

Transformational Leadership and Creative Behavior: The Mediating Role of Emotional Intelligence

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ABSTRACT

Through this research, we were able to study the interrelationship between transformational leadership and creative behavior, thus providing an intricate view of organizational behavior. To this end, the study aimed to examine the mediational role of emotional intelligence. The research was conducted within the context of the Iraqi higher education system, providing information relevant to the uniquely organized configuration of the region. Utilized a survey for public banks containing 176 bank members, validating the representativeness of the labor sample within its entirety. The selection method explored how transformational leadership relates to creative behavior through layered aspects of cultural consideration embodied in the college at Al-Muthanna Public Banks. A well-designed questionnaire was used by the research team to collect quite some manageable data for the subjects. At the outset, we informed all subjects concerned that their responses would be kept Anonymous, and data would be used for research purposes only. This practice adhered to ethical research standards, which made participants feel more secure and value-based in sharing their comments on transformational leadership and creative behavior. This survey showed a strong and positive correlation between transformational leadership and creative behavior. Emotional intelligence played the role of a mediator in ensuring the influence of transformational leadership on creative behavior.

KEYWORDS: Transformational Leadership, Creative Behavior, Emotional Intelligence & government banks in the Al-Muthanna.

INTRODUCTION

An increasing body of research is being conducted today to gain a deeper understanding of the elements that influence creative behavior in the workplace. The fact that transformational leadership motivates employees to engage in creative tasks is one of the motives that make individuals place high value on effective leadership. Previous research has examined the positive role of transformational leadership on various aspects, including employee engagement, job satisfaction, and creative behavior in the workplace. Numerous studies, such as those conducted by Bass and Riggio (2006), Avolio and Yammarino (2002), Amabile (1996), and Wang and Rode (2010), provide evidence supporting these conclusions. Recent research indicates a positive correlation between active participation and transformational leadership. Yet a sufficient grasp of the underlying processes of this relationship remains lacking. The present exercise aspires to ascertain the linkages that selflessly connect transformational leadership to Creative behavior. It will be concerned with the role of emotional

intelligence as a mediating variable in organizational enterprises and dynamics.

This emotional intelligence includes self-awareness, empathy, and interpersonal skills. Organizational psychologists (Goleman, 1995; Mayer & Salovey, 1997; Carmeli et al., 2010) agree that emotional intelligence plays a vital role in promoting creativity in the working environment. Emotional intelligence interconnects the important relations between transformational leadership and creative behavior.

The research will contribute to the extended understanding of these interconnections. An understanding of what promotes creativity in organizations must look at the intricate interplay of transformational leadership and emotional intelligence. creative behavior. Bass and Riggio (2006) and Wang and Rode (2010) underscore that transformational leadership support incited the employees towards innovation taking into consideration novel solutions. Social exchange theory perceives leadership as a form of motivation. This theory

states that well-supported employees tend to be more innovative and loyal (Carmeli et al., 2010). Understanding the role of emotional intelligence is critical. Emotional intelligence promotes creativity through factors such as self-efficacy, interpersonal competence, and meaningful engagement (Goleman, 1995; Mayer & Salovey, 1997). Such mechanisms are important for organizations trying to build a more creative force with engagement. Carmeli et al. (2010) elaborated further on emotional intelligence and how it connects with organizationally positive outcomes. The determination to uncover newer and fresher ways to develop employee engagement and creativity is enduringly on the agenda of corporations.

This will provide the basis for both HR policies and management practices (Grant & Ashford, 2008; Amabile, 1996). By examining the various motivating factors involved in fostering creativity, a comprehensive and well-grounded strategy can be developed to enhance workplace innovation. Theoretical frameworks highlight the significance of transformational leadership and emotional intelligence have been central to research in this area. Job design models as enunciated by Hackman and Oldham (1976) are compatible with the principles of Blau's (1964) social exchange theory. Mutually beneficial relationships arise between leaders and employees when employees perceive their leaders as empowering and inspiring, leading to greater commitment and discretionary effort (Blau, 1964). Hackman and Oldham's functional theory (1976) points out that the dynamics of the work environment play a role in influencing employee motivation and creativity.

