakistan to investigate how the supervisor temporal practices effect on employee creative performance. In our targeted population the manufacturing as well as service both sectors are included. Likewise, it creates sense to target multiple industries rather than the few specific industries because it will generalize our findings.

### **3.4.2 Sample and Sampling Technique**

To gather data from the entire population is relatively unthinkable because of the time and resource limitations of this research. As a result of this issue the least demanding and ordinarily utilized way is testing for quantitative research. With the goal that we pick the sample from the population which portray the qualities of whole population and so as to choose sample we utilize convenient sampling technique that is the type of non-probability sampling. Convenient sampling is that procedure of non- probability sampling in which we randomly pick the respondents who can be get to conveniently. In this way, we picked the constrained surely well-known organizations of Islamabad, Rawalpindi and Faisalabad.

In compliance with the objectives of this study as noted above, we have to check the impact of supervisor temporal supervision on employees for enhancing their creative performance, therefore the sample for this research is comprised of the employees and their direct supervisors from multiple industries. The data is collected

through the self-reported questionnaires by distributing hard copies of questionnaires in selected organizations and institution attached with cover letters including brief introduction about the research topic. We pick those workers who are assuming active role in the everyday tasks of business, hence they can be the precise delegates of the whole population. Since we require adequate reactions for the reason that the outcomes can be generalizable to the entire population, we disseminated 480 aggregate questioners. As a matter of first importance we contacted the HR of numerous organizations and get permission consent from them to access to workers. Few organizations did not allow us yet the supervisor himself accumulated data from workers. Whereas the other organizations permit us to directly interact with the work

### **3.4.3 Ethical Consideration**

The introductory letter with the short introduction of research and request was attached with the questioner that gave the knowledge to respondents about this research. The data were only gathered voluntarily without forcing employees. We guarantee the respondents that their protection won't hurt since we will keep it private and in addition unknown and use with the end goal of research without offering it to anybody. We were requesting, their identities just to coordinate the information of T1 and T2. Additionally, we tell them that the final results of the study will be accessible for organization.

## **3.5 Sample Characteristics**

There are various demographics we asked from our respondents. The demographic consist in our study are employees age, gender, qualification, and working tenure. Two different questioners were made because it was dyadic relationship in leader and employee, one to be filled by employee's leader and one to be filled by the employees.

### 3.5.1 Age

Age is considered as one of the vital demographics. Particularly when the research about the behaviors and creative performance of employees so it is very important to include this demographic in our research because behaviors and performance change according to the age of persons. Age is a demographic to which respondents always feel difficult to expose directly. Thus, for the accommodation of respondent range premise was utilized to gather data with respect to the different ranges of age.

Table 3.1 shows the different frequencies and percentages of respondents regarding age. Respondents who were in the range of less than 25 years having 25.7 % from the total sample, respondents who were in the range of 25- 30 years having 26.1% from the total sample, respondents who were in the range of 31-35 years having 16.3% from the total sample, respondents who were in the range of 36-40 years having 15.9% from the total sample, respondents who were in the range of 41-45 years having 12.0% from the total sample, respondents who were in the range of 46-50 years having 1.7% from the total sample, respondents who were in the range of 51 years and above the 51 years having 2.1% from the total sample size.

TABLE 3.1: Frequency by Age

Age	Frequency	Percent
Less than 25	73	25.7
25-30	74	26.1
31-35	46	16.3
36-40	45	15.9
41-45	34	12
46-50	5	1.7
51 & more	6	2.1
Total	283	100

### 3.5.2 Experience

Our study is about the impact of temporal leadership on employee creative performance and also employee identification with leader so the experience of subordinates with their job and with their leaders is very important known. To gather data

with respect to the experience of the respondents, diverse scopes of experience day and age were created so every respondent can without much of a stretch game out the explicit residency of their involvement in the important field of organization.

To collect information regarding the experience of the respondents, different ranges of experience time period were developed so that every respondent can easily find out the specific tenure of their experience.

TABLE 3.2: Frequency by Experience

<b>Experience</b>	<b>Frequency</b>	<b>Percent</b>
<b>1-3 year</b>	110	38.9
<b>3-6 years</b>	99	34.9
<b>6 &amp; more</b>	74	26.1
<b>Total</b>	283	100

The above given table 3.3 shows the detail of respondents working tenure with their leader. There are 110 and 38.9% employees who work with there current leader from 1-3 years, 99 and 34.9% employees who work with their current leader from 3-6 years, 74 and 26.1% employees who work with their current leader from more than 6 years.

### 3.5.3 Gender

Gender is a component which stays in features for the reason to keep up gender balance, so it is likewise considered as the vital component of the demographics on the grounds that it separates among male and female in a given population sample. In this research, it has been attempted to ensure the benefit of gender equality but at the same time it has been seen that proportion of male is impressively more than the proportion of female.

Table 3.3 shows the gender frequency and the ratio of male and female respondents. Out of 283 respondents 195 are male respondents that are 68.9 percent, whereas 88 are female respondents that are 31.1 percent of total sample

TABLE 3.3: Gender Frequency

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
<b>Male</b>	195	68.9
<b>Female</b>	88	31.1
<b>Total</b>	283	100

### 3.5.4 Qualification

Education has a great effect on the attitude of human beings. Education is the significant component which contributes towards the prosperity of the entire nation and it is likewise the essential need of great importance to contend comprehensively. Thus, after gender, qualification is another imperative component of the demographics. Education opens up numerous new and special ways for progress and creativity so as to increase employee performance among the various nations around the world. Presumably education play an essential role in enhancing employees creative performance and gave innovativeness.

