

INVESTIGATING THE INFLUENCE OF STRATEGIC LEADERSHIP ON EMPLOYEE CREATIVITY WITH MODERATING ROLE OF TRUST: EVIDENCE FROM TELCOM SECTOR IN NANGARHAR – AFGHANISTAN

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ABSTRACT

This research article assess the influence of strategic leadership on employee creativity in telecommunication sector in Nangarhar. This impact is further analyzed through influencing role of trust and also to what extent trust impact the relationship between strategic leadership and employee creativity. The adopted questionnaire is used to obtain the data from the staff of telecommunication sector. The random sampling technique is used to select the respondents from the entire elements of population. The main reason of using the random sampling technique is to reduce the standard error of the study and to approach to true parameters of population. The ordinary least square estimation technique was utilized to obtain the results and some diagnostic results were also performed to have an efficient, consistent and unbiased result. The result of the study indicates that strategic leadership and trust have a statistically significant and positive effect on employee creativity. The result further explore that trust couldn't enhance the effect of strategic leadership on employee creativity. In other words, trust doesn't play the role of moderate variable to enhance the effect of strategic leadership on employee creativity. The reason behind this argument is that there is several other factors that could encourage the employees to be creative.

KEYWORDS: Strategic Leadership, Trust, Employee Creativity, Nangarhar

INTRODUCTION

In today's dynamic world, innovation, technology and globalization have been immensely influenced the environment of business particularly in telecommunication sector. To face a sequence of obstacles; establishments are needed to form their main competencies, and maintain their competitive advantage. Certainly, strategy is becoming more serious than it was in past. Therefore, as matter that effective strategy in order to manage the employees is important to accomplish organizational goals and now it is one of the top priorities of leaders.

There are numerous ways to know concept of leadership with various definitions as it is depended on the person who defines it (Durrsema, 2013). In simple words, we could say that leadership sorts out around three terms: leader, followers, and goals. Followership and leadership is the associated model. Followers' obedience for leaders is the reflection of a good leader. According to Boal and Hooijberg (2001) strategic leadership is an ability of creating and maintaining adaptive and absorptive capacities and it is also an ability of distinguishing opportunities of environment by their supervisory wisdom. Rowe and Nejad (2009) said that it is a motion of communicating clear vision

and share values to the employees and is the ability of making decision with the minimum control of organization. According to Carter and Greer (2013) strategic leadership is attached with visionary and thinking capabilities of the strategic leaders whose object is to form organization which is transformative. Shoemaker and Krupp (2014) argued that it is not only concerned with ownership of exclusive abilities which consents for learning and absorption of the new ideas and information, even so having adaptive capabilities to suitably react to complexity and vitality of external environment. Moreover, they further perceived that these abilities let them tactically and constantly fit to an organization in regarding uncertain environment.

A shift from the supervisory leadership towards the strategic leadership took place in middle 1980s. Mainly, strategic leadership is focusing more on the creation of the organization which is giving meaning to organization and is also concerned with the leadership of organization. According to Duuresma (2013) in twenty first century the scope of leadership extended from not just emphasizing on the internal functions of the organization but this also had external alignment and association with the environment. Glenn Rowe (2001) said that strategic leaders have profound insight not on the present situation of the organization but these leaders have the ability to predict and forecast about the future scenario. Without strategic leadership, organizations could not accomplish higher or even sufficient performance as facing different economical challenges.

The scope and study of the strategic leadership emphasizes on small group of the executives that is referred to CEO, board of directors, and top level management teams who are having overall responsibilities of the organization (Strand, 2014; Lord et al., 2016). In spite of its significance to performance, practitioners and researchers of strategic leadership are yet to be agreed on common definition (Allio, 2013). Regardless of the varied disconnected constructs and terminologies used in previous researches and studies of strategic leadership, it was defined by Bass (2007) that CEO who places the entire policies for integrating and acquiring organizational resources.

Researchers generally supplemented quality of the strategic leadership with the insights from transformational, charismatic, transactional, visionary, reflective, adaptive, transcendental, servant and empowered leadership correspondingly (Castelli, 2016; Crossan, 2008; Waldman et al., 2001). Transactional, adaptive, transcendental, reflective, servant and empowered leadership could be viewed as the types of transformational, visionary, and charismatic styles which emphasize on self-leadership, organization and others respectively (Waldman, 2001; Crossan et al., 2008). Particularly, strategic leadership is explained by numerous researchers as having main critical practice that has: exploiting and exploring core responsibilities of organization, determining long-term goals of organization, managing social and human resources, instilling organizational sustainable culture, crating and executing fair control system and focusing ethical values which would not delay incessant transformation other than same time guarantee organizational stability.

