# Leadership Preference and Managerial Creativity in Corporate Sector Employees in the GDM Industrial Belt

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**Abstract***: The study aims to examine the relationship between leadership style preference and managerial creativity among corporate employees in the GDM Industrial Belt. The research uses mixed sampling methods, including simple random sampling and area or cluster sampling, to collect data. The sample consists of 115 corporate employees aged 20-60 years from the Gurgaon-Delhi-Meerut industrial belt. The scales used were Managerial Creativity Scale (MCS) by Sangeeta Jain, Rajnish Jain, and Upinder Dhar and Leadership Preference Scale (LPS) by L. I. Bhushan, 1995. The results showed a prevalence of preference for democratic leadership style among employees, with a higher correlation between managerial creativity and leadership preference. The Pearson's correlation between managerial creativity and leadership preference was 0.726. An independent-samples t-test showed a moderately significant difference in managerial creativity levels between male and female employees. The study highlights the importance of considering both leadership preferences and managerial creativity in the corporate sector.*

**Keywords:** Leadership preference, authoritarian, democratic, managerial creativity, corporate, employees, managers

## I. INTRODUCTION

### 1.1 Leadership Styles

A leader's methods and behaviour for directing, motivating, and supervising subordinates are referred to as their leadership style. How a person creates and executes strategies while taking stakeholder expectations and team welfare into consideration is also influenced by their leadership style.

The behavioural techniques used by leaders to motivate, inspire, and guide their followers are known as their leadership styles. They ascertain how leaders carry out strategies and plans to achieve goals while taking into consideration the needs of their team and the expectations of stakeholders. The degree to which a leader can instil trust in their followers is a key factor in effective leadership, as followers who feel confident in their leader are more likely to obey orders and achieve objectives. Leadership styles are influenced by a person's personality, experiences in life, emotional intelligence, family relationships, and thought process. A leader may assume ownership, control, and accountability for the magnitude and scope of upcoming responsibilities by having a clear understanding of their leadership style.

Typical theories of leadership encompass authoritarian, democratic, laissez-faire, and strategic leadership approaches. Democratic leadership is consultative and cooperative; it fosters team member participation and creativity, which raises productivity and job satisfaction. The antithesis of democratic leadership, autocratic leadership makes choices for the group without seeking advice or involvement. Employees that are talented, innovative, and self-motivated are empowered by laissez-faire leadership, which is detached and passive. To avoid uncertainty and disorder, however, laissez-faire leadership must be reined in. Transformational leadership pushes the frontiers of productivity and innovation by motivating team members to accomplish more than they previously believed possible. High integrity, emotional intelligence, empathy, a common future vision, and effective communication are all necessary. This type of organisation is frequently linked to high-growth companies that push the envelope in terms of productivity and creativity. However, since certain team members might not receive the proper mentoring and direction, there's a chance that specific learning curves will be overlooked. With a short-term, straightforward approach, transactional leadership

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assigns duties and obligations to each team member and motivates them to do tasks on time. That might, however, stifle originality and creativity, which would reduce job satisfaction and increase staff turnover. A "go by the book" kind of leadership that adheres rigidly to rules and guidelines is known as bureaucratic leadership. It is frequently linked to sizable, "century-old" companies whose success has been attributed to long-standing customs. In order to practise servant leadership, a leader must first serve the group as a servant. Developing a positive organisational culture and high team morale takes leaders with great integrity and generosity. On the other hand, high-speed organisations or competitive environments might not find it appropriate. Additional leadership philosophies encompass charismatic leadership, strategic leadership, and coach-style leadership. The optimal leadership strategy is often determined by a number of factors, including the team's experience and skill level, the nature of the organisation, the task required, and the leader's personality.

In this research, we focus on two major styles of leadership: Autocratic and Democratic.

Strong, top-down leadership is embraced by autocratic dictators. Autocratic management essentially entails one person making all important decisions for a business or organisation and asking other team members for little to no input. No coworker of the management is allowed to provide suggestions or advise; the boss has the last say in all matters. These leaders don't consult their staff while making important decisions, nor do they allow anyone beneath them to do so. The choice that has been taken is expected to be adhered to by the entire team. Furthermore, some scholars characterise an authoritarian leader as someone who disrupts the status quo and takes big risks. Additionally, someone who persists in a particular course in the face of challenges typically has a more authoritative perspective on leadership. Big dreamers and long-term planners are more likely to adopt an authoritarian leadership style.

There are several important and substantial benefits to being led by an authoritarian. For example, the group will be clear about their expectations and their goals for the project and business. Essentially, no one will be confused about the company's purpose or even the specific work they are doing. Every employee will be aware of the company's objectives. In essence, the organisation's vision is clearer when an autocratic leadership style is used because it disregards any second or opposing ideas. People who disagree with the manager frequently leave the organisation quickly. The fact that everyone is aware of what is expected of them is another significant advantage. All subordinates of an authoritarian leader are held to particular standards. For example, in order to sell the product and make a sufficient profit for the business, the sales staff may have targets that they must meet. With the help of these kinds of goals, every employee is able to comprehend expectations more clearly. Faster decision-making is another advantage of the autocratic leadership style for both the business and the staff. Things move more swiftly in this kind of atmosphere since there is only one person at the top who makes all the big choices. Despite the possibility of consulting a group of experts, the person in charge makes all final decisions and promptly implements them. And last, when it comes to negotiating, the autocratic leader is also more powerful and decisive. A stronger negotiating position is associated with a leader who does not stray from predetermined dollar values and financial interests. During talks, the authoritarian leader is confident and won't give up until a suitable agreement is reached.

Although an authoritarian leadership style has many advantages, it also has a number of drawbacks and issues. For example, in highly autonomous and professional teams, this style of leadership may result in low morale, discontent, and even rage from workers.

Employees who are under too much scrutiny may start to feel inadequate and unnecessarily nervous. Furthermore, an authoritarian approach that is overdone can make all group input practically nonexistent. Furthermore, under this style of leadership, the manager's staff members never receive any kind of compensation or acknowledgment. Many contend that this kind of leadership, which mimics a dictator's approach, will eventually be detrimental to workers. In essence, this kind of management approach lowers worker morale and may result in lower worker productivity.

Democratic leadership, unlike authoritarian leadership, involves a manager who is highly attuned to their team and is capable of delegating responsibility, decision-making, and authority to subordinates.Participative leadership, often known as democratic leadership, has gained significant prominence in company training programmes and management resources. Managers have been advised to foster inclusivity in their decision-making processes by involving their team and collaborating with others to formulate plans and long-term objectives.

Democratic leadership is characterised by several important elements, including collaborative decision-making, shared goal establishment, and enhanced listening abilities to provide effective two-way communication. An essential

component of democratic leadership is the active involvement of management in incorporating subordinates in the process of decision-making. Transparent and sincere communication, ensuring convenient availability, fostering employee growth, exhibiting empathy for others, and offering support to employees are all ways to achieve these goals. Another crucial facet of being a democratic leader is demonstrating a willingness to adapt and modify one's approach.

