

Ethical Leadership and Servant Leadership on Team Creativity: Task Interdependencies as a Moderating Role

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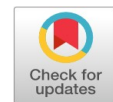
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Abstract: The research investigates the impact of ethical leadership and servant leadership on team innovation while testing task interdependence's moderating role. Data was gathered from 243 participants employed in construction sector companies in Islamabad, Rawalpindi, and Muzaffarabad, Pakistan, to examine the suggested connections. This was done through the use of structured and self-administered questionnaires. The acquired data were analyzed using correlation and regression analysis in the statistical package for social sciences (SPSS). The findings indicated that both ethical and Servant Leadership have a significant and beneficial influence on team creativity. Furthermore, the suggested moderating assumptions about task interdependence were also confirmed. The discussion encompasses the study's consequences regarding theory and practical applications. The study also analyzed its research constraints and identified potential areas for further investigation.

Keywords: Ethical Leadership (EL), Servant Leadership (SL), team creativity (TC), task interdependence (TI)

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INTRODUCTION

Leadership is a crucial skill that motivates teams to collaborate and generate innovative ideas for optimal results. Furthermore, Leadership assumes an even more pivotal position when the competitive dynamics in the global business sphere undergo transformations characterized by escalating risks, diminishing predictability, eroding industry boundaries, and the emergence of new business fields spanning multiple trades (Bettis & Hitts, 1995; Hitt & Reed, 2000). Officialdoms must continually seek and take advantage of possibilities to preserve their competitive edge and secure wealth generation through organizational learning, Creativity, and innovation (Ireland et al., 2003; Torokoff, 2010).

Leaders who uphold ethical standards serve as exemplary figures and are seen as benchmarks by their followers, who develop elevated moral values. Attributes such as care, trustworthiness, honesty, and justice are characteristic of ethical Leadership and are evident in the Leader's behaviors. They establish and regulate the ethical conduct demonstrated within the organization. Ethical Leadership fosters a just work environment where every person is afforded an equitable chance to express their viewpoints and recommendations for enhancing procedures while being motivated to partake in more innovative thinking. As a result, this leadership style will foster a learning atmosphere characterized by reduced errors and more inventiveness (Chen & Hou, 2016).

A substantial amount of study has been carried out to examine the relationship between ethical leadership and creativity, with certain studies finding that team creative self-efficacy plays a moderating role. According to Lee et al. (2019), ethical leaders are individuals who urge their followers to collaborate towards a shared aim, establish a model of the utmost ethical ideals, and seek to promote social justice. Individuals often cultivate a heightened sense of morality and values through engagements and exchanges with others. This study discovered a mediator ethical stance that employees can use to replicate their bosses' creative self-efficacy levels successfully. Prior

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studies suggest a encouraging correlation among ethical Leadership and enhanced employee creativity (Asif et al., 2020; Younas et al., 2020). In order to examine the correlation between ethical Leadership and employee creativity, researchers carried out a range of experiments (Rai & Prakash, 2018). As per the research conducted by Eva et al. (2021), a significant concern among employees is their inability to generate innovative solutions to problems.

Servant Leadership encompasses offering advice, making selfless sacrifices, and recognizing the contributions of followers, which eventually fosters a culture of respect and loyalty (Sendjaya et al., 2008). According to Otero-Neira et al. (2016), this kind of Leadership is highly effective as it focuses on crucial "service" characteristics and prioritizes fulfilling the requirements of people inside the organization. The Leadership above style can boost employees' work performance and attitudes through acknowledgment and esteem, fostering trust and creating high-quality interpersonal interactions (Ma et al., 2021).

When a Servant leadership strategy directs people, they tend to perform effectively and demonstrate positive behavior, which, in turn, favorably benefits organizational performance (Bande et al., 2016; Chiniara & Bentein, 2018). Servant Leadership is widely considered as the most successful technique to resolving workplace difficulties and can considerably benefit firms (Neubert et al., 2016). Significantly, servant leadership prioritizes the welfare of all individuals involved in the organization and the larger civic (Eva et al., 2019). Empirical evidence takes conclusively demonstrated that Servant Leadership substantially influences performance, significantly affecting individual and team performance (Maris & Pengaruh, 2015).