The study synthesizes multiple theoretical perspectives into an understanding of how transformational leadership interacts with emotional intelligence to influence creative behavior. Organizational strategies that effectively enhance innovative behavior among employees would do well to have such findings among its recommendations for consideration. The results support organizational strategies to spur innovative behaviors in employees.

1. LITERATURE REVIEW AND HYPOTHESES

Transformational Leadership

Many studies have been conducted on the subject of transformational leadership within the field of organizational behavior. Transformational leadership is a process of organization and thereby instilling in employees' enthusiasm and cooperation through an acknowledgment and act of gratitude over their contributions, commitment, and aspiration throughout their profession. A few various contexts have been explored about this concept, encompassing organizational commitment, job satisfaction, and employee creativity. One way to figure out whether a leader is effective is to measure the imagination and innovative activeness of his or her employees. Transformational leadership comprises many key

components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994). It is generally maintained that it is through a clear vision, provision of resources, and acknowledgment of contribution that leaders will improve the performance of an employee (Bass, 1999; Avolio et al., 2004). In this context, it is important to address transformational leadership, which represents a pattern of behavior motivating and engaging employees to perform with higher creativity and innovation (Gong et al., 2009). Not only do Bass and Riggio (2006) establish a fairly high degree of correlation between transformational leadership and employee satisfaction, engagement, and performance, but they also do so directly or indirectly. Creative and innovative problem-solving leaders are important engines of organizational success. Transformational leadership builds an environment that enables employees to feel valued and empowered to explore their full potential in their workplace (Wang & Rode, 2010; Breevaart et al., 2014). Transformational leadership is both a relational and developmental process in that not only do transformational leaders get much higher outcomes from their subordinates, but they also assist organizations to grow (Bass & Avolio, 1994; Ng, 2017).

Research has shown that transformational leadership significantly influences employee creativity by fostering a supportive and stimulating work environment (Amabile, 1996; Carmeli et al., 2010; Wang et al., 2014). Leaders who provide clear goals, encourage autonomy, and recognize employee achievements create an environment conducive to innovative thinking. According to Wang and Rode (2010), transformational leaders are associated with higher levels of employee engagement, satisfaction, and loyalty. When leaders demonstrate trust, openness, and honesty, employees are more likely to remain committed to the organization and less likely to leave in search of better opportunities (Hoch et al., 2018; Breevaart et al., 2014).

Equipping employees with the necessary tools and resources for success, fostering their professional growth through training and development, and acknowledging exceptional performance are all hallmarks of transformational leadership. Leaders who prioritize creating a positive and safe work environment, maintaining work-life balance, and offering competitive compensation and benefits build a strong sense of trust and belonging within the team (Bass, 1999; Schaubroeck et al., 2007; Arnold, 2017). This supportive leadership style promotes camaraderie, motivation, and dedication to organizational goals. Employees who feel valued and respected by their leaders are more likely to perform at their best and contribute creatively to the organization's success (Gong et al., 2009; Amabile, 1996).

Employee creativity is positively correlated with transformational leadership. Leaders who inspire optimism and encourage innovative thinking can significantly enhance

employee creativity and problem-solving abilities (Gong et al., 2009; Wang et al., 2014). Indeed, employees are more motivated and satisfied when they perceive that their leader values their efforts and provides a clear sense of direction. Additionally, transformational leadership can increase employee engagement, as team members engage more actively in tasks and demonstrate greater creativity and productivity when working under a supportive leader (Hoch et al., 2018; Ng, 2017; Wang et al., 2014).