An essential aspect of democratic leadership is maintaining a deep understanding of the requirements of subordinates. Studies indicate that training and education have prompted managers to alter their leadership style and adopt a more democratic approach.

Democratic leadership offers significant advantages due to its emphasis on team interaction, participation, and engagement. Each employee's performance is recognized, and the workers with the highest achievements are given rewards. In essence, a democratic leadership style fosters a greater level of morale in the work environment. An additional advantage is that employees in such a setting exhibit higher levels of productivity and provide more inventive and imaginative ideas to foster the general expansion of the organisation. Under this leadership style, there is enhanced collaboration among workers.

In a democratic environment, employees are more inclined to recognise their own accomplishments and establish attainable objectives. Consequently, employees are more inclined to experience professional growth and advancement when their manager adopts a democratic leadership approach. Employees experience enhanced job satisfaction in this work environment as a result of the collaborative nature and team-building activities that occur. Companies that implement democratic leadership styles are inclined to provide enhanced flexibility and adaptability for their employees by fostering a more transparent and inclusive communication approach. Democratic leaders are likely to generate higher employee motivation. By implementing this approach, one can unlock the untapped potential of their employees. While democratic leadership offers numerous benefits, it is crucial to comprehend the reservations and drawbacks associated with this particular leadership style. Unclear positions and impending deadlines can result in unfinished projects and communication errors when employing this management style. Certain individuals may be unable to effectively contribute to decision-making for a certain project, particularly if they lack the requisite skills or knowledge. If staff lack advanced skills or extensive experience, this leadership approach may prove ineffective. Furthermore, reaching a consensus within a group can be a demanding and time-consuming process. Occasionally, this style of leadership results in an excessive number of unproductive meetings, as individuals delay taking action and fail to reach a definitive conclusion. In addition to these drawbacks, employing democratic leadership is also inefficient in situations where time is limited or when it is not cost-effective to get input from all individuals. If the organisation is facing a challenging situation and is unable to afford any errors, this leadership style will not be particularly advantageous.

To summarise, authoritarian and democratic leadership styles possess both benefits and downsides, as well as restrictions and disadvantages. Through comprehending these variables, organisations may effectively manage the challenges and possibilities arising from various leadership styles and eventually accomplish their objectives.

## 1.2 Managerial Creativity

The increasing intricacy and volatility of economic pursuits pose challenges for firms in fostering creativity and innovation. Managers are continuously endeavouring to adapt to these changes by pushing the boundaries of innovation in relation to three key questions: "What?", "How?", and "What for?" This phenomenon occurs due to the interplay between precise tasks and creative activities, as managerial creativity is an ongoing process that can become a crucial characteristic of management.

The creative ability of managers is significantly influenced by concrete economic environment aspects, organisational characteristics, and abstract elements of their own thinking, both in terms of quality and quantity. Converting management creativity into a methodical and comprehensible process is a greater challenge for managers and researchers that are interested in this area. In the current dynamic and volatile business environment, creativity is widely recognised as a crucial element for organisations to maintain their competitiveness and ensure their survival. Managers are required to assume significant levels of risk, reframe and address intricate and challenging problems through innovative approaches, and navigate structural barriers to foster innovation inside their organisations. The creativity of managers is evident not only in their day-to-day tasks but also in the development and execution of managerial systems. Leaders must possess the skills of planning, instructing, and managing in order to create the social

structure of the organisation, facilitate the cultivation of diverse and innovative perspectives among individuals, and effectively introduce new ideas that align with the evolving environment.

Both entrepreneurship and management depend on the presence of creativity, and both internal and external factors influence its dynamics. Education and socio-economic context can impose constraints on innovation; however, organizational climate and culture within a company have a substantial impact. The extent to which managers are engaged in the organization's vision and goals, together with their level of intrinsic drive and sense of purpose in their job, significantly impacts their managerial creativity.

The organization's capacity to accept risk, ambiguity, and failure also influences creativity, as creative pursuits necessitate daring choices and unpredictability. A lack of risk tolerance and aversion to failure can result in a cautious mindset and protective habits, which can detrimentally impact creativity and the acquisition of knowledge.

The extent of managerial creativity and problem-solving ability is contingent upon the degree of collaboration, the unhindered exchange of ideas, and the quantity and reliability of accessible information. The autonomy of managerial decision-making and implementation is crucial, as rigid protocols, bureaucratic processes, and time constraints can curtail innovation.

The communication atmosphere and organisational climate are influenced by both the majority and attitude. Individual characteristics such as introversion, extraversion, independence, self-discipline, perseverance, risk-taking propensity, and tolerance for ambiguity, desire for social validation, self-motivation, courage, intuition, and intellect can impact an individual's creativity.

Intrinsic motivation is an essential internal element that stimulates both creativity and managerial creativity. The enjoyment and perceived difficulty of tasks, which can depend on a person's social environment and personality traits, are the driving forces behind motivation to work. Creativity is regarded as a fundamental attribute of the "Vital Force" and is indispensable for envisioning a desired future. Many successful managers credit their success to their adeptness in utilising their creative imagination in a positive and constructive manner to envision and strategize for the future.

Ethical issues play a crucial role in the managerial process of creation, as they guarantee that both organisational stakeholders and the community derive advantages from the outcomes of their creative endeavour. The Bible explicitly states that the outcome of innovation should be channelled towards the betterment of society. Nevertheless, this can also indicate limitations in the process of generating new ideas.

Psychometric methods have been employed to assess both the aptitude for creative thinking and the extent of one's creative abilities. J.P. Guilford pioneered psychometric investigations into creativity, which centred on the assessment of outcomes, cognitive processes, and individual traits. E.P. Torrance devised a series of assessments to evaluate divergent thinking, which have gained widespread popularity as the leading creativity exams globally.

One major limitation of assessing creativity through written examinations is their inability to encompass elements such as intuition, creative memory, keen observation, and motivation. Contemporary psychometric tools can mitigate this limitation and ascertain an individual's authentic psychological capacity, thereby facilitating comprehension of the creative process.

In order to comprehensively evaluate abilities, especially those pertaining to creativity, it is crucial to take into account the two primary classifications: "hard skills" and "soft skills." The Fleishman Taxonomy, a prominent international source, includes four categories of abilities: cognitive skills, psychomotor skills, physical skills, and sensory skills. Cognitive talents encompass verbal knowledge, written information, oral and written expression, mathematical thinking, computer-related concerns, memory, perceptual skills, spatial capacity, selective attention, and dosage time.

In order for businesses to survive, creativity plays a critical role. Managers who are productive must cultivate skills such as taking risks, overcoming problems, maintaining focus, staying motivated, and demonstrating endurance. Acquiring and honing strategies that boost cognitive flexibility and intellectual autonomy can augment creative abilities. Creativity is influenced by both internal and external causes. Talented individuals may be hindered by social constraints, whereas hesitant persons might be uplifted by education and organisational climate. Hence, the evaluation of skills, specifically in the domain of creativity, is vital for firms in search of competent managers.