Additional research is required to determine the impact of ethical Leadership on employee creativity and their capacity to generate unconventional solutions (Asif et al., 2020; Nazir et al., 2020). In adding, the authors asserted and requested further research to discover the effect of factors other than leadership styles on employees' Creativity, such as peer relationships and their task interdependence refers to the dependency on each other for official tasks (Le Blanc et al., 2021; Vidyarthi et al., 2014; Wu et al., 2020).

Thus, it is important to analyze the boundary condition of task interdependence in regard to the influence of leadership styles, namely ethical leadership and servant leadership, on team creativity. This study, done in Pakistan, tries to fill these gaps by conducting research on the relationship between ethical leadership and team creativity, as well as analyzing the connection between servant leadership and team creativity. Furthermore, the study seeks to investigate if task interdependence has an impact on the correlation between ethical leadership and team creativity, as well as servant leadership and team creativity. This study examined the following questions, taking into account that the team environment is a crucial part of the corporate culture and has the ability to enhance the quality of employees' job performance: 1. What is the influence of ethical leadership on team creativity? Ensures the degree of task inter-dependency influence the link between ethical leadership and team creativity? Servant Leadership has an impact on team creativity. Does the degree of interdependence across tasks influence the link between Servant Leadership and Team Creativity?

Leadership Ethics and Team Creativity

Ethical Leadership is a constituent of the wider concept of Leadership, which centers on establishing objectives and inspiring and motivating behavior. Keem et al. (2022) define ethical leadership as having certain characteristics i-e demonstrating morally correct behavior individually and in relationships with others. Additionally, it entails encouraging this conduct among subordinates by means of proficient communication, reinforcement, and decision-making. Rai and Prakash (2018) Emphasize two essential components of ethical Leadership: the role of a morally upright boss and the importance of being a morally upright individual. Ethical leaders should exemplify ethical practices in a normatively appropriate manner, offer subordinates the opportunity to express their opinions, and ensure fair procedures rather than solely emphasizing ethical practices through explicit discussion. This approach is advocated by Men et al. (2018). Ethical Leadership sets itself apart from other leadership styles through its distinct characteristics by embodying attributes such as a focus on people, trustworthiness, fairness, frankness, supportiveness, shared inspiration, common esteem, strong idea, reasonable action, stable policymaking, and selflessness (Rai & Prakash, 2018). Investigators have found that ethical leadership has a substantial influence on the conduct of subordinates in various ways, examples of factors include their dedication to the organization, contentment with their job, and involvement in constructive actions for the organization, perception of organizational support, performance at work, and expression of their opinions (Mao et al., 2021). In addition, the study conducted by Mahembe and Engelbrecht (2018) is among the limited research studies that mainly investigate the impact of moral

leadership on staff imagination.

Research indicates that ethical leaders effectively overcome communication barriers, boosting employee confidence (Saleem et al., 2020). Given their reliable attributes, ethical leaders are naturally motivated to be honest and transparent, which can help decrease information asymmetry within a company and enhance trust. Ethical leaders demonstrate their understanding of the importance of their employees' contributions by equipping them with pertinent information. Employees display improved commitment to administrative and practical boxes by offering feedback and making choices that help to the accomplishment and success of the group (Martin et al., 2021). This setting allows staffs to exchange thoughts, demonstrate innovation, and actively contribute to policymaking and organizational transformation (Mahembe & Engelbrecht, 2018).