TABLE 3.4: Frequency by Qualification

<b>Qualification</b>	<b>Frequency</b>	<b>Percent</b>
<b>Matric</b>	19	6.7
<b>Intermediate</b>	54	19.1
<b>Bachelors</b>	89	31.4
<b>Masters</b>	74	26.1
<b>MPhil</b>	38	13.4
<b>Doctorate</b>	9	3.2
<b>Total</b>	283	100

As we choose convenient sampling technique, therefore it covers the respondents of different education level the table 3.4 shows that there are 19 and 6.7% respondents qualification are matric, 54 and 19.1% having intermediate qualification, 89 and 31.4% are bachelors, 74 and 26.1% are masters, 38 and 13.4% are MS/MPhil while only and 9 are doctorate that is only 3.2% of the entire sample.



## 3.6 Instrumentation

### 3.6.1 Measures

The questioner is produced by receiving the recently created and approved measures from various genuine sources. So as to check the reasonableness furthermore, legitimacy of scale in our way of life Cronbach alpha and CFA measured. At that point two separate surveys were conducted. The survey was in English since this language is encouraged, nonetheless, studies interpreted and clarified by researchers so as to give an unmistakable feeling of inquiries where required by and by connecting with every respondent. All feedbacks gathered through a paper-pencil practice by physically visiting the organizations. No online overviews dispersed since information has gathered from more than one dimension so it was not extremely convenient to online assemble responses and match the information of representatives with their supervisors. So, the entire data was accumulated by physically visiting the various sectors furthermore, organizations. On average, there are 8 to 10 questionnaires distributed in each organization. The complete questionnaire was consisted of 31 questions, few demographics and 4 sections. In T1 two sections are included (IV and Moderator) and other demographics i.e. Gender, Age, Experience, and Education. In T2 one section was for employee and one is for leader (DV) including 6 items. The items of all four variables, i.e. temporal leadership, identification with leader, leader mindfulness, and employee creative performance were rated on five-point Likert scale from strongly disagree to strongly agree where 1 is for strongly disagree, 2 is for disagree, 3 is for neutral, 4 is for agree and 5 is for strongly agree. At T1 the employees were asked about temporal leadership and leader were asked about their own mindfulness. Whereas at T2 employees were asked about their identification with leader and leader were asked to rate employees creative performance. We requested employees to fill their name and their leader name so that responses easily match. Firstly, we distributed 480 questionnaires but in T1 we get back 370 responses so that the response rate was 77%. After the gap of three weeks we approached to those 370 respondents

who respond in T1 and get back 283 valid responses so the total response rate was 58.95%.

### **3.6.2 Temporal Leadership**

To measure the temporal leadership seven-item scale adapted. Questioners were rated by employees for their leader. The scale was developed and validated by (Mohammed & Nadkarni, 2011). Five-point Likert scale is used in it from strongly disagree to strongly agree.

### **3.6.3 Identification with Leader**

To measure Identification with leader scale we adopted. Questioners were filled by employees for their leader. Five-point Likert scale were used in it from strongly disagree to strongly agree. The items were drawn from Cheneys (1982).

### **3.6.4 Leader Mindfulness**

Leader mindfulness was devolved by (Maas, Brown, & Ryan, 2003). Leader mindfulness questioner filled by leader himself. Five-point Likert scale were used. 15 items are included in this scale. Leader mindfulness questioner is filled by leader.

### **3.6.5 Creative Performance**

Creative performance of employee rated by their supervisor. Creative performance scale was adopted by (Tinerney et al. 1999). This scale consist of six items and responses were rated on 5-point Likert scale from strongly disagree to strongly agree.

### **3.6.6 Control Variables**

We performed one-way ANOVA for all demographics of our study. We checked every single demographic with dependent variable but we not found any control

variable in this study. So, in our analyses we not include any demographics as a control variable.

TABLE 3.5: Instruments

<b>Variables</b>	<b>Source</b>	<b>Items</b>
Temporal leadership (IV)	<b>Mohammed and Nadkarni (2011).</b>	<b>7</b>
Leader mindfulness (Moderator)	<b>Brown and Ryan (2003).</b>	<b>15</b>
Identification with leader (Mediator)	<b>Cheneys (1982)</b>	<b>3</b>
Creative performance (DV)	<b>Tinerney et al (1991)</b>	<b>6</b>

### 3.6.7 Statistical Tool

At very first stage scale, reliability and validity was tested by doing CFA and model was found good fit because CFI, GFI, TLI and RMSEA values were significant. Cronbach alphas was found to check the consistency of the scales. Then the one-way ANOVA test performed through which we dont found any control variable. The correlations were found by using SPSS. The mediation test was run by using Preacher and Hayes process model 4 and moderation test was also run by using Preacher and Hayes process through model 1.

### 3.6.8 Pilot Testing

Before going to perform something on a bigger scale it would be an extremely proactive and viable way to deal with direct a pilot testing for it, as it will stay away from numerous dangers identified with wastage of resources and time. Thus, Pilot testing of around 40 questioners were directed so as to affirm that whether the outcomes are comfortable and in accordance with the proposed theory or not. Subsequent to leading the pilot testing it was presumed that there was no issue in the factors and the scales were completely dependable for the pilot study conduct.