There has been many ways to describe creativity because of its complex nature. One way to describe this is that creativity encompasses understanding and establishment of the useful and fresh ideas, procedures and policies. Working environment of an organization is promoting creativity and innovation of the employees. In this modern era, managers and leaders know the significance of the employee creativity which they assure that employees are meeting creative requirement of job. According to Amabile (1996) research shows that working environment which requires creativity influences satisfaction of job and remains with the organization.

The role of creativity for organization's growth and performance could not be ignored in this competitive environment. Scholars suggested that for competency and survival of an organization, employee creativity is a significant element (George and Zhou, 2002). Therefore, organizations need creative employees for initiating the organizational innovation. According to Shalley et al. (2004) one of the key factors to generate the competitive advantage for an organization is employee creativity.

According to Pirola and Mann (2004) creativity is judgment of usefulness and novelty of something. Forgionne & Newman (2007) defined creativity as ability to distinguish new relations, form new concept from the existed information and examine and inspect the subject as of new perspectives. Generally, creativity in organization is described as construction of useful and novel solution or ideas (Zhou and George, 2001). Because of the assured relevance to organizations, groups and individuals, the phenomena of creativity is broadly disrobed from the decades and ages in various of fields and disciplines counting: organizational behavior, sociology and psychology (Styhre & Sundgren, 2005). Amabile (1997) said that creativity is something that creative people do or have. According to Simonton (1977) creative people have many attributes which differentiate them from their peers who are not or less creative for example creative people are having well-developed skills and are having much knowledge, they are finding their task profoundly motivating, unconventional, great takers of risks and they possess great openness and wide interest to new experiences. Shalley & Gilson (2004) said that several studies have pinpointed that creativity is a result which emphasizes on useful and new ideas.

One of the biggest challenges for leaders and managers in twenty first century in organizations is employee creativity. Employees with capabilities and skills could create competitive edge for an organization and could deal with complex challenges in this fast changing and growing world. According to Zhou and Shalley (2008) not long ago, knowing the dynamics of creativity in organization is agreed a high priority in research of organizational behavior and it has attracted enough quantity of research interest from both practitioners and scholars (Florida, 2005). The cause of interest for this is because of its important contribution in the survival and effectiveness of organization and makes an organization accomplish competitive advantages (Shalley et al., 2004). It is understandable that trust has been explained and defined in many ways in the existing literature. Though each scholar used minor differentiation, most of the empirical researches appear to measure

and conceptualize trust as expectation or a belief which one could depend on another another's words and actions (Dirks, 1999; Cummings and Bromiley, 1996; McAllister; Robinson, 1996). Trust is more meaningful in that situation where one party is on risk or susceptible to other (Stikin et al., 1998; Mayer et al., 1995).

Several theories of leadership based on trust which has elaborated how the charismatic and transformational leaders demonstrate trust towards followers and similarly followers develop trust of leaders. Almost from last forty years the role of trust in the organization has been admitted and recognized by numerous researchers. If an employee discerns that a leader is having the attributes and abilities to enhance trust in their relation than this promotes effectiveness of leaders. Basically, trust is the agreement among two parties. Hence, trust is distinguished from its outcomes and antecedents in many theories. Mayer's et al (1995) theory discussed that the perception of the characteristics of trustee (benevolence, ability and integrity) which contains trustworthiness are the antecedents of trust. Benevolence refers to the perception of grantor which the trustee takes care about the grantor. Ability is the perception which trustee has the competencies and skills. Eventually, the term integrity is dealing with the perception which trustee holds, this set of the principles which are acceptable for the grantor. Grantor is actually taking risks in relationship with the trustee suggested as results of the trust through researcher. Mayer and Gavin (2005) said that more trust corroborates taking of risk on the grantor.

Even though, the concept of trust has been used for a long period of time in the discipline of social sciences and became extremely famous in the discipline of social sciences in the last decade of the twentieth century (Lichtenstein et al., 2010). IN addition, it does not have comprehensible concept and definition in the field of social sciences that would be used generally and would be fitting and suitable for the empirical measuring. It was summarized that this concept is just general comprehension of trust which social sciences still misses. The interpretation and analysis of the existed literature demonstrated that there has been a disagreement among researcher of such field about definition, nature and the concept of trust, reliability, faith and confidence that are typically used as synonyms for the term trust. Likewise, conceptual confusion exists about object of the term trust, specifically if this is possible at all to construct a differentiation among impersonal and personal trust (Amabile, 1996). We would not argue that the field of social sciences needs one voice, other than it is of worth to state in the advance that realm of researching trust is confused, much discussed and it offers many ways to understand trust.