Ethical Leadership consists of two components: an individual with strong moral principles and a management team that upholds ethical standards (Avolio et al., 2019). According to Erkutlu and Chafra (2018), a person with strong moral values believes, ethical leaders exhibit moral characteristics such as altruism, trustworthiness, integrity, and dependability. On the other hand, A moral manager advocates for ethical leaders to demonstrate moral actions in their management roles, such as effectively conveying ethical principles, engaging in discussions about ethical matters with their subordinates, and genuinely caring for and respecting their employees (Eva et al., 2021). Academics have recently increased their knowledge of the influence of ethical leadership. They have gone beyond examining the moral and irregular activities of supporters and now hold into account their prosocial and practical activities (Lee et al., 2019). Study findings suggest that moral leaders motivate their subordinates to actively participate in improving both their squad and society as a whole (Lapointe & Vandenberghe, 2017). When compared to transactional and transformational leadership, ethical leadership is more effective in influencing worker conduct by launching moral principles, cultivating honest environment within the set, and ensuring that followers' actions align with the company's objectives (Martin et al., 2021). The consequences of ethical leadership can significantly influence the practical conduct of supporters. Ethical leaders possess the ability to foresee and encourage their followers to engage in voluntary and advantageous acts that benefit the organization.

Ultimately, ethical leaders cultivate a setting where the ideas and viewpoints of all individuals, even those that directly contradict the Leader's own, are esteemed and given careful thought (Rofcanin et al., 2021). Allowing individuals to choose and act according to their preferences enables them to thrive (Zhang & Tu, 2019). Extensive research has determined that reliable leaders should encourage employee innovation and experimentation (Yoshida et al., 2019). As per the principles of social learning theory, Creativity remains a learnable talent that can be cultivated and applied in various circumstances. Based on the preceding discussion, existing literature, and theoretical assumptions, the resulting proposition is formulated:

Proposition 1: Ethical Leadership exerts a considerable and favorable influence on team innovation.

Servant Leadership and Team Creativity

A leader practicing servant leadership builds rapport with their followers, gives them responsibility, and includes them in managerial decision-making. They show their followers how to be ethical while standing firm on their principles and how to enhance their talents. Exemplary leaders who live out the principles of Servant Leadership always put their followers' needs first. Their focus extends to all organizational stakeholders through community involvement activities that transcend organizational boundaries. The bond between a leader and their followers fosters a sense of emotional security over the leader's goals, which in turn increases employees' commitment and enthusiasm to come up with new ideas, implement change, and innovate. Therefore, how employees view Servant Leadership has a direct bearing on how they carry out the implementation of new ideas. This correlation can be enhanced by the role identity of empowerment, which enables employees to feel more at ease in making work-related decisions, have greater autonomy in their roles, and be more willing to take on new challenges (Alblooshi et al., 2020; Erkutlu & Charfra, 2015).

The social exchange theory posits that three key elements are crucial: the regulations and standards governing transactions, the transfer of resources, and the subsequent formation of connections (Cropanzano & Mitchell, 2005). Given the potential Based on prior study conducted by Searle & Barbuto (2011), we recommend that Servant Leadership has an encouraging impact on worker attitudes and behaviors, specifically in terms of enhancing employee creativity. Servant Leadership places a high value on serving and meeting the needs of followers, including providing encouragement and fair treatment. This methodology has the potential to increase the motivation of

followers and promote favorable conduct (Yang et al., 2020). The rule of mutuality, as defined by SET (Social Exchange Theory), posits that servant leadership entails leaders directing their attention towards their followers to reciprocate their support. Leaders that effectively manage the firm's difficulties in a creative manner have the ability to inspire their followers to also approach their work with creativity, resulting in an improvement in their overall creativity (Liden et al., 2015).

Furthermore, engaging in social exchange characterized by care and consideration can foster robust relationships, examples of important factors in leadership include confidence in leaders, loyalty, and the formation of an effective leader-member exchange (LMX) between an effective leader and their subordinates. Employees' positive attitudes and productivity can be a direct outcome of these connections (Cropanzano & Mitchell, 2005). Servant Leadership strongly emphasizes addressing employees' needs, fostering growth, and recognizing their capabilities. This technique has the potential to foster faith in influential and establish a positive work environment environment where people feel secure (van Dierendonck, 2011).