### 3.6.9 Reliability Analysis of Scales Used

So as to test the scale reliability in our setting we did reliability test through Cronbach alpha. Reliability tell us about the consistency of instrument at numerous cases with the planed variable. Reliability tells about the internal reliability of the variables and tells about if those variables have a link between them or nor along with that it also measures the single construct. The standard estimation of Cronbach alpha is more prominent than 0.7 and, in the event, that the estimation of Cronbach is under 0.7, scale considered as non-reliable.

TABLE 3.6: Scale Reliabilities

<b>Variables</b>	<b>Cronbachs Alpha</b>	<b>Items</b>
<b>Temporal leadership</b>	<b>0.724</b>	<b>7</b>
<b>Identification with leader</b>	<b>0.805</b>	<b>3</b>
<b>Leader mindfulness</b>	<b>0.809</b>	<b>15</b>
<b>Creative performance</b>	<b>0.887</b>	<b>6</b>

In Table 3.6, the Cronbach alpha of all the scales which we used in our data collection process are shown. All the values of Cronbach alpha for the items used under the study are above 0.7.

### 3.6.10 Data Analysis Technique

For getting the final results from the collected data from 283 respondents numerous tests run by using software SPSS 21 and AMOS 25 i.e. frequencies, descriptive statistics, reliability analysis, one-way ANOVA, model fitness, correlational and regression analysis has been tested to check the relation between variables and to find the relationship of IV, mediator and moderator on DV. The detail and categorization of these tests are mentioned below:

- i.** First of all the final valid questionnaires which were arranged by matching the responses of T1 and T2 for further analysis.
- ii.** Each variable of the questionnaire was coded and each coded variable data was entered for analysis.

- iii.** Then frequencies table check to find out the missing values or any wrong values entered so that no problem can occur. Further the descriptive statistic table was made to find the Means and Standard Deviations of variables.
- iv.** Afterward to test the model fitness and validity of scales Confirmatory Factor Analysis (CFA) was done and then Cronbach alpha check after getting scale validity from CFA.
- v.** After the data accurateness and validity was confirmed, then we further proceed and run one-way ANOVA test to identify the control variables in this we found no control variable.
- vi.** Our next step was co-relational analysis that was conducted to know either the significant relation among variables exist or not.
- vii.** To test the mediation model 4 of Preacher and Hayes process was used.
- viii.** Moderation test was also done by using Preacher and Hayes process model 1.
- ix.** The intended proposed hypotheses rejected and accepted on the basis of co-relation and Preacher and Hayes process.

# Chapter 4

## Results

### 4.1 Confirmatory Factor Analysis

Before testing our hypothesis, the first step which we had conducted CFA through the software AMOS 25. This process was done to test the model fitness. In CFA we had checked, i.e. degree of freedom, chi square, GFI (goodness of fit index), TLI, CFI (comparative fit index) and RMSEA (root mean square error of approximation). In one measurement model variables of our study independent, mediator, moderator and dependent were tested. CFA values are (CMIN DF=1.503, GFI=.866, TLI=.977, CFI=.979, RMSEA=.042). As results are showing that the values are showing significant results and model is good fit. GFI value is exceed from 0.9. The CFI and TFI values are also more than 0.92 and the RMSEA value is less than 0.6. It shows the confirmation of scale validity and model fit.

### 4.2 Descriptive Statistics

Descriptive statistic is a procedure which tell about numeric expression of data in orderly way. In descriptive statistic the total sample of data, minimum maximum values about data and standard deviation are include 5- point Likert scale were used for measuring all variables in our study. Mean value tell us about the average value of all sample size and standard represent variation of responses from the mean

values. Subsequent table describe the information that represent the significant statistic point that represent the whole data.

TABLE 4.1: Descriptive Statistic

<b>Variables</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>SD</b>
Temporal leadership	283	1.13	5.00	3.80	0.632
Identification with leader	283	1.00	5.00	3.32	0.724
Leader mindfulness	283	1.17	5.00	3.20	0.673
Creative performance	283	1.47	4.67	2.82	0.856

According to table the total 4.1 sample size was 283. In first column, variable names are mention. Column two represent total sample size. In three, four, five and six columns minimum, maximum, mean and standard deviation are representing respectively. Temporal leadership minimum value is 1.13 and 5.00 is the maximum value. Identification with leader minimum value is 1.00 and 5.00 is the maximum value. Leader mindfulness minimum value is 1.17 and 5.00 is the maximum value. Creative performance minimum value is 1.47 and 4.67 is the maximum value. In table mean and standard values are also mention thus mean value of temporal leader is 3.80 and standard deviation is 0.623. Mean of identification with leader is 3.32 and standard deviation is 0.724, mean value of leader mindfulness is 3.20 and standard deviation is 0.673 while the mean value of creative performance is 2.82 and standard deviation is 0.856.

### 4.3 Correlation Analyses

Correlation analyses showed the relationship among variables. In this research the main aim to conduct correlation analyses is to explore the relationship between temporal leadership and creative performance the mediating role of identification with leader and moderating role of leader mindfulness.

The variation is observed in between two variables to know that either variables correlate at the same time or not. Correlation always exist in the ranges of -1 to +1. The extent of the value shows the level of association while positive and negative signs predict the direction of relationship either direction is positive or negative. Positive correlation represents the degree in which both variables increase and decrease in similar way while negative correlation state the degree to which one variable increase and other decrease.

As much the value is nearest to the 1 the strong direct relationship exists while as much the value is nearest to the -1 the strong converse or indirect relationship exists. It clarifies the presence of the relationship what's more, its heading, however not the predictor and dependent variable. Thusly, we can't accept or reject hypothesis based on relationship examination, anyway the regression test for hypothesis testing.