Since tough competition between organizations and rapid changes in technology in business world has increased the importance and demand of workforce. Therefore, it is significant to consider this resource vitally to face with these rapid changes and challenges which organizations are facing through the provision of innovative and creative solutions of such issues and challenges (Shalley et al., 2000). For the success and failure of organization human resources is important, so organizations are required to recognize those that could overcome the issue of switching of the employees' jobs

and generate the satisfaction between them. In order to achieve all such objectives, leadership styles play a significant role because it influences employee creativity. Several organizations are giving importance on exchanging between members and leaders, yet there are numerous who are not troubled to boost level of motivation of employees. Telecommunication field in specifically requires those employees who are creative to enhance the productivity. Therefore, trust between leaders and employees are playing crucial role which boosts up creativity between employees.

Previous literature and work show that the relation between strategic leadership and employee creativity. Though, inclusive and comprehensive methodology work as well and the theoretical work is needed for the research in the strategic leadership, and its effect on employee creativity the influencing role of the trust. In this research, we are not only finding the relationship among strategic leadership and employee creativity but also to find the moderating role of trust.

Much of work has been done throughout the world about strategic leadership and its impact on creativity, employee performance, and organizational success. Yet no evidence is seen from Afghanistan perspectives in any sector. Therefore, we have explored the impact of strategic leadership on employee creativity with the moderating role of trust in telecommunication sector of Afghanistan.

2. LITERATURE REVIEW

2.1 Strategic leadership:

Serfonten (2010) defined strategic leadership as an ability that influences employees to make decisions freely on daily basis and boosts up long-term feasibility of an organization while short term financial stability. According to Boal (2004), two terms those absorptive and adoptive capacities are used to describe strategic leadership phenomena and an idea was given as well for the development of it. By absorptive capacity Boal (2004) meant that understating of the new information and idea, then getting familiarized with it. Adaptive capacity simply he meant that how much a leader could be flexible towards the change. Through managerial wisdom, Boal mean a leader's insight towards modern ideas, ability of a leader to know and accustoming new idea.

Strategic leadership phenomena is defined and described by various researchers. According to Wendy (2012) strategic leadership is described as the ability of an employee to forecast and see the organization future and keep flexibility in it through thinking strategically and collectively working as team with other members of the organization to bring change which is significant for organization future. Poursadegh et al. (2010) it is all about the provision of strategic vision for organization and influencing and motivating others to accept this and accordingly perform.

Duurresma (2013) said that for almost last three decades, the term leadership has been disparaged and criticized for reason that if leadership is having impact and influence on organizational

outcomes, or not. Later, it was understood and accepted that leadership has impact and influence on teams as well as on individuals, and in some ways on the whole organization. Leaders in one way could enable the followers to be motivated and perform well, and other way leaders could synergize all individuals, teams, and organization to accomplish goals. Numerous leadership researches have argued that leadership as 'leadership in the organization' is face to face leadership or direct leadership. Later researches suggested that leadership as 'leadership of the organization' is dealing with the strategy which has indirect influence on those within the organization.

Aslan et al (2011) said that there are various approaches and methods for strategic leadership. One of these approaches is presented by Bolt in that approach three attributes of the strategic leadership are presented. These attributes and features are leadership, dimension and job. Job encompasses how things must be done in the organization. Leadership is all about the extensibility and the last feature that is personal activity which is all about how capabilities of the organization is developed and then grown. Various functions of the strategic leadership encompass the provision of the guidance, strengthening and restructuring the organization. The function of the provision of the guidance is all about directing and guiding mission, vision and environment to the organization. Restructuring covers system and structure of an organization while strengthening is meant to improve the human efficiency and capability. In another approach it was said that strategic leadership comes from transactional and transformational leadership theories of Bass. In general, transactional, transformational and visionary leaderships are considered as three dimensions of the strategic leaders.

Strategic leaders have the ability for looking forward, forecasting, enhancing the flexible system, and working as the team to begin change in the organization (Glenn, 2001). Those individuals are strategic leaders who are possessing skills to effect the superiors as well as individuals to imagine strategically and make the decision which give benefits to organizations. From different perception of the strategic leadership, this could be summarized that strategic leadership plays an important role in the organization's vague environment. Leaders who are strategic encourage and bring innovativeness to organizations through adapting creativity and changes for the survival. These leaders make decisions in environment which is uncertain and such uncertainty becomes more strong and powerful because of globalization. Moreover, Wendy (2012) said that strategic leaders could be seen as the source for profit and growth of the organization. Poursadegh et al (2010) defined one of the most vital roles of strategic leaderships and said that strategic leadership is to encourage and influence employees for participating cooperatively towards goals of the organization.