Consequently, Servant leaders have the ability to cultivate a strong Leader-Member Exchange (LMX) with their followers, which is marked by a shared sense of trust, responsibility, and admiration (Ferris et al., 2009; van Dierendonck, 2011). Leader-member exchange (LMX) relationships provide workers' access to organizational resources and psychological support that are essential for their creative endeavors, given that the creative process typically entails difficulties and uncertainties (Graen & Uhl-Bien, 1995). Additionally, when leaders actively encourage innovation within the company, strong leader-member exchange (LMX) interactions can make employees feel obligated to return the favor by coming up with creative ideas (Gu et al., 2015). Despite the complexity of the topic, some research has found a positive association between Servant Leadership and employee innovation. A study conducted by Yang et al. (2020) examined 452 dyads from the banking sector and found that Servant Leadership was positively associated with employee innovation. According to a multilevel analysis by Yoshida et al. (2014) that utilized social identity theory, Servant Leadership positively affects employee creativity, there were 154 teams who participated in the study. We derive the following proposition from the preceding discussion:

Proposition 2: Servant leadership has a statistically significant positive effect on team novelty.

Moderating Role of Task Interdependence

Self-directed teams are gaining popularity in the workplace to enhance employee autonomy. Despite the limited number of participants in the studies, it is expected that this tendency would continue to exist (Riaz & Zaman, 2018). The origins of the study of self-managed and semi-autonomous working teams may be attributed to research carried out at the Tavistock Institute (Yoshida et al., 2019). It may be necessary to utilize them to execute little tasks within a more significant undertaking (Reed et al., 2019). The concept of self-managed teams suggests that the intrinsic motivation of team members will increase when they are given the opportunity to contribute in policymaking. As an outcome, these teams are predicted to exhibit high performance levels (Lapointe & Vandenberghe, 2017). Several studies have suggested a positive enhancement in performance (Mao et al., 2021), but other studies have found no discernible impact on performance (Liden et al., 2019). The lack of consideration for contextual elements in the research conducted by Riaz and Zaman (2018) may account for the inconsistency. Numerous studies have demonstrated that group dynamics and performance are greatly affected by its membership (Canavesi & Minelli, 2021; Jaramillo et al., 2019). The level to which a person needs the help of other people to accomplish their goal is called task dependence (Yoshida et al., 2019).

Studies have demonstrated that providing individuals with increased autonomy in decision-making processes and providing the group with increased flexibility to make its own choices leads to improved performance in tasks that necessitate close collaboration (Canavesi & Minelli, 2021). Companies with high task interdependence and strong collective accountability generally demonstrate above-average performance (Martin et al., 2021). The concept that semi-autonomous groups thrive in environments highly dependent on specific tasks suggests that firms with low task dependency have less reliance on their employees' performance than those with higher reliance levels. Individuals accustomed to working independently may discover that collective decision-making leads to unforeseen consequences (Reed et al., 2019). A recent study has discovered that teams with low task interdependence may have comparable adverse consequences when employing group-level monitoring, much like teams with strong task interdependence. When a group lacks the power and independence to make choices on their own and instead needs permission from higher-ups, coordinating tasks might become more difficult (Riaz & Zaman, 2018).

The primary principle of Servant Leadership involves inspiring followers to actively contribute towards attaining the organization's objectives, rather than just acquiring authority. We are studying Servant Leadership to integrate the most efficient strategies for successful team administration and address the challenge of aiding others in their skill development. The ability to help others will be bestowed upon us by this. A servant leader can boost output by exposing their team to more novel experiences, broadening their perspectives, and encouraging a spirit of creative problem-solving. Armed with readily available tools and established procedures, collaborative teams can generate and implement innovative initiatives (Zhang et al., 2018).