TABLE 4.2: Correlation

S. No.	Variables	1	2	3	4
1	Temporal leadership	1			
2	Identification with leader	.654**	1		
3	Leader mindfulness	.145*	0.013	1	
4	Creative performance	.584**	.653**	.148*	1

N=283. \*P<0.05, \*\*P<0.01, \*\*\*P<0.001 (TL= Temporal leadership, CP= Creative performance, IWL = Identification with leader, LM= Leader mindfulness)

Table 4.2 shows the moderate level correlation and high-level correlation among variables. Result shows that there is significant positive correlation exist in between temporal leadership and creative performance  $r=0.584^{**}$  and  $p < 0.01$ . There is positive significant relation exist between temporal leadership and identification with leader  $r=0.654^{**}$  and  $p < 0.01$ . Moreover, there is positive significant relation exist in between identification with leader and creative performance  $r=0.653$  and  $p < 0.01$ . Results suggest that there is significant correlation exist in between temporal leadership and leader mindfulness (moderator)  $r=0.145^*$  and  $p < 0.05$ .



< 0.01. Results revealed that there is positive association between dependent variable (creative performance) mediator (identification with leader) and independent variable (temporal leader).

## 4.4 Regression Analysis

As it is clear above that correlation only shows the presence of relationship between two variables but not explain the cause and effect relationship that how much other variable effected due to the change in one variable. It also not explains the predictor and dependent variable. Hence, for this purpose we did regression analysis. Regression explains the cause and effect relationship. It indicates that how much variation in dependent variable covers due to the independent variable and how much change occur in the dependent variable due to one unit change in the independent variable.

TABLE 4.3: Regression Analysis Results

Predictor	IWL			CP		
	$\beta$	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$
<b>IV:</b>						
TL	.736***	.428	.428***	.616***	.341	.341***
<b>Mediator</b>						
IWL				.612***	.426	.426***

N=283, \*\*\*p<0.001, \*\*p<0.01, \* p<0.05

### 4.4.1 Temporal Leadership and Creative Performance

As shown in table hypothesis 1 is accepted that temporal leadership is positively associated with creative performance. Results revealed that there is direct and significant relationship between both variables. The results are meeting threshold

values ( $\beta = 0.616$ ,  $p < 0.001$ ,  $R = 0.341$ ) that demonstrates one unit change in temporal leadership leads to approx. 61% change in creative performance. Hence, H1 is accepted.

#### 4.4.2 Temporal Leadership and Identification with Leader

Above table shows the results of hypothesis testing we test temporal leadership is positively associated with identification with leader. Results revealed that there is positive and significant relationship exists between temporal leadership and identification with leader. The  $R^2 = 0.428$  and  $\beta = 0.736$  with the significant  $p < 0.001$  where  $R^2$  is the coefficient of determination clarifies that model is significant while the  $\beta$  value is the rate of change demonstrates that 1 unit change in temporal leadership leads to 0.736 change in identification with leader. Hence, H2 is accepted.

#### 4.4.3 Identification with Leader and Creative Performance

H3 identification with leader is positively associated with creative performance is also accepted.

Results are supporting the hypothesis that identification with leader directs to the creative performance because  $B = 0.612$ ,  $p < 0.001$  and  $R^2 = 0.426$  are the significant values which clarifies the significance of and demonstrates that one unit change in identification with leader leads to the 61% change in creative performance. Hence, first 3 hypotheses are accepted.

### 4.5 Mediation Analysis

For testing the hypothesis 4 which is identification with leader mediates the relationship in between temporal leadership and creative performance we performed mediation analyses. We conduct analyses by using model 4 of PROCESS macro

TABLE 4.4: Mediation Analysis Results

DV	Effect of IV on M (a path)		Effect of M on DV (b path)		Total effect of IV on DV (c path)		Direct effect of IV on DV (c' path)		Indirect Effect of M		Bootstrap results for indirect effects	
	B	t	B	T	B	t	B	t			LL	UL
<b>TL</b>	.73***	14.5	.44***	8.20	.61***	12.06	.28***	4.7			.244	.410
											.95% CI	95% CI

N=283, \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ , No. of bootstrap resample = 5000\*IV = Temporal leadership, M = Identification with leader, DV = Creative performance

through SPSS by Hayes (2013). We checked different paths a, b, c, and c separately. In Preacher and Hayes process three effects are included for mediation analyses total effect, direct effect and indirect effect. Explanation for all are below:

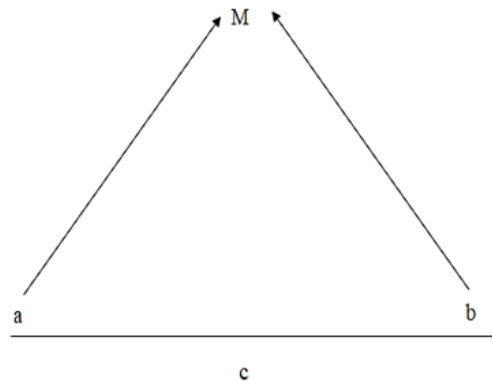


FIGURE 4.1: Mediation Analysis

#### 4.5.1 Total Effect

In total effect IV temporal leadership effect on DV creative performance. The total effect of temporal leader on creative performance is 0.61 with the significant

value of  $p < 0.001$ . It indicates that 61% variances occur in creative performance due to temporal leader. The lower limit is 0.525 while the upper limit is 0.716.