Psychologists and practitioners have done a lot of research on how to test skills. However, traditional psychometric tools like paper and pencil tests make it hard to get a full picture of a person's personality. These tests have problems like taking a long time, being subjective, and the chance that someone will memorize answers for multiple tests.

In today's competitive business environment, creativity is a vital element for organizations to maintain their competitiveness and ensure survival. The corporate world is a roller coaster ride, with constant demands from rivalry, costs, clients, technical developments, and time. The capacity to generate and execute innovative concepts is increasingly crucial, as organizations can thrive by introducing novel ideas related to new goods, procedures, and approaches to address strategic and operational obstacles.

Managers must identify innovative solutions to challenges and overcome obstacles to innovation within their organizations. The intense rivalry and competitiveness among organizations have stimulated the innovative aspect of management, necessitating ongoing efforts to renew and improve management activities, relationships, and processes in innovative ways. Creativity has become an essential attribute in managerial work since the 1990s, with a recent IBM survey finding that creativity is seen as one of the most crucial leadership attributes. In the decision-making process, originality can arise from both problem-solving and selecting optimal answers. Administrative creativity is evident in the execution of administrative functions and the design and implementation of managerial systems. Leaders must possess the skills of designing, instructing, and managing, as well as assisting individuals within an organization in cultivating diverse and innovative perspectives on reality.

In conclusion, managerial creativity refers to the ability of managers to generate original and suitable concepts related to managing procedures and management frameworks. Successful implementation of these innovative concepts significantly influences the performance and competitiveness of the organization.

## II. REVIEW OF LITERATURE

Peter Kesting et al (2016). This paper examines the knowledge provided by studies regarding the influence of various leadership styles on innovation. There is compelling evidence that leadership is required to meet varying demands at different phases and types of innovation. In light of this context, it is important to note that transformational leadership is not the sole approach to leading innovations. Various leadership styles are better suited to different types and stages of innovation. Nevertheless, the description of this match is still highly inadequate, and the solution to the query of how to guide innovation remains vague. Through the examination of this document, we identify and outline the current knowledge and areas that require more research.

Rusliza Yahaya & Fawzy Ebrahim (2016). The purpose of the paper is to examine the relationship between the three leadership dimensions identified by Bass (1985): transformational, transactional, and laissez-faire, and a number of outcome variables, including organisational commitment, employee extra effort, and employee satisfaction with the leader. The Full Range Leadership Model (Bass, 1985) and its conceptual framework—which includes transactional, laissez-faire, and transformational leadership—are succinctly summarised in this article. The skills and characteristics of transformational leaders were also discussed in this section. The leadership section concluded with a review of earlier research on transformational leadership. The review also provides a thorough analysis of the body of research that has been done on organisational commitment.

Nanjundeswaraswamy T. S. & Swamy D. R. (2014). This paper provides a concise overview and examination of the existing literature on leadership styles and their impact on several aspects of the quality of work life. In the current highly competitive global landscape, it is imperative to employ an efficient leadership style in order to decrease the rate at which employees leave the organisation. Productive achievement of organisational goals is only feasible with effective leadership styles. The performance and productivity of employees are influenced by different leadership styles.

Ebrahim Hasan Al Khajeh (2018). The study looks into how various leadership philosophies affect an organization's overall performance. Six well-known leadership philosophies were emphasised in particular: transformational, transactional, authoritarian, charismatic, bureaucratic, and democratic. Deep insights into different leadership philosophies have been gleaned from this study. The findings showed that the effectiveness of an organisation is negatively connected with charismatic, transactional, and bureaucratic leadership philosophies. In contrast, there was a positive correlation found between transformational, authoritarian, and democratic leadership styles and organisational success. It is recommended that organisations embrace a leadership approach that enhances the competencies and abilities of their workforce.

Shuili Du (2012). This study examines the relationship between different leadership styles and the implementation of corporate social responsibility (CSR) initiatives inside organisations. According to a comprehensive poll of managers, it has been found that companies that have strong transformational leadership are more inclined to participate in institutional corporate social responsibility (CSR) policies. On the other hand, there is no correlation between transactional leadership and engagement in such practices. Moreover, stakeholder-focused marketing strengthens the favourable connection between transformative leadership and institutional corporate social responsibility (CSR) practices. Transactional leadership strengthens the positive correlation between institutional CSR practices and organisational outcomes, while transformational leadership weakens it. This study emphasises the distinct functions that transformational and transactional leadership styles have in influencing a company's institutional corporate social responsibility (CSR) practices. The findings of this research have important implications for both theoretical understanding and practical application.

Iqbal N, Anwar S, & Haider N (2015). The study aimed to examine the impact of leadership styles implemented in an organisation on employee performance. The objective of this study is to examine the impact of several leadership styles, namely authoritarian, democratic, and participative, on employee performance. Ultimately, it was determined that authoritarian leadership is beneficial in the short term, whereas democratic leadership style is beneficial in all time frames. The participative leadership style is highly beneficial in the long term and has a favourable impact on employees. Finally, many recommendations are discussed.

Muhammad Asrar-ul-Haq & K. Peter Kuchinke (2018). This paper presents the results of a study that investigates how the leadership styles of managers affect the performance outcomes of their subordinates in the banking sector of Pakistan. The findings of this study indicate a substantial correlation between transformative leadership and the results of employee performance. Nevertheless, the laissez-faire leadership style showed an adverse correlation with employee performance outcomes in terms of effectiveness and employee satisfaction. The banking sector in Pakistan is susceptible to various issues, one of which being personnel turnover.

Greta G. Cummings (2018). The study sought to investigate the correlations between different leadership styles and the outcomes for the nursing profession and their work environments. The results of this comprehensive analysis strongly endorse the use of relational leadership styles to enhance favourable outcomes for the nursing workforce and related organisational outcomes. Leadership that is only focused on completing tasks is inadequate for achieving optimal outcomes for the nursing profession. Individuals and organisations should promote and endorse relational leadership methods in order to improve nursing job satisfaction, retention, work environment variables, and individual productivity in healthcare environments.

Asha N. et al. (2017). We present gender-related findings from a comprehensive literature review spanning the last thirty years, focusing on selection, development, leadership style, and performance. The findings reveal distinct patterns of selection for female and male leaders, gender-specific factors to consider in leader development, overall similarities in leadership style between women and male leaders (with some exceptions), and comparable performance outcomes for both genders. The significance of context, whether it be the nature of the job, the composition of the group, the culture of the organisation, or the industry/sector, was also uncovered.