By adopting a rotational leadership approach, a servant leader emerges by placing the needs of the group's followers as a priority and directing them towards the accomplishment of their objectives. Deviating from the conventional approach to management is uncommon, but it has the potential to be highly impactful. There is significant interest within academic and professional sectors in comparing and integrating these two leadership paradigms. Although Servant Leadership carries significant theoretical significance, historians have acknowledged that its history is subject to varying interpretations. In addition, Yoshida et al. (2019) put up a three-stage paradigm for defining Servant Leadership. In addition, Riaz and Zaman (2018) discovered that successful teams practicing servant leadership share common characteristics that provide them with an advantage. According to Avolio et al. (2019), the development of servant leaders is shaped by two categories of factors: the presence of powerful team leaders and the impacts at the group level. Traditional top-down leadership has significant hurdles in today's workplaces, regardless of whether Servant Leadership is the ultimate answer to leadership development and innovation (Saleem et al., 2020; Zhang et al., 2018).

Our findings suggest that ethical Leadership can strengthen Servant Leadership, which helps ease the underlying concern. Leaders who demonstrate ethical behavior serve as role models for their staff, fostering a greater likelihood that their colleagues would hold their judgments in high regard, apply moral reasoning, and assume personal accountability for their conduct. Ethical Leadership cultivates interpersonal abilities, which are crucial for a servant leader to maximize the potential of their team. According on the literature provided, we put forward the following propositions:

Proposition 3: When it comes to the connection between ethical leadership and team innovation, task interdependence moderates. It enhances the correlation between the two when there is a high amount of task interference.

Proposition 4: Task interdependence acts as a moderator for the strong and positive connection between servant leadership and team creativity. For this reason, its clear that high levels of task interference strengthen the connection between servant leadership and team innovation.

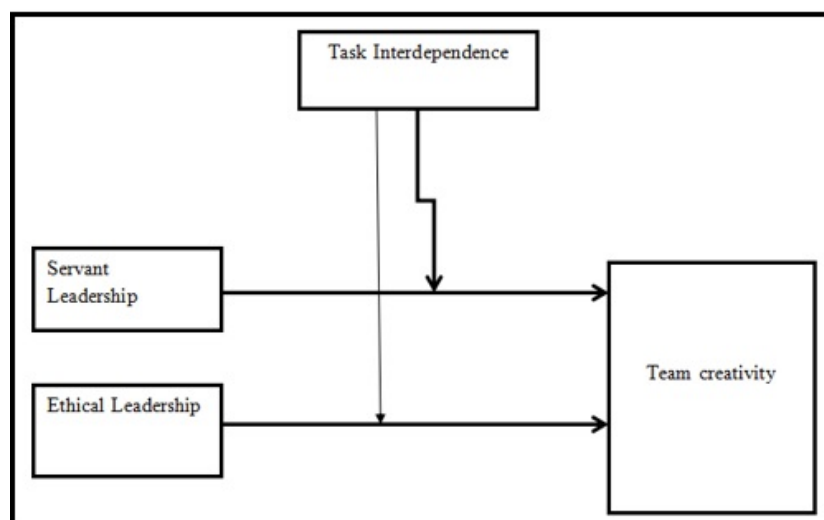


Figure 1: Research model

RESEARCH METHODOLOGY

Research methodology is a comprehensive framework that guides scholars in achieving desired outcomes (Holden & Lynch, 2004). This part will include a concise and precise description of the study methodology, encompassing the strategy, population, sample, sampling procedure, research ethics, and the statistical test that will be employed for data analysis. This information will help scholars draw accurate conclusions from their findings.

Nature of Study

Considering the moderating influence of task interdependence, this study used a causal research approach to investigate the effect of ethical and servant leadership on team creativity. This study relies on employees' self-reported perceptions of variables.