Duuresma (2013) said that strategy is considered to form logics which underlying interactions of organization with the environment that also provide direction for allocations of the resources. The distinction among environment and organization are depended on the level of the complexity in relevance to system theory. Organization is holding lower level of the complexity whereas as organization outside is higher level complexity. Therefore, there must be edge maintained and

strained among organization and its environment that is complex. In addition, he as well argued that linking and matching organizational resource with the opportunities of environment that is suggested in a way that leader is exploiting its current skills and resources as well as exploring opportunities and the resources are determining growth of organization. Duurresma (2013) suggested that strategic leadership is dealing with paradox exploitation and exploration.

Organization which is rarely depending on exploitation might endure obsolescence likewise if an organization pays consideration towards the exploration action just then it might avoid it from the accomplishing scale of economies (Jansen et al., 2009). In today's world, top managers and leaders are more emphasized on strategic leadership that is in place of expecting answers from others. Strategic leaders are having the ability of empowering followers as partner with them. Opposing to the traditional system of the organizations with the various degrees of employees, strategic leaders are focusing more on the organization building whereas employees are behaved as colleagues. In these kinds of organizations top leaders and managers effect behavior of employees as the mentors and influence them to make decisions for themselves as an outcome of the confidence that boos up their creativity.

2.2 Employee Creativity

In this rapidly changing and global economy, the role of working environment is becoming more understood and a critical factor. Since the continuous changes in the economy and globalization, employee creativity in the form of new practices, ideas, procedures, services or products are accounted important for the success of organization (Shalley et al., 2009). In old ages, creativity was defined as the concept of creative process in that results were known as creative. Creativity is complex and broad activity or term, and to analyze this, it could be defined in various ways. Montuori et al (2006) defined the term creativity as the process that involves persistent organizing, reorganizing and disorganizing. This has vigorously breaking down the assumption, traditions, and pushing the edges and moving out the soothe zones. Hughes (1998) defined the term creativity as a new technological advancement, practices, knowledge, beliefs, norms and system of work. Shortly, creativity is nothing than giving new life to the organization through brining and initiating change in the present organizational practices.

Because of the increased competition in worldwide market places and rapidly changes in technology, for the survival of organizations and businesses, organizations and businesses are focusing on the creativity, and now it is their business/organization aim. Previous literature on this phenomena have shown that creativity was encouraged to see the problem from fresh and changing point and it involved provision of the solutions to the problems and make changes in the ideas and methods existed. Grant and Berry (2011) detailed and comprehensive research on creativity suggested the intrinsic motivation as internal process which consequences in creativity of employee. Since employee creativity is considered as a vital source for organization innovation and employee creativity also provides basis for the competitive advantage. Recently, organizations are more

focusing on the individual creativity. One of the major important processes of learning for organization's innovativeness is absorptive capacity that represents an organization's ability to create and be creative. Discerned value of the creativity is a main element and factor for organizational environment which sustains development of creativity.

2.3 Strategic Leadership and Creativity

Organizations are working in environment that is rapidly changing, and having high completion. To face with such changes and challenges, leaders and managers are required to promote and encourage creativity. Several studies have identified personal and job characteristics which finally consequence in the employee creativity. The role of leadership was almost ignored and unnoticed in most of the previous studies (Sebnim et al., 2011). This study argues that employee characteristics and as well supervisors characteristics associated with creativity of employees but also the relationship among supervisors and employees is important and significant determinant of the creativity in organization. Consequently, it could be said that leadership characteristics effect the creativity of employees and it effect may happen in two ways.

Personal characteristics of leader can influence employee creativity for example leaders with the intrinsic motivation and innovative cognitive style boost employees' creativity and the relationship leaders and employees have can also effect the employees' creativity for example if a positive relationship is existed among leaders and employees then it gives a sense of autonomy to the employees and employees are more free to experiment ideas. Both the strategic leadership and innovation play an important role in accomplishing strategic competitive advantage for the organization. Strategic leaders are immensely appreciated and recognized for their ability to seek the new opportunities and take decisions which have effect creative process. (Elenkov et al, 2005).

Some studies have focused on the standpoint of how the strategic leadership is associated with employee's creativity individually (Amabile et al., 1996). To find the extent to which the strategic leadership results on creativity, more focus has been given to the theory of intrinsic motivation which is also dealing with psychological system by which such contribution in fact happens. This psychological system is leading to the creativity of employees and is encouraging the supportive relationship among subordinates and leader that also finally improve intrinsic motivation between employees.

According to Sebnim et al (2011) creativity and innovation are both important for the success and survival of organization. Studies have found that strategic leadership is playing a significant role in organization particularly in case where the environment in uncertain. For the survival in such environment, adopting alternation is important for organization. So strategic leaders must initiate change by carrying innovativeness and creativity to organizations. Therefore, strategic leadership is contributing to creativity.