### 4.5.2 Direct Effect

Direct effect identifies the effect of IV temporal leadership on DV creative performance when the mediator identification with leader is being there. In the presence of mediator, the  $B = 0.28$  with significant  $p$  value ( $p < 0.001$ ). It demonstrates that temporal leadership covers 28% variation of creative performance in the presence of identification with leader. The lower limit is 0.170 while the upper limit is 0.409.

### 4.5.3 Indirect Effect

Indirect effect identifies that mediation exists between IV and DV i.e. identification with leader mediates the relationship between temporal leader and employee creative performance. The values of bootstrap are forecast the significant results because no zero exist among lower limit and upper limit. The lower limit is 0.244 while the upper limit is 0.410. Thus, the results gave support and the Hypothesis is got accepted.

### 4.5.4 Moderation Analysis

For conducting the moderation analysis, we used the model 1 of PROCESS macro through SPSS Hayes (2013). We have hypothesis, that leader mindfulness moderates the relationship in between temporal leader and identification with leader.

We have shown the results of moderation analysis in table 4.4. Firstly, interaction term of temporal leadership and leader mindfulness with leader established then we regress interaction term on identification with leader where  $B = -.113$ , As shown in table 4.5 bootstrap value lower limit is -0.299 and 0.032 is the upper limit having the value of zero among both limits. The values of bootstrap simplify that results are insignificant and leader mindfulness has not any significant effect on the relationship between temporal leader and identification with leader. In other

TABLE 4.5: Moderation Analysis Results

DV	Effect of TL on IWL		Effect of LM on IWL		Effect of TL×LM on IWL	Bootstrap results for indirect effects		
	B	T	B	T	B	t	LL 95% CI	UL 95% CI
IWL	.35**	2.71	.37***	6.44	-.113	-1.58	-.299	.032

N=283, \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ , No. of bootstrap resample = 5000\*  
 TL = Temporal leadership, IWL = Identification with leader, LM = Leader mindfulness

words, leader mindfulness does not moderate the relationship between temporal leadership and identification with leader as the results are opposed to our proposed hypothesis. Hence, H<sub>5</sub> is rejected on the basis of moderation test.

## 4.6 Accepted and Rejected Hypothesis Summery

Following table providing the summery of accepted and rejected hypothesis and demonstrating that all hypothesis are accepted excluding hypothesis 5.

TABLE 4.6: Summary of Accepted and Rejected Hypothesis

	Statements	Results
H <sub>1</sub>	Temporal leadership significantly positively associated with creative performance.	<b>Accepted</b>
H <sub>2</sub>	There is positive association between temporal leadership and identification with leader.	<b>Accepted</b>
H <sub>3</sub>	There is positive association between identification with leader and creative performance.	<b>Accepted</b>
H <sub>4</sub>	Identification with leader mediates the relationship between temporal leader and creative performance.	<b>Accepted</b>
H <sub>5</sub>	Leader mindfulness moderates the relationship between temporal leadership and identification with leader such that the relationship is stronger when leader mindfulness is high then low.	<b>Rejected</b>

# Chapter 5

## Discussion and Conclusion

### 5.1 Discussion

The main aim of this study is to evaluate the answers of various factors such as trait and behavioral factors which enhance employee creative performance. This study explored the answer of regarding effect of temporal leader on employee creative performance. Along with other variables i.e. identification with leader as mediator and leader mindfulness as a moderator between temporal leader and identification with leader. These understudied purposed hypothesis data is collected from various sector of Pakistan.

Our study findings suggest following conclusions:

According to our first hypothesis temporal leadership play an important role for motivating enhancing, innovativeness and employee creative performance in organization. For achieving creativity in performance employees must attach with their leader the more identification they show with their leader the more chances they give innovativeness and creativity in their tasks. Employee identification with their leader is essential part in every organization for enhancing employees performance. In this way our purposed hypothesis H2 and H3 also accepted as identification with leader demonstrate the positive significant relationship with temporal leader and creative performance.

Moreover, identification with leader acts efficiently as a mediator between temporal leader and creative performance, hence our proposed hypothesis 4 is also accepted because employees identification with leader open many path for new ideas, innovativeness, and creativity in employees doing. Our moderation analyses showed that leader mindfulness is not acting as moderator, so our H5 was rejected. It has proved that leader mindfulness has no significant effect on the relationship between temporal leader and identification with leader.

## 5.2 Hypothesis H<sub>1</sub>

### **Temporal leadership is positively significantly associated with creative performance**

As our first hypothesis temporal leadership is positively significantly associated with creative performance. Temporal leadership has the t value of 12.06, which demonstrate higher significant relationship. T value which is greater than 2 express that the results are significant. In this hypothesis the value of t is 12.06 which indicates statistically significant relation of temporal leader with creative performance. The B co-efficient value is .61 which shows that if there is a one-unit change in temporal leader then there is a probability that creative performance in organization would be increased by 61%.

The relationship between temporal leadership and creative performance also has associations to the past study as well. Temporal leaders focus on timely achieving their task, his focus on meeting deadlines on time. This time is commonly unstructured and is normally apportioned to inventive reasoning, attempting new items, and perusing up on new thoughts or procedures that should help add to workers being creative (Shelly & Gilson, 2004).