Study Setting

The questionnaire was completed during a field study conducted in key cities of Pakistan, focusing on the project-based construction business. The study included personnel currently engaged in different projects within the construction industry. They were solicited to complete a survey via a Google form in their authentic professional setting.

Sampling Technique

The study's population consisted of employees from various construction sectors in major cities of Pakistan. In order to address limitations in time and expense, we have acquired knowledge of a practical sampling method involving closed-end surveys.

Sample Size

The data for this study was gathered utilizing the simple sampling method. Data was acquired from 243 respondents using a cross-sectional approach. People from all around Pakistan who work in the construction industry contributed to the data set.

Time horizon

A survey was conducted in the construction sector of critical cities in Pakistan from April 10, 2024, to June 1, 2024. Data was collected online using a Google form, and the survey was organized through self-study and personal relationships.

Data Analysis Tools

The analysis was conducted utilizing SPSS and Amos. Descriptive statistics comprehensively describe the data (Durrheim, 2002). According to Bailey (1987), the primary objective of statistical analysis is to establish the connection between the variables discussed in the theory. This is achieved by utilizing the SPSS computerized program to measure the data. Data analysis entails the identification of correlations between variables, the examination of various measurements and measurement errors, and the utilization of Amos for accurate measurement.

Measures of Variables

Ethical leadership: Brown et al. (2005) developed an instrument to measure leaders' ethical conduct called the Ethical Leadership Scale. The employees that were directly reported to their leader filled out the survey. A 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) is used to score the ten items that make up the assessment. "My supervisor assesses success by considering both the results attained and the approaches employed to attain them." shows an example of an item.

Servant leadership: The Servant Leadership assessment used a brief form that was created by Sendjaya et al. (2019) and consisted of six items on a five-point Likert scale. Back in 2008, Sendjaya et al. created a scale with 35 components. Here, one indicates "strongly disagree" and five "strongly agree." The scale is calibrated accordingly. This item says, "My leader grants me the authority to scrutinize their actions and decisions."

Task interdependence: An evaluation of task dependency was conducted using a 4-item, 5-point A Likert scale is a method of collecting data that gauges how individuals feel about a particular statement or issue by using a

five-point scale. A score of 1 indicated "strongly disagree," while a score of 5 indicated "strongly agree." In 1991, Pearce and Gregersen came up with the scale. Think about this statement: "The quality of my performance relies on receiving precise information from others." It's to illustrate things.

Team creativity :Likert scale with five scoring points. Shin and Zhou (2007) created a 5-item, 5-point Likert scale that was used to evaluate team innovation. From 1 (very low levels of team creativity) to 5 (very high levels of team innovation), the scale went from one to five. Two claims make up the sample item: "My team consistently generates novel ideas" and "These novel ideas are consistently beneficial."

Table 1: Reliability of measures

Name of Variables.	Number of Items (s).	.(α)
EL	10	0.781
SL	6	0.7
TI	4	0.702
TC	5	0.814

RESULTS

Descriptive Statistics

The sample data set's expressive numbers, such as standard deviation (SD), skewness (U), kurtosis (K), minimum and maximum values, and mean (M) are shown in the table below. The range of $\acute{1}$ is considered to be the acceptable range for skewness and kurtosis. According to George and Mallery (2010), kurtosis levels that fall within the range of $\acute{2}$ are considered acceptable or usual. The data had a minor negative skewness but remained within the acceptable range.

Table 2: Descriptive statistics

Variables	Min	Max	M	SD	Skewness	Kurtosis
EL	1.99	5.01	4.02	0.64	-0.45	-0.88
SL	1.97	4.98	4.14	0.63	-0.47	-0.61
TC	1.96	4.97	4.06	0.68	-0.21	-0.79
TI	1.89	4.91	4.12	0.75	-0.36	-1.07

EL, SL, TC, TI, N=243.