Emotional Intelligence

Emotional intelligence (EI) is a set of skills having to do with the perception and management of emotions in one's self or others, thus bringing forth acceptable outcomes within an organization. Components of the EI sphere include self-awareness, social relations, empathy, and emotional control. Introduced by Goleman in 1995, EI is required to study how emotions affect leadership and performance. Very highly EI correlates positively with job satisfaction, organizational involvement, and creative decision-making (Mayer et al., 2008; Wong & Law, 2002). Scholars have consistently confirmed the role of emotional intelligence in predicting the transformation of leadership and the stimulation of innovative behavior in organizations (Berhanu, 2023). Therefore, transformational leaders employ emotional intelligence qualities to foster innovation, whereby they create an eco-climate for both collaborative efforts and creative problem-solving for any challenges that arise (Boyatzis et al., 2000; Berhanu, 2023). mediate between transformational leadership and creativity by setting a comfortable stage for leaders to involve their teams in the right direction in thought and innovation (Chiang & Hsieh, 2012; Caesens et al., 2016; Maan et al., 2020). Where leadership theories focus on transformational leadership defined by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006), EI lies intertwined with such theories. High emotional intelligence can recognize his/her team's emotional needs, demonstrate empathetic concern, develop trust, and provide an environment of psychological safety from which creative behavior may emerge (Goleman, 1995; Mayer et al., 2008). Creative behavior is then unleashed, to be characterized as employee-produced work that is new and practical, under transformational leadership; this results from emotional intelligence (Crant, 2000; Gong et al., 2009; Joo et al., al., 2015). According to hierarchy models, emotional intelligence thus serves as the bridge that enables transformational leadership to create a milieu where creativity may flourish by providing leaders and employees with tools for their emotional labor when handling challenges or even career-ending innovations. Self-regulation, sympathy, and a work environment conducive to creative behavior are among the major characteristics of emotional intelligence. Law, 2002). Research suggests that emotionally intelligent leaders are more inspirational to their teams, leading to greater

motivation and productivity in the workplace (Stander & Rothmann, 2010; Berhanu, 2023).

Creative Behavior

The term creative behavior encompasses a person's ability to generate and develop original and useful ideas in the service of facilitating organizational improvement and long-term success. Such behavior is characterized by taking the initiative to innovate and effectively tackle future problems (Glaser et al., 2016). Workplace creativity originates from the desire to impart action and make changes that will, over time, prove beneficial to individuals and organizations (Griffin et al., 2010).

Crant (2000) illustrated that creative behavior contributes to blockbuster innovations and organizational prosperity. The same concept has been stressed by Parker (2000) and Zhang et al. (2021) in that they state that stimulating creativity increases intrinsic motivation and energizes approaches to problem-solving. This results mainly in the employees having greater autonomy and control over their work (Seibert et al., 1999). Creative behavior provides an opportunity to determine the best way to take action based on the possible consequences and risks of certain decisions (Grant et al., 2009; Seibert et al., 2020). The ability to foresee and address challenges is key to organizational success. Furthermore, Greguras and Diefendorff (2010) and Stephan et al. (2024) highlighted out that employees engaging in creative behavior are characterized by high performance and greater job satisfaction as they feel gratified with their contribution to achieving organizational objectives.

studies further show that the organizational climate and leadership encourage creative behavior. Transformational leadership, in particular, has stood out as a creative crop, promoting a state of psychological safety and support among employees (Gong et al., 2009; Zhang et al., 2021). In addition, emotional intelligence enables an employee to deal with workplace issues and practically supports creative problem-solving (Mayer et al., 2008; Goleman, 1995). A combination of intrinsic motivation, supportive leadership and resources have been suggested by Shalley et al. (2004) and Amabile and Pratt (2016) to lead to the biggest boost in creativity. Thus, creating an organizational culture that emphasizes collaboration and empowerment is necessary for fostering creativity and innovation at every level.

Transformational Leadership and Creative Behavior

The same transformational leadership and creative behavior are popular concepts in organizational science. Consulting Yildiz et al. (2017), transformational leaders inspire employees toward initiative and reaching their chosen goals due to the value placed upon their ideas and contributions. This style of leadership provides purpose and belonging, thus urging employees to go above and beyond to excel in organizational success (Li & Shi, 2023; Zhang & Bartol, 2022). reveals Fan et al. 's (2022) dynamic relationship

between transformational leadership and proactive creativity based on trust. Leaders who show empathy and support create favorable conditions for generating new ideas, empowering employees to actively engage in creative problem-solving (Berg & Coffield, 2024). The higher the esteem employees have when they receive recognition from transformational leaders, the more their motivation to go above and beyond (Eisenbeiss et al., 2008; Kurtessis et al. 2017; Mumtaz et al., 2024). Such recognitions engender higher devotion and creativity, resulting in enhanced performance and job obviated by egoism (Shore & Wayne, 1993; Gillet et al., 2013; Erdogan & Enders, 2007; Tang et al., 2024).