Leader plays important role in meeting tasks on time and encouraging employees for creative performance. Temporal leader with his presence and his task related behavior will inevitably increase the moral of the employees to work more effectively to lead towards success by promoting creative ideas of employees. Hence, the

first research objective is achieved which explores the relationship between temporal leader and employee creative performance. We empirically tested and on the bases of calculating results we claimed that temporal leader promotes creative performance of employee in the context of Pakistan. Novel and valuable thoughts are the backbone of business enterprise and the signs of creative thoughts. It is likewise vital to take note of that novel consequences can result from an assortment of techniques for consolidating ideas (Ward et al. 2004). Needs, purposes, and the framing of circumstances can each be impacted through leadership (McMullen et al. 2008). Therefore, in an organization where leader has temporal behavior act as role model for employees motivate and encourage employees in order to grow creativity and innovation in the ideas and tasks of employees, creative performance is generated in organization. So, presence of temporal leader increases creative performance in organization through inculcating supportive role for increasing creativity and innovation in employees tasks.

### 5.3 Hypothesis H<sub>2</sub>

#### **Temporal leadership is positively associated with identification with leader**

The hypothesis 2 that temporal leadership is positively associated with identification with leader is also accepted. Results demonstrate the positive relationship between temporal leader and identification with leader ( $B = .73$ ,  $t = 14.51$ ,  $P = .000$ ).

The  $t$  value 14.51 indicates the significant level of relationship between temporal leadership and identification with leader. The value is above from 2 predicts that the results are statistically significant. Whereas the beta value demonstrates that 1-unit change in temporal leader leads to the 0.73 change in the identification with leader of employees. Hence, this hypothesis got accepted too. Hence, the above stated results are based on the basis of the past literature.

Leadership is one of the significant sources by which organization accomplish the objectives (Chemers, 1997). Henceforth, representative worker identification is



additionally touchy to how they think pariahs see the organization (Sturat, 2002). Identification with leader is one of the most important fact through which a manager must consider as an important element for achieving the desired goals leading the project team and project towards the desired results. They adopt their leader qualities and convictions and act reliably with them, including putting aggregate interests over personal matters (Wang et al. 2005).

Temporal leader with his task related behavior in organization increase identification of employees with him. Leaders who help in planning and synchronizing activities and in addition diminishing temporal clashes may cultivate individuals coming to concession to the significance of meeting achievements, the suitable pacing of subtasks, and time description (Mohammad & Alipour, 2014). Moreover, leader proper allocation of temporal resources in organization for meeting tasks on time also enhance identification of employees. Temporal leader decrease perceptions of time shortage. Temporal leadership is extremely required for achieving desired objectives on time throughout the organization at every level so that employees can show more identification with their leader and employees also show same behavior and beliefs for fulfilling tasks and, plans on the specified time period.

## 5.4 Hypothesis H<sub>3</sub>

**Identification with leader is positively associated with creative performance**

Our third hypothesis of the study also provides us well supported results through data collection. The results of the present study show significant relationship ( $B = .61$ ,  $t = 14.39$ ,  $P = .000$ ).

The value of  $t$  is greater than 2 predicts the significant relationship between both variables while beta value is showing that there is direct relation between both variables and 1-unit change in identification with leader leads to 66% change creative performance. Through this study it has been found that moral identification with leader upsurge the employee creative performance. Previous study found that the

nature of the exchange or connection between a leader and his or her subordinate was identified with the subordinate's creativity (Scott & Bruce, 1994).

When employee identification with their leader high they have more intrinsic motivation for enhancing their performance such as they gave more creative ideas. Extremely identified people are bound to act in manners that are lined up with the organization's identity, interests and convictions (Dutton et al. 1994). Workers' view of identification with the leader is decidedly linked self-efficacy, which is emphatically identified with employee execution, including the capacity to be inventive and creative (Walumbwa & Hartnell, 2011). So higher the identification with leader will initiate more chances for employees to incorporate creativity in tasks by sharing innovative and unique ideas and information within the employees throughout the organization and lead the organization higher level of creative performance.

## 5.5 Hypothesis H<sub>4</sub>

### **Identification with leader mediates the relationship between temporal leadership and creative performance**

This hypothesis got accepted. The result shows significant relationship of identification with leader as a mediator between temporal leader and creative performance, as the upper and lower limit indicated that regression co-efficient are both positive and there exist no zero in the bootstrapped 95% interval around the indirect effect of the relationship of affective presence of temporal leader and creative performance through identification with leader. Devotees with strong individual identification with their leader increase their feeling of self-esteem by adopt their leader morals and beliefs and by performing on as per them. In this manner, employees accumulate acclaim, acknowledgment, and enhanced role obligations, and these outcome in an excessive nature of social exchange with their leaders (wang et al. 2005). Besides, notwithstanding creative exertion, identification may advance a scope of creativity animating procedures, e.g. errand ownership or an inspirational viewpoint. All around, in any case, we foresee, identification with

one's group inspire the person to relate group objectives with their own having a ground breaking stimulating role empowering exertion and determination i.e. creative exertion. Notwithstanding inducing task linked inspiration, identification is likewise liable to encourage a self-persuading enthusiasm for work activities (Hirst et al. 2009). Employee identification with leader is vital for the evolution of workplace because through LMX it makes impact on worker creativity (Tang & jiang, 2015). Identification with leader is consider very essential and beneficial variable for enhancing employee creative performance.

## 5.6 Hypothesis H<sub>5</sub>

### **Leader mindfulness moderate the relationship between temporal leadership and identification with leader**

According to the results that has been discussed subsequently, this hypothesis is rejected.

According to the upper and lower limit  $-.299$  and  $.032$  respectively indicated by the un-standardized regression co-efficient having inverse direction and the zero is exist in the bootstrapped 95% the results are insignificant. B value is also predicting that leader mindfulness does not bring any noticeable change on the relationship of temporal leader and identification with leader. Hence, the results are not meeting the standards and statistically this relationship is insignificant.