2.4 Trust

The role and nature of trust in modern economy was investigated by (Porta & Scazzieri, 1997). After the widespread analysis of the economic history of the previous centuries, they have summarized that trust is enormously important for all the economic activities, and for the existence of the civil society. Some of the researchers have approached the question from macro side, involving this to different macro-economic basics. Calderon et al. (2002) used the cross country dataset which has been compiled by the World Bank to find the importance of trust in efficiency and development of financial markets. They have discovered the empirical evidence which the degree of the trust was an important determinant of the financial development. According to Stevenson & Wolfers (2011) the confidence in banking and other public institutions have the pro-cyclical nature that related negatively to the unemployment.

According to Zimmer (1972) the term trust has been known as multi-dimensional concept in various levels for example society, group and organization in the existing literature. From the existing literature, there are various definitions of the concept, that trust is a belief, positive expectation. According to Sztompka (1999) trust is defined as the expectation which other people, institutions, or group with who we are in contact, cooperate, interact, would act in the ways conducive to our well being are having with us. Due to the fact that in most of the cases we could not be certain to that as others are the free agents, trust is a kind of chance that entails some risks. This is a chance of future, and reliant actions of the others. Six (2007) said that interpersonal trust is the psychological state which is comprised of intention to accept the vulnerability to actions of the other party according to the expectation which another person would perform a specific action which is vital to you.

In literature, two main forms of the term trust are differentiated (McAllister, 1995; Chowdhury, 2005). The very first form of trust is cognition based which is on the individual thinking about, and confidence on other and based on good-reason as the confirmation of trustworthiness. The second one is affect-based trust that grounded on emotional bonds among individuals concerning mutual concern and care. Likewise, Mayer & Schoorman (1995) differentiated among benevolence that has a huge impact competence and component that places focus on cognitive element as two main dimensions of the trust. Similarly, according to Cook & Wall (1980) trust recognizes as faith in intentions of the others and is confidence in ability of others. Moreover, trust was considered by Arrow (1974) as a fundamental component not only for economy but also for the organizations in common asserting that the term trust is lubricating to the economic exchange.

Paliszkievicz (2010) observed trust as a belief which another party; would not act on the way which is injurious to trusting organization, would act in that way which is on the benefits of the trusting organization, would act dependably and would respond and behave in mutually and predictably acceptable manners. The word trust could be observed as bridge among anticipated future and past experiences. Till now, majority of the researches on trust in the organizations emphasized on the word trust between members of the organization for example trust among the employee and his or

her direct organizational leader or supervisor (Langfred, 2004; Driks and Ferrin, 2002; Aryee et al., 2002; Driks, 2000; Deluga, 1994). We can find in the literature that trust studies as trust in organization as system (Huff & Kelley, 2005, 2003; Creed & Miles, 1996). Organizational trust is the willingness of the organization according to its behaviors of communication, culture in transactions and relationships to be specifically vulnerable according to the belief which other organization, group or individual is competent, concerned, honest and open, identified and reliable with the general values, norms and goals.

2.5 Moderating Role of Trust with Strategic Leadership and Employee Creativity:

Trust is compulsory to optimize of system (Mayer and Gavin, 2006). Without trust, each element would keep its own instant interest to the determinant of the entire system and its own long term determent. Creativity is considered compulsory and important for the success and survival of an organization. Various studies found that the strategic leadership contributes to the term creativity and supports relationship among trust followers and leader which finally support and encourage employee creativity. Those employees who are having good relationships with their leaders believe that they are working in a motivated and encouraged environment and are feeling grateful to give back favors from their leader through engaging them in the creative work (Aslan et al., 2011).

According to Shalley et al (2004) factors which are contributing towards the employee creativity are divided into two categories; contextual factors and personal factors. The personal factors are described as the intrinsic motivation or attitude and personality of employees while contextual factors are referred to the external dimensions which might have working place factors such as support of leader or supervisor and non-working place factors including support of family. If supervisors or leaders are supportive than they pay their attentions to the needs of employees and listen their ideas through exhibiting support and encouragement or by open discussion and interaction to the employees. By this supportive behavior of the leaders, relation of trust is built among leader and an employee and they feel no fear by exploring and experimenting new idea. Scholars and researchers have also mentioned that supervisor leader or supervisor could encourage employees to maintain attempting despite of the failures as well. Therefore, it could be added that the supportive nature of a leader builds trust between their employees and such trust consequences in positive contribution towards creativity of the employees and employees become creative.