Relationship Examination

The link between the study variables is validated through the use of correlation assessment. According to Table 2, there is a link between EL, SL, TI, and TC. An indicator of the strength of the relationship and a measure of the link between variables is the correlation coefficient (r). This may be quantified on a numerical scale ranging from +1 to -1. A number of +1 signifies a positive correlation among the variables, whereas a value of -1 signifies a negative correlation. The correlation coefficient between SL and TC is 0.789, showing a robust and favorable association. The association has statistical significance at the $p < .01$ level. In addition, our second independent variable, EL, shows a significant and positive link with TC ($r = 0.756^{***}$, $p < .01$). Moreover, there exists a robust and significant positive association ($r = 0.756^{**}$, $p < .01$) between the degree of TI and the level of tTC. The relationship examination offers early care for all the predicted associations.

Table 3: Relationship examination

Variables	1	2	3	4
1 SL	1			
2 EL	.789**	1		
3 TI	.415**	.288**	1	
4 TC	.756**	.287**	.329**	1

*** $p < .001$, ** $p < .01$, * $p < .05$, N=243

Propositions Testing

Multiple regression has been used to examine the impact of independent variables, specifically EL and SL, on TC. There has also been research on how TI acts as a moderator of these associations.

Age and income, control factors, were included in the first step of the analysis to examine their relationship with team creativity. The study conducted in Step II examined the correlation between EL and TC, and a statistically significant positive association was observed ($\beta=.359^{***}$, p 0.001). This backs proposition 1, which is that "Servant Leadership has a positive significant impact on team creativity," and is accepted. The study demonstrated a substantial positive correlation ($\beta=.367^{***}$, p 0.001) between Servant Leadership and team creativity. This lends credence to the second proposition, which posits that ethical leadership significantly and positively affects team innovation. In Step III, we analysed the connection between ethical leadership and team creativity to see how task interdependence moderate it. Team creativity is positively correlated with ethical leadership, and this correlation is strengthened when tasks are interdependent ($\beta=.547^{***}$, P 0.001). Therefore, proposition number 3, which states that TC enhances the impact of EL on TC, is accepted. In step 4, the final proposition regarding the moderating role of TI on the positive relationship between SL and TC was examined. The analysis revealed a significant relationship ($\beta=.565^{***}$, P 0.001), indicating that hypothesis three, which suggests that task interdependence strengthens the impact of Servant Leadership on team creativity when task interdependence is high, is also supported. All four direct and indirect propositions have been confirmed based on the regression results shown in Table 03.

Table 4: Regression analysis

Predictors	Team Creativity		
	β	R ²	R ²
Step1:			
Control Variables		.136***	
Step2:			
EL	.359***	.721***	.574***
SL	.367***		
TI	.234***		
Step3: Moderation:			
EL * TI	.547***	.876***	.685***
SL * TI	.565***		

DISCUSSION

The primary objective of the research was to examine the role of leadership in encouraging creative thinking within teams. To find out if ethical leadership and servant leadership may foretell team creativity, the study looked at two important facets of leadership. In addition, the function of task interdependence in moderating the model was postulated and empirically evaluated to improve the overall applicability of the model, specifically in relation to its boundary conditions. Four hypotheses were formalized, as discussed above. Data were collected from construction workers from Islamabad, Rawalpindi, and Muzaffarabad, Pakistan’s major cities, to test the hypothesized relationships. After receiving authorization from both the organizations and the individuals themselves, structured questionnaires were disseminated to the respondents. Following the examination of the gathered data, statistical software was utilized to conduct correlation and regression analysis in order to validate the stated associations or hypotheses. Based on empirical evidence, all of the assumptions were confirmed.

Empirical evidence has also demonstrated the moderating influence of task interdependence. One potential explanation could be that the team members have developed more effective brainstorming techniques due to their growing reliance on their assigned jobs. Brainstorming sessions can foster a creative atmosphere among the team, ultimately boosting their capacity for Creativity and invention.