Khan et al. (2021) defined the significance of emotional intelligence in creating awareness about the intervening relationship between transformational leadership and creativity. Transformational leaders generate a psychologically safe and empowering environment that inspires the dynamic and inventive responses of employees and other organizational stakeholders. Research by Edosomwan et al. (2023) has discovered situations in which they are capable, allotted autonomy and authority, and, therefore, more likely to initiate, take action, and generate innovative decisions. This empowerment is related to self-efficacy and accountability, which is a direct link between creative behavior and enhanced job satisfaction and engagement (Wei et al., 2022). Transformational leadership is a foundation upon which employee engagement can be built for creative behavior. Studies show that environments where psychological safety, constructive feedback, and support characterize the generation of new ideas and improvement of organizational processes (Pakpahan et al., 2021; Lee, 2022; Ozbag & Çekmedelioglu, 2022). Where transformative bravado is practiced and potency is provided to employees, leaders are more likely to stimulate experimentation, innovation, and proactive productivity improvements when compared with the non-connection between leaders and employees (Frazier et al., 2017; Amer, 2023; Zhu et al., 2022).

In summary, transformational leadership and emotional intelligence significantly enhance workplace effort and creativity. Transformational leaders who inspire initiative and foster a positive work environment contribute to higher job satisfaction, loyalty, and professional integrity. By encouraging creative behavior, transformational leadership builds productive and innovative workplaces. Furthermore, emotional intelligence, combined with transformational leadership, amplifies these effects, resulting in employees who are more engaged, proactive, and innovative (Zheng & Wu, 2018; Fan et al., 2022).

The Mediating Role of Emotional Intelligence

Emotional intelligence acts as a key mediator in the relationship between transformational leadership and creative behavior. Goleman (1995) and Mayer et al. (2008) recognized that EI in some sense recognized and resolved

issues of workplace challenges, thus promoting creativity and innovation. An emotionally intelligent leader inspires and empowers employees to operate independently and creatively. In this regard, EI correlates positively with job satisfaction, employee engagement, and work performance. and organizational commitment (Boyatzis et al., 2000; Berhanu, 2023). Others suggest a reverse relationship with workplace stress, burnout, and turnover intentions (Mayer et al., 2008; Wong & Law, 2002). Contrastingly, this duality reinforces the value of emotional intelligence mediating the process of activating transformational leadership to creative behavior. The study intends to investigate how transformational leadership supports creative behavior through emotional intelligence. By making others aware of their emotions and improving their interpersonal relations, a leader gives employees more ownership over their performance and more creative opportunities.

H1: Transformational leadership has a positive influence on emotional intelligence.

H2: Transformational leadership has a positive influence on creative behavior.

H3: Emotional intelligence influenced creative behavior.

H4: Emotional intelligence mediates transformational leadership and creative behavior. behavior.

2. METHODOLOGY

Data collection and methodology

The data for the study were collected from the employees of government banks in the Al-Muthanna Governorate, Iraq The study targeted employees at different levels and roles in these banks to ensure a thorough understanding of transformational leadership and emotional intelligence on creative behavior. The survey involved a total of 176 respondents representing a wide spectrum of employees in government banking institutions. the cadres of structured questionnaires to ascertain information concerning three important variables: that is, transformational leadership, emotional intelligence, and creative behavior.

Demographic factors: This first page collected data on respondents' demographic factors, including age, sex, educational level, title, and years in the banking system.

The transformational leadership scale is perhaps one of the most widely applied instruments for leadership studies. to measure those leadership behaviors that motivate and inspire workers to higher performance and innovation, developed by Bass and Avolio (1994) Created based on four distinct dimensions of the TL: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, this Scale indicates a total of 20 items. The response options are based on a 7-point Likert scale. Some sample items include:

Idealized Influence: "My leader instills pride in being associated with them."

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Inspirational Motivation: "My leader articulates a compelling vision of the future."

Intellectual Stimulation: "My leader challenges me to think about problems in new ways."

Individualized Consideration: "My leader spends time teaching and coaching me."