3. METHODOLOGY

3.1 Research Design

This study is a quantitative study on the time horizon that aims to examine the impact of strategic leadership on employee creativity by moderating the role of trust. This study investigates whether strategic leadership affects employee creativity in Telecommunication sector in Nangarhar, Afghanistan. The adopted questionnaire utilized to obtain data from the employees of telecommunication sector. The random sampling technique has chosen to collect the data from the

corresponding population. The reason of using random sampling is the highest reliability of the data in order to acquire the unbiased, efficient and consistent results that represent the true population. The estimation technique of OLS (Ordinary Least Square) used for the study. The OLS is best suited due to minimization of residual of sum of square.

3.2 Population

Population is the large collection of individuals or objects which is the main focus of scientific investigation. Or, population is a complete set of elements (objects or individuals) that have some common characteristics which is used by researcher in order to carry out his/her research. The data from this study were collected from people working in the telecommunications sector in Nangarhar, Afghanistan. The statistical population of this study is staff of telecommunication sector in Nangarhar. Table 1 provides a detailed number of population exists in each telecommunication networks in Nanagarhar.

Table 1. Population of the Study

Telecommunication Networks	Number of Employees
Roshan Telecommunication	75
Etisalat Telecommunication	93
AWCC Telecommunication	69
MTN Telecommunication	73
Salam Telecommunication	56
Total Number of Employees	366

3.3 Sample

Sampling is a method of selecting a few individuals or objects out of the whole population to represent the entire population. Different sampling technique could be used in order to collect the data from entire population. The sampling techniques are stratified sampling, cluster sampling, snow ball sampling, double sampling, and random sampling. However, we utilized random sampling technique in order to collect the data from the corresponding population. The reason of using random sampling among the other sampling techniques is the consistency, efficiency and unbiasedness of the result that might represents the entire population truly. 180 questionnaires were distributed to collect the data from the employees of telecommunication, which represents the sample size of the study. The following formula was utilized to select the sample size for the current study.

$$= \frac{n_0}{1 + \frac{(n_0 - 1)}{N}} = \frac{350}{1 + \frac{(250 - 1)}{366}} = \frac{350}{1.95} = 179.55 \cong 180$$

Table 2 represents the sample sized selected from each telecommunication sector in Nangarhar.

Table 2. Sample Size of the Study

Telecommunication Networks	Number of Employees
Roshan Telecommunication	43
Etisalat Telecommunication	56
AWCC Telecommunication	33
MTN Telecommunication	30
Salam Telecommunication	18
Total Number of Employees	180

3.4 Research Instrument

Research instrument is a measurement tool such as survey, and questionnaire, which is used by the researcher in order to collect data for his/her research. Measure used for capturing response in this study is likert scale. All variable of this study are measured through the five likert scale such as agree, strongly agree, disagree, and strongly disagree.

Table 3. Adopted Questionnaire

Variable	Source	Items
Strategic Leadership	Hester Derusma, 2013	20 Items
Employee Creativity	Zhou and George, 2001	13 Items
Trust	Boal & Hooijberg (2001)	05 Items

More briefly, the adopted five Likert scale questionnaires have distributed among the employees of telecommunication sector to collect. Table 4 provides the detailed about the authors from whom the questions are adopted and as well as the number of items.

The Cronbach’s Alpha test was used to measure the reliability of the variables. If the value of Cronbach’s Alpha is greater than 70, one could say that the questions developed for the corresponding variable is reliable. Table 5 provides the result of Cronbach’s Alpha test. The findings show that the value of Cronbach’s Alpha is greater than 70 for all variables of the study. We can conclude that the result obtained from the Cronbach’s Alpha is reliable and accurate.

Table 4. Reliability of the Questionnaire

Variable	Cronbach's Alpha	Items
Strategic Leadership	78	20 Items
Employee Creativity	83	13 Items
Trust	75	05 Items

3.5 Modal Specification

$$EC = \beta_0 + \beta_1 SL + \beta_2 TR + \beta_3 TR * SL + \epsilon_i$$

Where,

EC = Employee Creativity

β_0 = Constant/ Intercept

$\beta_1 - \beta_3$ = Slope Coefficients

SL = Strategic Leadership

TR = Trust

ϵ = Error Terms

4. RESULTS AND DISCUSSION

4.1 Regression Result

Table 5. Regression Result of the Study

Variable	Coefficient	Std. Error	t-Statistics	Prob
Constant	1.128	0.427	2.638	0.0091
Strategic Leadership	0.350	0.067	5.209	0.000
Trust	0.372	0.078	4.763	0.000
Strategic Leadership * Trust	-0.005	0.013	-0.395	0.692
R-Squared	0.23			
F-Statistic	17.49			
Probability	0.00			

Regression analysis is widely used to predict and estimate the relationship between variables. Correlation analysis shows the relationship of X variables with Y variables. On the other hand, regression analysis shows predictions of Y from X values. Following hypothesis has been tested from the obtained results.