THEORETIC IMPLICATIONS

There has been a lot of research into the connection between leadership and creativity. This work has proposed an innovative clarification for potentially explaining this phenomenon. This study’s findings could pave the way for future efforts to promote ethical and servant leadership. Examining how leaders in an organization prepare their

employees to fulfill specific roles is necessary for fostering Creativity. This research is at the forefront of studying the development of Servant Leadership. This study is distinct since it is the first to integrate Ethical Leadership with Servant Leadership, and analyze the effects of task interdependence. The results shows that individuals are more likely to assume leadership roles within their teams when ethical behavior exhibited by top-level executives influences them. For the purpose of providing more evidence that ethical and Servant Leadership are mutually reinforcing and advantageous to one other, we included an interaction effect into our study of this impact. The purpose of this study was to identify the particular circumstances in which various leadership styles are more likely to successfully motivate employee to attain creative performance. The discoveries enhance our comprehension of imaginative writing and direct us towards novel educational resources. This study investigated the correlation between two leadership traits in the context of emerging Creativity and concluded that Leadership is the predominant factor influencing the creative output of teams.

PRACTICAL IMPLICATIONS

Hence, the results of this study have a wide range of practical implications in the real world. Leaders of teams must refrain from participating in any form of unethical conduct. Leaders and managers should promptly acquire and constantly maintain ethical Leadership traits. Ethical initiatives enhance collective problem-solving, leading to heightened productivity that positively impacts the organization's prospects. Creating a trustworthy and collaborative atmosphere among employees establishes the foundation for flexible Leadership by fostering workplace ethics.

Furthermore, we stress the need to adopt an adaptable leadership approach and strongly encourage managers to instill this technique among their subordinates. Once the ethical leaders of a group have earned the trust of their followers and created an environment where everyone feels welcome, followers are more likely to pitch in with ideas and take charge. Developing future leaders who adhere to ethical principles could be beneficial. The entire team reaps the rewards when a team member fully embraces the team's moral principles and actively strives to achieve the selfless objectives set by the team.

However, Servant Leadership cannot thrive or persist without the backing of individuals in superior positions. A manager must cultivate a conducive work environment that allows for a harmonious and balanced interdependence of tasks. The dynamic between a leader and their followers is intricate and constantly evolving. Upon witnessing the implementation of Servant Leadership, team members may opt to allocate additional time and exertion toward mentoring exceptional performers and recognizing their achievements. Scholars argue that Servant Leadership might offer a novel perspective when evaluating potential candidates for leadership roles.

LIMITS AND IDEAS FOR UPCOMING RESEARCH

The study has limits. Initially, our sample size is limited, which introduces the potential for our research findings to be biased. Although the samples are of good quality and the topic being investigated is particular, it is imperative to address the issue of limited sample numbers. The model has undergone testing using data at the individual level. Further analysis and modeling using larger sample sizes and incorporating multilevel or cross-level approaches would be beneficial to well understand the relationship between leadership and creativity.

This study utilized a self-reported assessment of team creativity, which has the potential to be influenced by social desirability and standard method bias. Subsequent researchers may get data directly from the leader or team leader. Furthermore, the study exclusively focuses on construction business personnel in a specific geographic area, namely Islamabad, Rawalpindi, and Muzaffarabad. This narrow scope may lead to restricted applicability of the research findings to a broader population. Given our limited resources and time limits, we are only able to handle a certain group of employees that will adequately represent the overall population. The study employed a simple random sampling approach. According to this methodology, data is gathered randomly using a practical way to select respondents.

CONCLUSIONS

Leaders are responsible for fostering innovative Creativity among their followers and striving to generate a sense of collaboration and friendship. As time passes and institutions progress, we observe many instances

of inventive and efficient Leadership. Each team member contributed substantially to the project because of the Leader's steadfast dedication to maintaining an inclusive atmosphere. Consequently, Leadership strongly emphasizes actively promoting other team members to assume leadership positions. This can be achieved by offering feedback and commendation to those personnel who take on responsibilities and perform well.

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