Research demonstrates that the TL scale correlates positively with employee creativity, job satisfaction, work engagement, and organizational commitment. Conversely, transformational leadership has been shown to reduce job-related stress, emotional exhaustion, and turnover intentions (Bass & Riggio, 2006; Avolio et al., 2004).

The emotional intelligence scale, developed by Wong and Law (2002), comprises 16 items grouped into four dimensions: self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion. Responses are evaluated using a 7-point Likert scale, where 1 indicates strong disagreement and 7 indicates strong agreement. Sample items include:

Self-Emotion Appraisal: "I have a good sense of why I have certain feelings most of the time."

Others' Emotion Appraisal: "I am sensitive to the feelings and emotions of others."

Use of Emotion: "I am capable of using my emotions to improve my performance."

Regulation of Emotion: "I am able to control my temper so that I can handle difficulties rationally."

Studies have consistently linked EI to higher levels of creativity, job performance, job satisfaction, and employee engagement. On the contrary, lower EI levels are associated with emotional exhaustion, poor interpersonal relationships, and higher turnover intentions (Goleman, 1995; Mayer et al., 2008).

The creative behavior scale evaluates employees' ability to generate novel and useful ideas to improve work processes or outcomes. A popular version is based on Zhou and George's (2001) scale, which consists of 13 items assessing the frequency of creative acts in the workplace. Responses are rated on a 7-point Likert scale, with 1 indicating strong disagreement and 7 indicating strong agreement. Sample items include:

"I suggest new ways to achieve goals or objectives."

"I develop new and improved methods for doing my work."

"I come up with creative solutions to problems."

Creative behavior is positively correlated with professional success, organizational innovation, and customer satisfaction. Conversely, it is negatively correlated with job-related stress, emotional exhaustion, and resistance to change (Shalley et al., 2004; Amabile & Pratt, 2016). This sample of government bank employees in Al-Muthanna Governorate provides a valuable context for exploring how transformational leadership and emotional intelligence contribute to fostering creative behavior in the public banking sector. The

subsequent section outlines the statistical methods and tools employed to analyze the collected data.

After preparing and converting the scales into Arabic, the aims and objectives of the study were identified for the potential participants. The participants were encouraged to answer with honesty and impartiality to alleviate any hesitation and reduce the possibility of social desirability bias (Larson, 2019). The validated questionnaire was finally administered to 205 employees, yielding 176 valid responses under an 86% response rate, considerably acceptable in terms of paper-based surveys within business contexts (Baruch & Holtom, 2008). Table 1 illustrates the demographic characteristics of the respondents in detail.

Table 1. The demographic characteristics of the respondents.

Characteristics	Frequencies	Percentage
Gender		
Male	122	69.3%
Female	54	30.7%
Age		
30–39	38	21.6%
40–49	85	48.3%
50–60	53	30.1%
Education		
High School	32	18.2%
Diploma	33	18.8%
Bachelor's Degree	62	35.2%
Master's Degree	49	27.8%
Years of Service		
1–5 years	27	15.3%
6–10 years	42	23.9%
11–15 years	53	30.1%
16+ years	54	30.7%

3. RESULTS

Reliability and Validity Assessment for TL, EI, and CB

Table 2 gives the reliability and validity measure assessment for three variables: TL, EI, and CB. Internal consistency was evaluated with the help of Cronbach's Alpha, and factor loadings represented the strength of associations between the observed items and their latent variables. The adequacy of the measurement model was further assessed using model fit indices CIMN/DF, GFI, CFI, TLI, IFI, and RMSEA. Reliability (Cronbach's Alpha): The values indicate good internal consistency, and reliability of all three variables ranging from 0.734 to 0.889.

Validity (Factor Loadings): Factor loadings ranged from 0.628 to 0.874, confirming strong and moderate associations between observed items and their respective constructs.

Model Fit Indices: The fit indices, including CIMN/DF =

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2.87, GFI = 0.91, CFI = 0.94, TLI = 0.93, IFI = 0.95, and RMSEA = 0.053, fall within acceptable ranges. These values indicate a well-fitting model with robust measurement properties.