There could be many reasons for the rejection of the hypothesis. As leader mindfulness is awareness of leader about employee state of mind what employees think in their minds, it has linkage with employee emotions, sensations and cognitions, leader more aware with employees emotions what employees think and perceive. In every working organization, job related performance linked with good reputation with the presuppose creation of description of the job. Job performances have two categories: contextual performance and task performance. Task performance is linked to intellectual capability whereas contextual performance is based on personality. In task performance every person behavioral responsibilities are mentioned in job descriptions and through their salary systems, they direct relate

to their workplace performance, while, contextual performance based on effectiveness extra behavioral responsibilities that are not mentioned in job descriptions and enclosed by remuneration basically these are additional roles that are related to workplace performance but indirectly (Hambleton, Bartram, Oakland, Martin, Cheung, Knowles, & Prieto, 2011). Temporal leadership is task-oriented leadership in which leader focuses on meeting deadlines on time when leader faces time pressure for fulfilling their tasks but leader must fulfill his task on specified time period. When leader is showing this type of behavior in organization, he will not be showing his mindfulness toward employees, no more care about employees emotions because his priority is only on time fulfilling tasks. Leaders perceive that if they show their mindfulness with employees, performance will suffer. Another reason while relating it with the cultural context of Pakistan, there exists a high-power distance culture between managers/subordinates/supervisors and the employees so leader mostly focus on task-oriented performance not pay attention on employees emotions and feelings.

## **5.7 Conclusion**

This study is conducted to develop the domain of temporal leadership and employee creative performance, which are very popular fields and having great significance in the present era. Many organizations are facing time being issues like time pressure for fulfilling their tasks on time and to address these concerns is very important for long term growth of organizations. The main aim of our study is to detect the impact of temporal leadership on creative performance. Also, this study has showed the role of identification with leader as a mediator between the relationship of temporal leadership and creative performance. Moreover, this research has examined a unique role of leader mindfulness as a moderator between the relationship of temporal leadership and identification with leader.

The data analysis done by collecting data through adopted questionnaires from the different authenticated sources. The developed questionnaires were distributed in the multiple sectors of Pakistan. The supported theory behind this study is

Social Exchange Theory and the proposed hypotheses were made on this basis of this theory. Entirely 480 questionnaires were distributed among the selected sample of this study but final 283 responses with complete and valid were used.

This research contributes to the present literature because these variables were not studied in this framework. Moreover, this study contributes to the literature in a way that it identifies a different mediator identification with leader between temporal leadership and employee creative performance. Along with this, the unique conclusions identify about the moderator of leader mindfulness which gave distinctive results from existing studies. In this research, there are 5 hypotheses we purposed which are being analyzed and tested as per the context of Pakistan. Moreover, H1, H2, H3 and H4 are being accepted according to the context of Pakistan and H5 is being rejected according to the context of Pakistan along with the support of past literature.

## **5.8 Practical and Theoretical Implication**

This study very significantly contribute in the previous literature theoretically and practically in both ways. Very few studies available on temporal leader and creative performance of employee in workplace while most of the research conducted on the team temporal leader and team performance. This research illustrates very significant facts by identifying the impact of temporal leader on employee creative performance in the context of Pakistan. As creative performance is the most essential in this age in every organization, hence this study has illustrated new concept of bringing innovation and creative performance in the organization through employee identification with leader.

In this study, we have developed new relations and then examined them which are very noteworthy for enhancing the competitive advantage through creative performance of employees in this various fluctuating and creative environment of emergent organizations. This study has contributed in a significant way in the literature by demonstrating the role of identification with leader as a mediator between the temporal leadership and creative performance in organization, along

with indicating the role of leader mindfulness as a moderator between temporal leadership and identification with leader. As leader mindfulness is one of the vibrant and unique variables because leader present oriented behavior and awareness in organization is very essential, so studying this variable comes out as the exclusive research which has contributed significantly in the literature for future results. As identification with leader is also very essential variable for enhancing employees performance. When employees are more identified with their leaders, they show more task oriented behavior toward their jobs in this way they can get more praise, benefits encouragement and motivation from their leader.

This study is correspondingly significant for managers, subordinates, supervisors and employees, as Pakistan is facing a highly power distance culture and also facing extreme time pressure for doing tasks on time so, needs a lot of new researches to overcome such dimension of Pakistani culture that will demonstrate the concepts of temporal leadership and also establish the concept of identification with leader so that , subordinates and supervisors in order to enhance the relationship between managers and employees so that employee creative performance will enhance in organization which is the most essential need.

## **5.9 Limitations of Research**

As each research has a few limitations, this investigation additionally has a few limitations which happened primarily because of restricted resource and time constraints. As data were gathered from the multiple private and government sectors of Pakistan, subsequently the outcomes may be very diverse if the data will be gathered from different spaces of organization in Pakistan.

Another constraint emerged because of the way that, since it was a dyadic survey, numerous challenges were looked amid the accumulation of data separately from both of leader and employee. Indeed, even a significant number of the workers were not keen on filling the questioner so convincing them was a troublesome mission. The prejudices may be included in the answers because workers had to rate about the temporal leadership and identification with leader. Moreover, issue we looked

in the data gathering from the leader because they are much busy in their work that is the reason they declined to collaborate and give information individually for every worker. It was difficult to persuade them and get data from leader.