Ayhan Aydin, YIlmaz Sarier, & Şengül Uysal (2013). This research study aims to assess the impact of different leadership styles exhibited by school administrators on the job satisfaction and organisational commitment of teachers. The approach employed for this analysis is meta-analysis. The research findings indicate that the transformational leadership style has a favourable impact on the job satisfaction and organisational commitment of teachers. The study found that when administrators transitioned from a transactional leadership style to a transformational leadership style, there was an increase in teachers' work satisfaction and organisational commitment.

Angela Urick (2016). The paper attempts to examine studies on various leadership styles, which demonstrate that effective school leadership is determined by the level of impact or synergy between teachers and principals in relation to the primary focus of schools, which is instruction. According to the theoretical framework, principals should exert a significant influence over resources, safety, and facilities, regardless of the extent of shared instructional leadership. This is because these activities are essential for meeting the basic needs of the school. Nevertheless, the degree of shared instructional leadership had a greater impact on the power of principals and teachers over these resources

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compared to their involvement in principal-directed duties such as establishing a mission, monitoring instruction, and building community.

Ann-Louise Holten & Sten Olof Brenner (2015). The aim of this study, is to uncover the processes that can potentially lead to positive responses from followers towards change. The authors examine the direct and indirect connections between leadership styles (namely transformational and transactional) and how followers evaluate change through manager engagement by studying the relationship between change antecedents and explicit reactions. The relationship between transformational and transactional leadership styles and manager engagement was shown to be beneficial. The level of involvement of managers was linked to how followers evaluated the change. The two leadership styles had a direct and lasting impact on how followers evaluated change. Transformational leadership had a favourable effect, while transactional leadership had a negative effect.

Hina Saleem, (2015). The primary objective of this study is to examine the influence of different leadership styles on job satisfaction, while also exploring whether perceived organisational politics plays a mediating role in this relationship. The research findings indicate that transformational leadership has a beneficial effect on job satisfaction, while transactional leadership has an adverse effect on job satisfaction. Research results also indicate that the perception of organisational politics plays a role in partially explaining the connection between leadership styles and work satisfaction.

Sapna Popli & Irfan A. Rizvi (2016). This study paper's primary goal is to investigate the elements that affect employee engagement, with a focus on the role played by leadership style. The study's conclusions show strong relationships between various leadership philosophies and worker engagement levels. It has been demonstrated that the relationship between employee engagement and leadership styles is moderated by age and education. The research underscores the importance of employee engagement and the critical function that leadership styles fulfil in cultivating an engagement-oriented culture. Organisations must develop appropriate leadership philosophies and human resource (HR) procedures that foster involvement if they hope to improve performance.

Raimonda Alonderiene & Modesta Majauskaite (2016). This work aims to examine the influence of leadership style on the job satisfaction of faculty members in higher education institutions (HEI). The empirical research found that leadership style has a significant positive effect on faculty job satisfaction. Specifically, the servant leadership style was found to have the highest positive impact on job satisfaction, while the autocratic leadership style had the lowest impact.

Minhas, L. S. (2017). The primary objective of this study was to examine the correlation between managerial creativity and emotional intelligence with employee motivation, commitment, and work performance. The findings indicate that Managerial Creativity and Managerial Emotional Intelligence have a considerable impact on various aspects of employees' job motivation, commitment, and performance.

Alaa Abdulaziz Qamber, Ahmed Kh. Muttar & Adel Ali Alzyoud (2021). The objective of this study was to investigate the influence of employee empowerment, namely through delegation of authority, teamwork, training, and motivation, on management creativity within the Ministry of Information Affairs in the Kingdom of Bahrain. The study findings revealed that employee empowerment exerts a substantial influence on managerial inventiveness. Moreover, the findings indicated that the delegation of authority had the most significant influence on employee empowerment, whereas training had the least significant impact on employee empowerment.

Sarooghi, H., Libaers, D., & Burkemper, A. (2015). This study is a meta-analysis of 52 empirical samples, which includes a total of 10,538 observations. The purpose is to examine the nature of the relationship between creativity and innovation, specifically focusing on how organisational, environmental, and cultural factors influence this association. There is a significant correlation between creativity and innovation, particularly when considering individuals. We also found strong moderating effects that show the link between creativity and innovation is stronger for big companies, process-based innovations, and industries with low technological complexity compared to small companies, product-based innovations, and industries with high technological complexity. Additionally, our research reveals that a moderate degree of aversion to uncertainty maximises the association between creativity and innovation.

Bradley, F., Gao, Y., & Sousa, C. M. (2013). The study subject explored in this paper is the level of creativity exhibited by managers from varied cultural backgrounds. Specifically, it investigates whether managers from particular nations have higher levels of creativity compared to adaptability. This study demonstrates that managers exhibit both creative

and adaptable activity. However, the combination of creative and adaptive behaviour differs among regions, countries, and even within countries. Moreover, the findings validate that there is a certain level of similarity in the creativity of managers across certain countries, but significant variations still occur between other countries.

This research proposes that the creative behaviours of managers are dynamic and are impacted by individual and contextual factors. Managers' innovative behaviours can be attributed to their risk preferences and dynamic skills. Considering these two concepts, we propose that managers' creative behaviours can be viewed as: (1) dynamic capabilities that allow them to produce varying degrees of originality; and (2) a dynamic progression that develops over time. These propositions contribute to and expand the existing body of knowledge on the relationship between management risk-taking and dynamic capabilities in relation to managers' creativity.

Tahir. M (2022). The purpose of this study was to examine how well the fit between individuals and their jobs, as well as the fit between individuals and their organisations, might predict the level of creativity displayed by managers in the retail sector of Oman. In addition, we conducted tests on the moderating effects of job dedication and psychological safety. The findings suggest that there is a favourable relationship between person-job fit, person-organisation fit, and career commitment and managerial creativity. However, the impact of psychological safety on managerial creativity was shown to be minor. The moderation analysis reveals that career commitment enhances the impact of person-organisation fit on managerial creativity, whereas psychological safety enhances the impact of person-job fit on the link with managerial creativity. The ramifications of these discoveries are being analysed.

Corry Yohana et al. (2023). This article seeks to examine the impact of critical thinking, cooperation, school vision, emotional intelligence, and the school environment on the determinants of management creativity in principals. It will then analyse how these variables affect teacher performance and student learning results. The findings of this study indicate that critical thinking, cooperation, vision, emotional intelligence, and the school environment have a notable and beneficial impact on the creative abilities of school principals in their administrative roles. In order to enhance the creative abilities of school principals, it is crucial to focus on the factors that impact these abilities, as well as the specific indications that have the most significant influence on each of these factors, as outlined in this study.

Al Homud, N. N. (2021). The study aims to investigate the influence of management empowerment on managerial innovation within the Greater Amman Municipality. Managerial empowerment has been seen as a separate and distinct factor. The findings indicate that all aspects of management empowerment have a statistically significant impact on product inventiveness. The study advised prioritising the empowerment of workers, particularly those in lower administrative positions, by motivating them to assume responsibility and reflect on their mistakes to foster creativity.