H₁: Strategic Leadership has a significant positive effect on employee creativity.

The results of regression analysis show that strategic leadership has a positive effect on employee creativity. It has a beta value of 0.350, which is highly significant at one percent level. More briefly, this indicates that one unit rise in strategic leadership would cause to increase the employee creativity by 0.35 unit by keeping all other variables constant. The results support the hypothesis that strategic leadership has a positive and statistically significant effects with employee creativity. Therefore, the hypothesis is accepted.

H₂: Trust has a significant positive effects on employee creativity.

Table illustrates the effects of trust on employee creativity. The results show that the estimated value of trust is 0.372 ($\beta = 0.372$) at the one percent significance level. The magnitude of estimated coefficient is 0.372, which indicates that one unit rise in trust would lead the telecommunication networks to rise the employee creativity by 0.37 units by keeping all other variables constant. Base on these arguments, one can claim that hypothesis 02 is accepted. The hypothesis 02 shows that trust has a statistically significant and positive effects on employee creativity.

H₃: Trust doesn't moderate the relationship between strategic leadership and employee creativity.

According to the results of regression analysis, the beta value for adjusting the relationship between strategic leadership and trust is $\beta = -0.005$. This relationship is negatively associated with employee creativity. This demonstrates the insignificant relationship between trust in strategic leadership and employee creativity, which means that trust does not moderate the relationship between strategic leadership and employee creativity. In any case, the above hypothesis is rejected for showing a negative relationship between strategic leadership and employee creativity. This actually implies that trust is not the factor that could enhance the creativity of employees. There is several other factors that contribute equally to the trust such as conflict, fair treatment, peer support and environment in order to encourage employees to be creative

4.2 Correlation Matrix

Table 6. Correlation Matrix of the Study

Variable	1	2	3
1. Employee Creativity	1.000		
2. Strategic Leadership	0.286	1.00	
3. Trust	0.299	-0.247	1.00

The purpose of the correlation is to show the relationship between two variables or used to check that the two variables are moving in the same or the opposite direction. This is different from regression. The analysis does not consider causal link for the variables that are under studying. The relationship

is analyzed with respect to variables that move in the same direction or vice versa, while not including zero correlation. The variables being studied are different with each other. Usually Pearson correlation analysis is used to calculate the correlation coefficient between the variables, which is the most common method of measuring confidence and correlation of the two quantities. The correlation value varies from +1 to -1. The values of 1.00 indicates positive correlation between the variables, while negative values indicate negative correlation between variables. However, A correlation of 0 means that there is no relationship between the variables. The results, as shown in Table, show the relationship between the various variables that are under studying. The correlation coefficient between employee creativity and strategic leadership is positive, which shows that as strategic leadership rises, this would cause the employee creativity to raised and its converse. Further, the correlation coefficient between employee creativity and strategic leadership is 0.28 ($r = 0.28$). The correlation coefficient between employee creativity and trust is positive, which shows that as trust rises, this would cause the employee creativity to raise and its converse. Further, the correlation coefficient between employee creativity and trust is 0.29 ($r = 0.29$).

4.3 Descriptive Statistics

Table 7. Descriptive Statistics of the Study

Variables	n	Mean	Std. Dev	Maximum	Minimum
Employee Creativity	180	3.60	0.69	4.90	1.92
Strategic Leadership	180	3.62	0.79	4.68	2.31
Trust	180	3.24	0.77	4.40	2.00

Descriptive statistics represents a summary statistics of the entire dataset utilized for the study. Table presents the number of observation, average, standard deviation, maximum and minimum value of the underlying variables of the study. The total number of observation for the study is 180. The average value of employee creativity is 3.60, given the standard deviation by 0.69. The maximum value of employee creativity is 4.90, while its minimum value is 1.92. Similarly, the average value of strategic leadership is 3.62, given the standard deviation by 0.79. The maximum value of strategic leadership is 4.68, while its minimum value is 2.31. The average value of trust is 3.24, given the standard deviation by 0.77. The maximum value of trust is 4.40, while its minimum value is 2.

4.4 Mutlicollinearity

Table 8. Multicollinearity

Variable	Variance Inflation Factor
Trust	1.76
Strategic Leadership	1.34
Strategic Leadership * Trust	1.75

Exogeneity is an assumption of ordinary least square. It implies that independent variables must not be correlated more than 80 percent. If the explanatory variables are correlated more than 80 percent, this would cause to make the result biased and inconsistent. For this purpose, we tested endogeneity problem to know whether the problem does exist or not. Variance inflation factor shows that all independent variables are correlated less than 80 percent because the VIF value is less than 10.