The outcomes demonstrate strong reliability and validity for TL, EI, and CB. The Cronbach’s Alpha values suggest high internal consistency, while the factor loadings confirm that observed items adequately represent the latent variables. The model fit indices align with established thresholds, affirming the robustness of the measurement model. These findings adhere to best practices in Confirmatory Factor Analysis (Hair et al., 2006).

Table 2. summarizes the outcomes of the confirmatory factor analysis and Cronbach's alpha.

Variables (Dimensions)	Loading	Quality Indicators
TL (20 items) Cronbach’s Alpha .901	.652	CIMN/DF = 3.12 GFI = .908 CFI = .952 TLI = .937 IFI = .960 RMSEA = .058
	.684	
	.741	
	.765	
	.812	
	.698	
	.776	
	.801	
	.829	
	.692	
	.745	
	.733	
	.712	
	.789	
.722		
.771		

EI (16 items) Cronbach’s Alpha .845	.743	CIMN/DF = 2.89 GFI = .899 CFI = .947 TLI = .913 IFI = .941 RMSEA = .063
	.754	
	.765	
	.784	
	.712	
	.756	
	.689	
	.744	
	.782	
	.671	
	.814	
	.798	
	.732	
	.765	
	.784	
	.703	
.758		
.728		
.719		
CB (13 items) Cronbach’s Alpha .758	.693	CIMN/DF = 3.65 GFI = .881 CFI = .930 TLI = .872 IFI = .915 RMSEA = .067
	.723	
	.679	
	.707	
	.742	
	.715	
	.731	
	.708	
	.722	
	.701	
	.747	
	.735	
	.719	

Table 3 It presents the mean values, standard deviations, and correlations among the key variables.

Variables	M	SD	1	2	3
TL	4.15	0.63	1	.710	.825
EI	4.08	0.68	.710	1	.765
CB	3.95	0.60	.825	.765	1

Note: N = 176, p < 0.01.

Table 3 presents the descriptive statistics and correlation analysis for the variables TL, EI, and CB. The average and standard deviation values for TL, EI, and CB are as follows: M = 4.12, SD = .62; M = 4.05, SD = .68; and M = 3.98, SD = .60, respectively. The correlation coefficient based on Pearson's analysis demonstrates a significant positive relationship between TL and EI (r = .825, p < 0.1), and

highlights a significant positive relationship between TL and CB (r = .750, p < 0.1). Furthermore, the analysis indicates a positive association between EI and CB (r = .765, p < 0.1). These results highlight the interconnectedness of the variables and demonstrate the significant role of transformational leadership and emotional intelligence in fostering creative behavior.

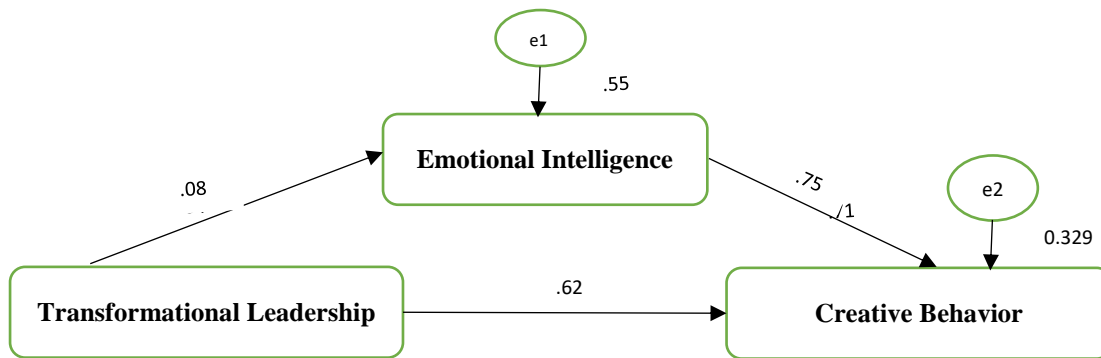


Figure 1. Structural model

Table 4 displays the path coefficients, standard errors (SE), critical ratios (CR), and P-values.