The goal of the study is to provide fresh perspectives on managing creativity perception, measurement, and prediction. The purpose of this study is to distinguish between two approaches to managerial creative problem solving: convergent-integrative thinking, in which managers select and create a single creative solution, and divergent-exploratory thinking, in which managers try to come up with several fresh answers to a problem. These contrasts are predicated on Lubart et al. (2011)'s novel theories regarding creative potential. As expected, openness to experience was favourably correlated with divergent and exploratory thinking ($r=0.21$; $p<0.05$) and negatively correlated with agreeableness ($r=−0.22$; $p<0.05$). Conversely, agreeableness was positively correlated with convergent and integrative thinking skills in management creative problem solving ($r=0.28$; $p<0.001$).

Hans, A., Mubeen, S. A., & Al-Subhi, A. K. M. (2018). The study investigated the correlation between leadership style and management creativity in middle-level personnel within certain government organisations in the Sultanate of Oman. A study conducted in the Sultanate of Oman revealed that government organisations predominantly exhibited a democratic leadership style. The respondents exhibited above-average scores in the domain of management creativity phenomenon. Flexibility and sincerity ratings were significantly higher than other criteria in relation to management innovation. The study demonstrated a modest positive correlation between the democratic leadership style and managerial creativity in government organisations in Oman. However, the Free Rein style of leadership was found to have a negative correlation with managerial creativity. The study utilised multiple regression analysis to determine the influence of leadership style on managerial creativity. The results revealed a moderate impact of leadership styles on managerial creativity across government organisations in Oman.

Dr. Preeti Wadhwani (2014).The report explores the impact of the discipline of study, risk-taking behaviour, and their interplay on the managerial creativity of graduate students. The findings revealed a strong influence of the discipline of

study on managerial creativity. However, managerial creativity was found to be unrelated to risk-taking behaviour, as well as the relationship between the discipline of study and risk-taking behaviour.

Wadhwani, P. (2022). This work examines the effects of the field of study, gender, and their interaction, as well as the impact of the field of study and locus of control, and their connection, on management innovation. The results indicate that managerial creativity was not affected by the interaction between the stream of study and locus of control. However, the stream of study and gender, both alone and in combination, had a substantial impact on managerial creativity.

Adam. A, et al (2023). The objective of the research is to ascertain the impact of administrative creativity in mediating the connection between human capital and strategic thinking within the Federal Ministry of Human Resources Development in Sudan. The research yielded several conclusions, the most significant of which is the existence of a correlation between moral and positive aspects of human capital and strategic thinking. Additionally, it was found that administrative creativity plays a mediating role between human capital and strategic thinking. Based on these findings, a number of recommendations were formulated.

Ctrl, K., & Thomas, T. (2013). This study examines the triguna personality traits of 40 managers from various metropolitan cities in India and their level of creativity. In their study, Kaur and Sinha (1992) found that individuals with a Sattvic personality exhibit superior performance compared to individuals with other personality types. The results of the creativity scale also indicate that all personality groups have a desire to be creative. However, managers with a Sattvic personality are particularly adept at showcasing their creative abilities, demonstrating a high level of mental and spiritual balance and harmony.

Vinit Singh Chauhan (2014). The objective of this study is to examine how environmental variables, such as organisational climate, and personal variables, such as tolerance of ambiguity, learnt helplessness, and management creativity, influence the dependent variables of managerial effectiveness. The intercorrelation matrix reveals a statistically significant association between the dimensions of accomplishment dominance, extension dominance, and affiliation dominance in the organisational climate and the dependent variable of managerial effectiveness.

## III. METHODOLOGY

### Aim
- To assess the relationship between leadership style preference and managerial creativity among corporate employees in the GDM Industrial Belt.

### Objectives
- To study the prevalent leadership preference among employees of the corporate sector.
- To study the levels of managerial creativity and its impact on leadership preference.
- To study gender differences in level of managerial creativity in employees.

### Hypothesis
- Democratic leadership styles are more prevalent in the present working conditions of corporate employees.
- Higher managerial creativity among employees correlates with a preference for democratic leadership.
- Higher levels of managerial creativity is seen in male employees.

### Variables
- Two dependent variables have been considered for this study, firstly the level of managerial creativity of an individual and secondly, their leadership preference. Gender is considered as an independent variable in the study.

### Sampling design
Mixed sampling method has been used with Simple random sampling and Area or cluster sampling, in the research for data collection. Simple  random sampling selects a smaller group (the sample) from a larger   group of the total number of participants (the  population). A sample of 115 has been selected from a population of 123. The sample constitutes of

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corporate employees. In area sampling, geographical divisions of territory, community, neighbourhood, cities, states, etc. are made on a map and a certain number of them is drawn at random and called sample. The sample for this research is focused on the industrial belt of Gurgaon-Delhi-Meerut.

**Inclusion and exclusion criteria**

Individuals who are active employees in the corporate sector and in the age range of 20-60 years have been included. The samples have been taken from the Gurgaon-Delhi-Meerut industrial belt.

**Tools**

Managerial Creativity Scale (MCS) by Sangeeta Jain, Rajnish Jain, and Upinder Dhar. The scale has 25 items scored on a 5-point likert scale ranging from 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree. The scale measures the level of managerial creativity in an individual. The scale has a split half reliability of 0.826 and a high content validity of 0.909. The scoring is done by calculating Z-scores as per total raw scores, followed by interpretation of range of creativity levels. There are no negative items in the scale.

Leadership Preference Scale (LPS) by L. I. Bhushan, 1995. The LPS aims at measuring one's degree of preference for authoritarian or democratic leadership style. Of the various types of leadership described in the industrial and social setup, the most common form of leadership classification is on the basis of the manner of exerting influence. The scale has 30 items and is scored on a 5-point likert scale, with no negative items, an agreement with which indicates preference for democratic leadership. The scale has an internal consistency of 0.74 (Spearman-Brown) and test retest reliability of 0.79. A high content validity is seen.

The statistical tools used are Pearson's correlation and t-test for independent samples (two-tailed). Statistical analysis has been carried out using SPSS.

## IV. RESULT

The results indicate a prevalence of democratic leadership style among the employees. The very few responses that indicate a preference for authoritarian leadership were majorly from male employees. It is seen that the employees with preference for authoritarian leadership styles have a relatively low managerial creativity. Employees with relatively higher scores in managerial creativity scale, also show higher scores in leadership preference scale, indicating preference for democratic leadership.

The Pearson's correlation between managerial creativity and leadership preference is seen to be 0.726, indicating a higher correlation. A regression analysis gave R square = 0.528 and sig. F change < 0.001.

The average managerial creativity in males is 99.4, which translates to average managerial creativity. On the other hand, the average managerial creativity in females is 102.17, indicating high managerial creativity. An independent-samples t-test was run to determine if the managerial creativity is higher in male employees as compared to females. The results showed that the difference in the level of managerial creativity in male employees (M = 99.47, SD = 13.65) and female employees (M = 101.82, SD = 11.88) was moderately significant (t (111.487) = -0.979, p = 0.330).