4.5 Heteroskedasticity

Table 9. Heteroskedasticity

F-Statistics	2.44	Prob F(3,175)	0.0654
Obs*R-squared	7.20	Prob Chi-Square(3)	0.0656

The second assumption of OLS is that the variance of residual along each observation of the study must be constant over the period of time, which is well known as homoskedasticity. For this purpose, we tested the Harvey test of hetero to better understand that whether the hetero problem exists or not. As the probability of the test is greater than 5 percent, therefore, we can claim that there is no heteroskedasticity problem exists. In other words, the variance of the residual along each observation of the study is constant.

5. DISCUSSION

The impact of strategic leadership on employee creativity with moderating role of trust has been properly analyzed in this study. The main aim of the study is not only to investigate the influence of strategic leadership on employee creativity but also to examine the moderate role of trust. Descriptive statistics, correlation between the variables, diagnostics tests such as heteroskedasticity, multicollinearity and regression analysis were performed in this study. Correlation analysis used to find the association between the variable and examine whether they are in the same direction or in opposite direction. The regression test is used to find the extent of change in the dependent variable due to changes in the independent variables. The analysis of this study confirms that there is a significant positive relationship between strategic leadership and employee creativity. The results of the study also confirm the findings of past research on the relationship between strategic leadership and employee creativity. (Boal & Bullis, 1991; Boal & Hobberg, 2001; Ireland, January, and Heath, 1999). The relationship between strategic leadership, employee creativity and employee performance. In this study, a comprehensive and detailed model has been used to understand the effect of strategic leadership on employee creativity in telecommunications companies in Nangarhar -Afghanistan. Through foreign and domestic investment, creativity and innovation in the telecommunications sector is excellent. The research and development department focuses largely on innovation, creativity, introduction of 3G and 4G spectrum, broadband and other innovative services. The authentic importance of innovation and creativity in the telecommunications sector is currently taking place in Afghanistan. Employee creativity and creative behavior affected by two

characteristics of leaders that are personal characteristics of leaders and the second is the relationship between them. (Mumford et al. 2002) This particular study describes the strategic leadership features (dimensions) and customer centricity is the operational effectiveness of business development and organizational creativity. According to Jung and Avolio (1999), attitude, behavior, and employee thinking can be influenced by strategic leadership and this influence drives employees to show creativity in organization-specific behavior. Strategic leaders are well known and appreciate their ability to look for new opportunities and impact decisions. In the process of innovation, few studies have focused on understanding this issue of the strategic leadership and employee creativity to know how strategic leadership could effect employee creativity. From The strategic leader analyzes the organizational prospects as someone who can change the forecast promote a flexible environment and can work as a team to stimulate change in the organization. This particular change is considered essential to the success and growth of the organization. Strategic leadership is a process that guarantees the organization's competitive advantage in this style. It is difficult to understand and then imitate competitors. So strategic leaders at hand Staff are focused, meaning they listen to their problems, support them to meet their needs, and on the other hand, they make sure that the productivity is the exploitation and development of the business is the result of such leadership style.

6. CONCLUSION

The purpose of this research is to examine the impact of strategic leadership on employee creativity in telecommunication sector of Nangarhar – Afghanistan. There were various telecommunications companies such as Salam, Etisalat, Roshan, AWCC and MTN, which is analyzed in this study. 180 out of 366 employees were selected to fill out questionnaires at various telecommunication companies. This research was conducted to investigate that how employees grow and reach to innovative goals through leadership support and strategic approach. The telecommunications sector is one of the fastest growing organizations. The questionnaire was sent to the company manager and it is being reviewed and also given to company employees. Questions from staff responses were based on whether their leaders were strategically focused or not. The result of the study indicates that strategic leadership and trust have a positive and statistically significant effect on employee creativity. Further, the result also shows that trust does not moderate the relationship between strategic leadership and employee creativity. Most employees believe that there is several other factors along with confidence encourage that might make the employees creative, that is, conflict clarity, fair dealing, environment, and peer support.

7. RECOMMENDATIONS

The study concludes that strategic leadership in companies is particularly important. Strategic leadership is a new concept in Afghanistan but abroad concept to countries that are well established and under discussion. The performance of strategic leaders in the relationship with staff creativity was discussed. The study also explains different dimensions of strategic leadership that are customer centricity, operational efficiency, business Organizational development and creativity. These

dimensions of strategic leadership are applicable completely as a topic for future research, especially for customer based companies that provides services.

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