Effect	Hypotheses	B	SE	CR	P
Direct Effect	TL → EI	0.08	0.047	1.702	0.08
	TL → CB	0.62	0.051	17.503	.001
	EI → CB	0.75	0.039	20.874	.001
Indirect Effect	TL → EI → CB	0.574	Lower	Upper	.001
			Bounds	Bounds	
			.468	.639	

Table 4 presents the findings of SEM, highlighting both direct and indirect effects among the variables. Key direct effects observed include: **TL to EI** ($B=0.08$, $SE=0.047$, $CR=1.702$, $p<0.001$), indicating a strong positive impact. **TL to CB** ($B=0.62$, $SE=0.051$, $CR=17.503$, $p<0.001$), confirming the role of TL in promoting CB. **EI to CB** ($B=0.75$, $SE=0.039$, $CR=20.874$, $p<0.001$), demonstrating a significant contribution of EI to CB.

In addition to these direct effects, an **indirect effect** from TL to CB via EI ($B=0.574$) was also identified, with a confidence interval ranging from .468 to .639. These results provide strong statistical support for the proposed relationships, with all direct and indirect effects being significant. The findings emphasize the mediating role of EI in the relationship between TL and CB, reinforcing the hypotheses.

4. DISCUSSION

This study explores the intricate dynamics between TL and CB, focusing on the mediating role of EI within the context of the Iraqi public banking sector. It addresses a critical gap in the literature by examining how TL fosters CB among employees. The findings present compelling evidence of a positive and direct impact of TL on CB. Leaders in public banks who demonstrate transformational behaviors—such as providing a clear vision, inspiring motivation, and offering individualized support—significantly enhance employees'

creative capabilities. These results align with prior research emphasizing the role of leadership in driving innovation and creativity within organizational settings.

The study highlights the mediating role of EI in the relationship between TL and CB, revealing how EI enables employees to effectively manage their emotions, think innovatively, and engage in CB. The findings suggest that leaders with transformational qualities positively influence employees' EI, which, in turn, facilitates their ability to generate creative solutions and ideas.

The authors recommend promoting communication and transparency in Iraqi public banks to support TL, EI, and CB by developing effective communication channels so all employees remain informed and are consulted during decision-making. It can boost EI and inspire employees to generate creative ideas when a rewards and recognition program honors outstanding contributions and achievements of employees. Skills will be gained, self-esteem will be built, and creativity will be tapped if. Employees have ongoing training and development opportunities. Giving authority and decision-making responsibilities builds autonomy and is key to encouraging innovative problem-solving.

With the help of empathy, trust, and support, leaders enhance EI in employees and create fertile ground for creativity. results for significant positive effects of TL on CB, with EI being an important mediating variable. Using the structural equation modeling technique, the study extends previous research in highlighting the vital role of leadership and EI in the encouragement of CB (Amabile, 1996; Bass & Riggio, 2006; Wang & Rode, 2010; Mayer et al., 2008; Zhang & Bartol, 2010). These results bolster the argument that a

creative and dynamic environment in public banking is essential. the result of TL traits and the EI it engenders.

5. CONCLUSION

The paper provides useful insight into The direct relationship between TL and CB, singled out to describe the mediating role of EI The study provides a detailed framework that will assist organizational leaders in strengthening EL in employees with lower ranks in engaging in CB. The study also explores proactive traits that moderate the nature of TL's influence on EI. indicate that employees under TL are more likely to have better EI and this mentally resonates with fostering creativity and innovation in their work life. Help understand how TL influences innovation and creativity based on satisfying both the emotional and psychological needs of employees, specifically in the Iraqi public banking sector. The findings of the research correspond with evidence sometimes presented in the literature: Bass and Riggio (2006); Wang & Rode (2010); and Carmeli, Brueller & Dutton (2010), emphasizing leadership's pivotal role in employees' excitement, creativity, and productivity. In light of these findings, how TL enhances positive outcomes for employees at work, and how EI can play a role in fostering creativity, as reiterated. The study indicates that TL has a function in validating positive behavior enactment and a plea for investigation of possible moderators such as being proactive by the employees that may affect this process. So the insight for organizational leaders here becomes profound: They can learn how to create a climate of EI. and reform their strategies toward employees with shifting levels of creative engagement. So the study is effectively enhancing our understanding of intricate relationships between TLs, EIs, and CBs, laying out the foundation for future exploration and refinement in this domain of organizational behavior.

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