Table 1: Group Statistics

|  | GENDER | N | MEAN | SD |
|---|---|---|---|---|
| LEADERSHIP PREFERNCE | Male | 59 | 99.34 | 15.849 |
|  | Female | 54 | 104.09 | 15.332 |
| MANAGERIAL CREATIVITY | Male | 59 | 99.47 | 13.654 |
|  | Female | 54 | 101.82 | 11.882 |

Table 2: Correlation

| VARIABLES | Leadership preference and managerial creativity |
|---|---|
| PEARSON'S CORRELATION | 0.72 |

Table 3: T-Test (Gender Differences)

| VARIABLES | t | Two sided p |
|---|---|---|
| **LEADERSHIP PREFERNCE** | -1.627 | 0.107 |
| **MANAGERIAL CREATIVITY** | -.979 | 0.330 |

Table 4: Regression Analysis

| PREDICTORS: (Const.), Managerial creativity DEPENDENT VARIABLE: Leadership preference | R-SQUARE | SIG. F CHANGE |
|---|---|---|
| | 0.528 | < 0.001 |

## V. DISCUSSION

The aim of the research was to study to assess the relationship between leadership style preference and managerial creativity among corporate employees in the GDM Industrial Belt. Leadership style refers to a leader's methods and behaviour for directing, motivating, and supervising subordinates. It influences how a leader creates and executes strategies, considering stakeholder expectations and team welfare. Effective leadership relies on a leader's ability to instil trust in their followers, as followers who feel confident in their leader are more likely to obey orders and achieve objectives. By understanding and adapting to different leadership styles, leaders can improve communication, collaboration, employee engagement, and team effectiveness, ultimately leading to increased recognition and success. Democratic, autocratic, laissez-faire, transformational, transactional, bureaucratic, servant, coach-style, charismatic, and strategic are some examples of leadership philosophies. Autocratic leadership makes choices without feedback; democratic leadership fosters innovation and participation. Employees are empowered by laissez-faire, yet it still demands control. Team members are motivated by transformational leadership to surpass expectations in creativity and output. While transactional leadership creates roles and responsibilities, it may also stifle originality. Additional leadership philosophies include charismatic, strategic, and coach-style. The optimal leadership strategy is often determined by a number of factors, including the team's experience and skill level, the nature of the organisation, the task required, and the leader's personality. The two main approaches to leadership that are the subject of this study are democratic and autocratic.Under autocratic leadership, all important decisions are made by one person without input from other team members. It is a top-down approach. Management resources and corporate training programmes frequently use this format. Democratic leadership, on the other hand, entails a manager who can assign authority and responsibility and who is very tuned in to their team. It incorporates teamwork, encourages inclusivity in decision-making, and cultivates support, honesty, and transparency. Organisations may overcome obstacles and accomplish their goals by having a thorough understanding of these styles.The organisational features, the state of the economy, and managers' individual perspectives all affect their capacity for creativity. Creativity is essential to an organization's survival and competitiveness in a fast-paced commercial climate. To promote innovation, managers must take calculated chances, deal with challenging issues, and get beyond institutional obstacles. Leaders are able to establish social structures, foster a diversity of viewpoints, and provide novel concepts because of their inventiveness, which is demonstrated in both daily work and managerial systems. Working together, exchanging ideas freely, and having access to trustworthy information all contribute to managerial creativity and problem-solving skills. Decision-making autonomy is essential since inflexible procedures can stifle creativity. Individual traits including independence, self-discipline, tenacity, risk-taking tendency, introversion, extraversion, and social validation impact communication and the atmosphere within an organisation. Both managerial and creative creativity depend on intrinsic motivation, which is fuelled by the satisfaction of the task and its perceived complexity. Effective managers frequently attribute their success to productively applying their creative imagination. The study investigates the impact of field of study, gender, and their interaction on management innovation. Results show that managerial creativity is not affected by the interaction between study and locus of control, but both study and gender significantly influence it (Wadhwani, 2022). This research paper explores factors influencing employee engagement, focusing on leadership styles. Results show significant correlations between leadership styles and engagement levels, with age and education moderately influencing the relationship. The study emphasizes the importance of employee engagement and the role leadership

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styles play in fostering a culture of engagement (Sapna Popli & Irfan A. Rizvi, 2016). The aim of the research assess the relationship between leadership style preference and managerial creativity among corporate employees in the GDM Industrial Belt. The objectives of the study: (1) To study the prevalent leadership preference among employees of the corporate sector. (2) To study the levels of managerial creativity and its impact on leadership preference. (3) To study gender differences in level of managerial creativity in employees. Three hypotheses have formed: (1) Democratic leadership styles are more prevalent in the present working conditions of corporate employees. (2) Higher managerial creativity among employees correlates with a preference for democratic leadership. (3) Higher levels of managerial creativity is seen in male employees. This study looks at corporate workers in the Gurgaon, Delhi, and Meerut industrial belt's desire for leadership and management inventiveness. One independent variable is gender. A combination of random and area sampling techniques were used in the data collection process. Out of 125 people in the population, 115 corporate employees between the ages of 20 and 60 made up the sample. The purpose of the study was to comprehend leadership styles and staff preferences. The study found that democratic leadership style is prevalent among employees, with a higher preference for democratic leadership. Male employees showed a lower level of managerial creativity, while female employees had higher creativity. The Pearson's correlation between managerial creativity and leadership preference was 0.726, regression analysis gave R square = 0.528 and sig. F change < 0.001.

## VI. CONCLUSION

The first objective was to determine the prevalent leadership style preferred by the employees. It was hypothesised that democratic leadership would be prevalent considering present working conditions. The sample responses majorly showed a preference for democratic leadership, thus supporting the hypothesis. The second objective was to assess the levels of managerial creativity and its impact on leadership styles. The hypothesis suggested a positive correlation between higher managerial creativity and democratic leadership preference. The results showed a correlation of 0.726 between the two variables, indicating a higher correlation, thus proving the hypothesis. A regression analysis gave R square = 0.528 and sig. F change < 0.001, indicating that 52.8% of all points were explained. Significance of < 0.001 indicates extremely low random chance. The third objective was to study the gender differences in levels of managerial creativity in employees. It was hypothesised that males showed higher levels of managerial creativity as compared to their counterparts. However, results showed otherwise. The average managerial creativity of female employees was higher than males. An independent-samples t-test was run to determine if the managerial creativity is higher in male employees as compared to females. The results showed that the difference in the level of managerial creativity in male employees (M = 99.47, SD = 13.65) and female employees (M = 101.82, SD = 11.88) was moderately significant (t (111.487) = -0.979, p = 0.330). Therefore, there is a significant skill gap in terms of managerial creativity, with females being more creative managers. The significance for T-Test is moderate for managerial creativity which indicates a fairly low uncertainty while rejecting the null hypothesis.