Another constraint in this exploration was the utilization of convenience sampling, as convenience sampling is utilized to gather data separately from a huge population it confines the generalizability. Consequently, the outcomes probably won't be broadly generalized. As, it is concluded after analyses that a few results are not equivalent to what was normally expected with the past inquiries. The results are different because of strong contextual and situational factors as well as Pakistani culture has strong impact and results can't be applicable in other countries.

## **5.10 Future Research Directions**

In this study we empirically test the effect of temporal leadership on creative performance, but for future research directions these variables can be studied with other dimensions of creativity along with enhancement in the leader, employee relationship through other factors like employee intrinsic, extrinsic motivation and creative self-efficacy. For future the more concerted outcomes of temporal leader can be study i.e. rewards.

Moreover, the study on temporal leader need more attention of researchers because this variable can further be studied in other sectors where time pressure involves for doing tasks i.e. banking sector where temporal leadership is highly required in this job. Moreover, antecedents of creative performance needed to identify. Future researchers can also identify new mechanism between temporal leader and creative performance.

There is still a lot of room for further research, as the hypothesis which got rejected can be re-analyzed by using different sector or organ re-analyzed by using specified domain. Hence a lot more research can be done on this perspective in order to examine the leader mindfulness can play a significant role for increasing employees performance.

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# Appendix-A

## Questionnaire

DEPARTMENT OF BUSINESS ADMINISTRATION

Faculty of Business Administration Social Sciences

CUST

**Dear Respondent,**

I am student of Master of Sciences (Human Resource Management) session 2017-19 at Capital University of Science and Technology Islamabad (CUST). I am conducting research on the topic Effect of temporal leadership on employee creative performance through the mediating mechanism of employee identification with leader and moderator of leader mindfulness to fulfil my course requirement. You are one of my potential respondents for research and your voluntary participation is highly encouraged in this regard. All the information will be kept confidential and used for strictly academic purposes only.

**Regards**

**Ayesha Shakeel**

## Employee survey

Please provide the following information.

1. What is your gender?
  - a. Male
  - b. Female
2. How old are you?
  - a. Less than 25
  - b. 25-30
  - c. 31-35
  - d. 36-40
  - e. 41-45
  - f. 46-50
  - g. 51 and more then 51
3. What is your experience?
  - a. 1 to 3 years
  - b. 3 to 6 years
  - c. 6 & more than 6 years
4. What is your industry type?
  - a. Manufacturing
  - b. Service
5. What is your qualification?
  - a. Metric
  - b. Intermediate
  - c. Bechular
  - d. master
  - e. MPhil
  - f. PHD

## Employee Questioner

## Temporal Leadership

T1

Sr. No.	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1.	“Does your leader remind members of important deadlines?”	1	2	3	4	5
2.	“Does your leader prioritize tasks and allocate time to each task?”	1	2	3	4	5
3.	“Does your leader prepare and build in time for contingencies, problems, and emerging issues?”	1	2	3	4	5
4.	“Does your leader pace the team so that work is finished on time?”	1	2	3	4	5
5.	“Does your leader urge members to finish subtasks on time?”	1	2	3	4	5
6.	“Does your leader set milestones to measure progress on the project?”	1	2	3	4	5
7.	“Does your leader effective in coordinating the team to meet client deadlines?”	1	2	3	4	5

## Leader Questioner

### Leader Mindfulness

Sr. No.	Statements	Always	Rarely	Sometime	Very often	Always never
1	"I could be experiencing some emotion and not be conscious of it until sometime later."	1	2	3	4	5
2	"I break or spill things because of carelessness, not paying attention, or thinking of something else"	1	2	3	4	5
3	"I find it difficult to stay focused on what's happening in the present"	1	2	3	4	5
4	"I tend to walk quickly to get where I'm going without paying attention to what I experience along the way"	1	2	3	4	5
5	"I tend not to notice feelings of physical tension or discomfort until they really grab my attention"	1	2	3	4	5
6	"I forget a person's name almost as soon as I've been told it for the first"	1	2	3	4	5
7	"It seems I am "running on automatic" without much awareness of what I'm doing."	1	2	3	4	5
8.	"I rush through activities without being really attentive to them"	1	2	3	4	5
9.	"I get so focused on the goal I want to achieve that I lose touch with what I am doing right now to get there"	1	2	3	4	5
10	"I do jobs or tasks automatically, without being aware of what I'm doing"	1	2	3	4	5
11	"I find myself listening to someone with one ear, doing something else at the same time"	1	2	3	4	5
12	"I drive places on "automatic pilot" and then wonder why I went there"	1	2	3	4	5
13	"I find myself preoccupied with the future or the past"	1	2	3	4	5
14	"I find myself doing things without paying attention."	1	2	3	4	5
15	"I snack without being aware that I'm eating"	1	2	3	4	5



## Employee Questioner

## Identification with Leader

T2

Sr. No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	"I am willing to put a great deal of effort beyond what is normally expected to help my manager and our projects be successful"	1	2	3	4	5
2.	"I feel little loyalty towards my manager" (R)"	1	2	3	4	5
3.	"I really care about the fate of my manager and our projects"	1	2	3	4	5

## Leader Questioner

## Creative Performance

Sr. No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	"Took risk in terms of producing new ideas in doing job"	1	2	3	4	5
2.	"Found new uses for existing methods or equipment"	1	2	3	4	5
3.	"Tried out new ideas and approaches to problems"	1	2	3	4	5
4.	"Identified opportunities for new products/processes"	1	2	3	4	5
5.	"Generated novel, but operable work-related ideas"	1	2	3	4	5
6.	"Served as a good role model for creativity"	1	2	3	4	5