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## ANNEXURES

**LPS**

Some statements are written below. Read every statement carefully and see that you agree or disagree with it. For your convenience five answers are given with every statement.

1. fully disagree
2. disagree
3. uncertain
4. agree
5. fully agree

Read each statement carefully and answer according to your opinion. Answering of each statement is necessary.

A leader who lives cordially with members is very influential

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A good leader does not hesitate in accepting his mistake in the presence of others

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

Leader should always manage his group with the opinion of members

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

Leader is omnipotent he can punish or reward anyone

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

Which way should be adopted to achieve the objects of the group? Leader should decide this by taking the opinion of members

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

Skillful leader is he who determines all the policies himself

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A good leader plans the outlines of future programme of the group according to opinion of members

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A good leader cannot say that any of his order may be disobeyed

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A leader should always be attemptful so that there is no tension among the members

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A good leader decides the policies of the group only by the opinion of members

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A leader should take initiative at the time of need instead of taking consent from others

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A good leader is he who leads the members on the policy and way which he wants and no member objects to it

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A leader should be hard to his critics

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A leader should do according to the opinion of majority of members

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A leader should give details of his work and report to the members from time to time to time

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A leader should keep the members divided in many groups

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A leader should not confess his mistakes in the presence of members

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A leader should maintain his Leadership by taking advantage of discord and mutual enmity of the members

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

A leader working according to the opinion of members is a prey of corruption

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE          FULLY AGREE

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Leadership of a leader depends upon the mutual agreement of the members

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE       FULLY AGREE

Whatever leader says is the law for the members

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE       FULLY AGREE

Division of work into many small groups should be done by the leader according to the opinion of the members

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE       FULLY AGREE

A leader should be careful that no other member of the group tries to become leader

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE       FULLY AGREE

A leader should propose different names in need of an expert so that members may choose any of them

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE       FULLY AGREE

A leader should honor the opinion of his critics

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE       FULLY AGREE

A leader should decide according to the opinion of members that which members together will do a work

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE       FULLY AGREE

A leader should provide the details of future programs of the group to all the members

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE       FULLY AGREE

A leader who cares least of the members is supposed equally to be a good and successful leader

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE       FULLY AGREE

A leader should keep confidential from the members the planning and policies of work

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE       FULLY AGREE

A leader should work according to his views he should not ask frequently the opinion of his associates.

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

FULLY DISAGREE       FULLY AGREE

**MCS**

With the help of this scale, we want to know your opinion about your organization. There are 25 statements given below. Read the statements and carefully select your answer on five points viz

strongly disagree

disagree

neutral

agree

strongly agree

No answer is right or wrong in this scale.

**Executives should use novel ways to achieve organizational goals**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

STRONGLY DISAGREE       STRONGLY AGREE

**New methods of orientation should be adopted for the new entrant to an organization**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

STRONGLY DISAGREE       STRONGLY AGREE

**Job rotation may result in novel ideas**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

STRONGLY DISAGREE       STRONGLY AGREE

**One's performance should be distinguishable from those of peers**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

STRONGLY DISAGREE       STRONGLY AGREE

**Original ideas of subordinates should be encouraged**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

STRONGLY DISAGREE       STRONGLY AGREE

**An executive should try to make his work unique and distinctive**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

STRONGLY DISAGREE       STRONGLY AGREE

**Problems can be perceived as opportunities**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

STRONGLY DISAGREE       STRONGLY AGREE

**Innovative procedures should be worked out for organizational effectiveness and efficiency**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

STRONGLY DISAGREE       STRONGLY AGREE

**Innovative ideas should be employed in solving problems**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5

STRONGLY DISAGREE       STRONGLY AGREE

**Status quo situations are not comfortable if they persist for a long time**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**To solve a specific problem various alternatives are preferable**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**Innovative methods of performance appraisal help in the development of subordinates**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**To solve day-to-day problems at workplace flexible approaches are desirable**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**An executive may respond more to people, when they appeal to his or her emotional being**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**One should persist and set the problem aside temporarily without closing one's mind to it or giving it up**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**While planning activities of the day, executives usually picture the places where they will go, people they will meet and things they will do**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**Executives prefer to summarize readings than to outline them**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**While preparing for new or difficult tasks, an executive is more likely to visualize the accomplishment of the task**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**Generally speaking executives absorb new ideas best by contrasting them to other ideas**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**Executives prefer to learn through free exploration**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**It is more fun for an executive to dream about the future**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**The existing norms or policies or procedures should not be accepted without evaluation**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**Being restricted to one or few ideas is not satisfying**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**People in creative organizations first visualize and then communicate whatever they experience**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

**Executives prefer to concern themselves with hidden possibilities, uncertainties and potentials**

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5
STRONGLY DISAGREE     STRONGLY AGREE

| Name | LPS | 101.6315789 | MCS | 100.6053 | GENDER |
|------|-----|-------------|-----|----------|--------|
| NC | 96 | democratic | 91 | | Male |
| F | 75 | authoritarian | 83 | | Male |
| N | 107 | democratic | 103 | | Female |
| SG | 102 | democratic | 83 | | Female |
| Ma | 91 | democratic | 92 | | Male |
| TS | 92 | democratic | 95 | | Female |
| K | 107 | democratic | 108 | | Female |
| M | 100 | democratic | 95 | | Male |
| SS | 99 | democratic | 100 | | Male |
| AS | 94 | democratic | 96 | | Male |
| AS | 101 | democratic | 93 | | Male |
| D.K.N | 99 | democratic | 92 | | Male |
| MC | 106 | democratic | 109 | | Male |
| DM | 99 | democratic | 100 | | Female |
| MM | 99 | democratic | 106 | | Female |
| NM | 87 | democratic | 108 | | Female |
| HD | 102 | democratic | 97 | | Male |
| SK | 95 | democratic | 90 | | Male |
| OS | 100 | democratic | 90 | | Male |
| VR | 99 | democratic | 95 | | Female |
| VJK | 102 | democratic | 121 | | Female |
| PPS | 112 | democratic | 98 | | Male |
| SB | 93 | democratic | 90 | | Male |
| SKK | 86 | democratic | 93 | | Male |
| A | 118 | democratic | 107 | | Female |
| U | 104 | democratic | 96 | | Female |
| J | 82 | authoritarian | 77 | | Male |
| M | 92 | democratic | 95 | | Female |
| Z | 101 | democratic | 97 | | Female |
| MP | 71 | authoritarian | 83 | | Male |
| AA | 84 | authoritarian | 79 | | Female |
| AD | 110 | democratic | 97 | | Male |
| AJ | 88 | democratic | 85 | | Female |
| D | 101 | democratic | 96 | | Female |
| SSH | 89 | democratic | 111 | | Female |
| IS | 76 | authoritarian | 79 | | Female |
| PV | 84 | authoritarian | 70 | | Male |
| AB | 120 | democratic | 100 | | Female |
| SD | 95 | democratic | 100 | | Male |
| KT | 115 | democratic | 100 | | Female |
| AP | 120 | democratic | 100 | | Female |
| DB | 140 | democratic | 120 | | Male |
| AK | 120 | democratic | 115 | | Female |
| JK | 90 | democratic | 100 | | Female |

| | | | | |
|---|---|---|---|---|
| CH | 125 | democratic | 120 | Male |
| BD | 135 | democratic | 112 | Male |
| AS | 140 | democratic | 115 | Female |
| AKJ | 135 | democratic | 120 | Female |
| M | 125 | democratic | 100 | Female |
| SD | 112 | democratic | 112 | Female |
| SS | 110 | democratic | 99 | Male |
| VB | 116 | democratic | 113 | Male |
| AK | 114 | democratic | 113 | Male |
| AS | 104 | democratic | 91 | Female |
| HS | 89 | democratic | 98 | Female |
| SR | 118 | democratic | 96 | Female |
| RM | 91 | democratic | 78 | Female |
| SF | 85 | authoritarian | 85 | Female |
| NA | 109 | democratic | 96 | Female |
| RA | 82 | authoritarian | 83 | Male |
| MM | 94 | democratic | 95 | Female |
| NP | 90 | democratic | 95 | Male |
| SP | 96 | democratic | 115 | Male |
| VT | 98 | democratic | 108 | Female |
| PS | 91 | democratic | 111 | Male |
| GS | 96 | democratic | 111 | Male |
| SC | 90 | democratic | 92 | Male |
| UC | 91 | democratic | 95 | Female |
| DG | 112 | democratic | 91 | Male |
| KN | 108 | democratic | 103 | Male |
| RS | 92 | democratic | 96 | Male |
| DS | 90 | democratic | 95 | Male |
| RS | 87 | democratic | 88 | Female |
| PK | 91 | democratic | 111 | Male |
| MK | 100 | democratic | 113 | Male |
| MK | 102 | democratic | 100 | Male |
| LK | 91 | democratic | 111 | Male |
| AS | 87 | democratic | 88 | Male |
| RKS | 87 | democratic | 86 | Male |
| MU | 87 | democratic | 88 | Male |
| MK | 89 | democratic | 110 | Female |
| MP | 92 | democratic | 97 | Male |
| PC | 98 | democratic | 110 | Male |
| ZS | 97 | democratic | 101 | Female |
| TG | 85 | authoritarian | 84 | Female |
| KA | 87 | democratic | 90 | Male |
| AS | 90 | democratic | 105 | Female |
| AL | 90 | democratic | 92 | Female |
| BS | 75 | authoritarian | 83 | Male |
| DS | 95 | democratic | 100 | Female |
| AB | 88 | democratic | 95 | Male |

| | | | | | |
|---|---|---|---|---|---|
| AD | 75 | authoritarian | 85 | Male | |
| Ad | 90 | democratic | 90 | Male | |
| PE | 88 | democratic | 112 | Male | |
| AbD | 120 | democratic | 119 | Male | |
| MS | 117 | democratic | 110 | Female | |
| PS | 120 | democratic | 120 | Female | |
| PYS | 95 | democratic | 94 | Female | |
| PC | 125 | democratic | 125 | Male | |
| PH | 135 | democratic | 123 | Male | |
| AL | 120 | democratic | 121 | Female | |
| HV | 140 | democratic | 120 | Female | |
| NM | 90 | democratic | 70 | Male | |
| BB | 100 | democratic | 101 | Male | |
| SP | 120 | democratic | 120 | Female | |
| NZ | 95 | democratic | 100 | Female | |
| SS | 120 | democratic | 110 | Female | |
| NN | 125 | democratic | 122 | Female | |
| LP | 121 | democratic | 115 | Female | |
| JK | 118 | democratic | 120 | Female | |
| MK | 120 | democratic | 122 | Male | |
| VT | 98 | democratic | 100 | Female | |
| SB | 130 | democratic | 125 | Male | |
| KC | 125 | democratic | 120 | Male | |

0.726352495

correlation

| | |
|---|---|
| TOTAL | 115 |
| MALES | 60 |
| FEMALES | 55 |

| | | |
|---|---|---|
| A- 112 and more | +2.01 and above | extremely high managerial creativity |
| B- 106-111 | +1.26 to +2.00 | very high |
| C- 100-105 | -0.51 to +1.25 | high |
| D- 91-99 | -0.50 to +0.50 | average |
| E- 85-90 | -0.51 to -1.25 | low |
| F- 78-84 | -1.26 to -2.00 | very low |
| G- 77 and less | -2.01 and below | extremely low managerial creativity |
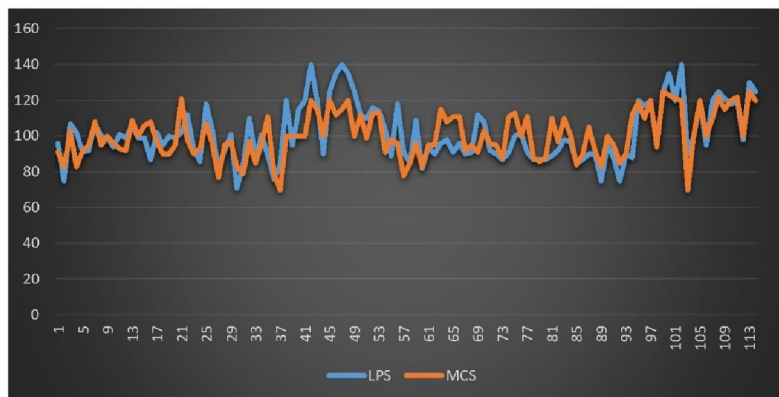
### Research Consent Form

You are invited to participate in a research study conducted by **Ananya Sinha** at **Amity Institute of Psychology and Applied Sciences**. Before deciding whether to participate, it is important that you understand why the research is being done and what your participation will involve. Please take the time to read the following information carefully. Feel free to ask any questions about the study before deciding to participate.

The purpose of this research study is to assess managerial creativity and preferred leadership styles of an individual.

If you agree to participate, you will be asked to answer a few questions pertaining to the topic. The estimated duration of your participation will be 15-20 minutes.

Any information collected during the course of this study will be kept strictly confidential. Your responses will be anonymized and stored securely. Only the research team will have access to the data.

Participation in this study is entirely voluntary. You may refuse to participate or withdraw from the study at any time.

If you have any questions about the study or your rights as a participant, please contact:

**Ananya Sinha**

anniesinha64@gmail.com

### Consent:

I have read the information provided above, and I voluntarily agree to participate in this research study. I understand that I am free to withdraw at any time without penalty.

Participant's Signature: _____          Date: _____

Demographic details:

Participant's Name: _____

Age: _____

Educational qualification: _____

Gender: _____