HOW DOES LEADERSHIP INFLUENCE FOLLOWER CREATIVITY? THE ROLE OF FOLLOWER IDENTIFICATIONS AND PERSEIVED ORGANIZATIONAL SUPPORT

[1]WANG HUANHUAN, [2]KIM JONGKWAN

[1]School of Management, Pusan National University, South Korea, Doctoral student
[2]School of Management, Pusan National University, South Korea, Professor
Email: [1]xueni1202@gmail.com, [2]jkk@pusan.ac.kr

Abstract - The importance of creativity to an organization and society is undeniable, simultaneously, leadership is a key factor affecting the creativity of followers within an organization. Based on the clarification of the concepts and dimensions of transformational leadership and transactional leadership, this paper examined follower identifications as a mediator and employees' perceptions of organizational support as a moderator in the relationship between leadership and follower creativity. Using a sample of 242 employees from different industries in China, we found that most of our hypotheses were supported. Specifically, results showed that followers identification mediates the positive influence relationship between leadership on follower creativity, and follower's perceived organizational support moderate both transformational leadership and transaction all leadership in the relationship with follower relational identification. Implications of the findings, Limitations of the study and directions for future research are discussed.

Keywords - Transformational leadership; transactional leadership; social identification; relational identification; follower creativity; perceived organizational support

I. INTRODUCTION

With the development of economic globalization and information technology, the concept of so-called boundary between enterprises gradually faded, and the high degree of transparency between consumers and enterprises makes the current business environment has been characterized as turbulence, chaos and uncertainty. Furthermore, in knowledge-based economy, organizations face rising needs to persistently regain their forgotten entrepreneurial spirit and seek original creative avenues to maintain a competitive advantage[30]. Researchers have suggested that the critical notion-an individual ' s creativity-the production of novel and useful ideas in any domain[2][3]-is crucial adjective for organization's sustainability and competitiveness(e.g.,[29]). While empirical research has examined many determinants of follower creativity at individual level, such as personality, domain specific knowledge, and fluency of imagination[33][43],and at organizational level, such as cohesion[29], and organizational level, such as, organizational culture and climate[9], training programs[22], organizational environment[37], studies on leadership has been relatively insufficient despite its wide acceptance as being a key contributor to creativity[29].

In spite of the conceptual argument made by a number of researchers that transformational leadership is supposed to be positively associated with innovative organizational climate and may encourage follower tobe more creative, and transactional leadership may influence negatively because creativity is largely referto intrinsic motivation, there have been very limited empirical investigations confirming such an argument(e.g., [17][21][39][31]).For the intrinsic motivation perspective dominates the creativity literature, a rich body of research has largely used it to clarify the how transformational leadership is significantly related to follower's creativity[17][39]. However, the recent studies have begun to explore the internal process and boundary conditions for leadership with beneficial work behaviors[41], and dig into the nature of creativity to overlook the underlying mechanisms of the impact that are embedded in the relationship between leader and follower[31][34]. The relational identification with the supervisor proved to be a mechanism to realize the effect of transformational leadership on followers' performance[41]. Identification is well known as themental phenomena that people identity to organization or group, scholars have only recently begun to pay attention to it from different perspectives of identity with leaders(e.g., [41][42][31]).

Nothing provides more inspiration for creative ideas than the opportunity to make a positive difference in work processes or outcomes and to be rewarded for it[1].Motivations, not only the reward-based creativity goals but the capability beliefs, effect significantly on follower's creative action[15].It is supposed that the perceptions of followers' work environment, specifically perceptions of support from their organizations are more valuable than monetary compensation.

Therefore, it worth mentioning that the perceived organization support may plays a key role in shaping the psychological tendency of follower for creative behavior. Taken together, the purpose of this study can be summarized as explaining the relationship between leadership and follower creativity. And this

study had three key goals: to investigate the effects of leadership (i.e., transformational leadership and transactional leadership) and perceived organizational support on follower creativity; elucidate follower identifications as a mediator of the influence of leadership and perceived organizational support on follower creativity; and test for this mediation using a sample of 242employees from different industries in China. It examined the impact of transformational and transactional leadership on creativity of employees who had relatively higheducation levels. Accordingly, this study complements the inadequacies of previous studies. First, it examines both transformational leadership and transaction leadership sampling followers who had relatively high education levelsfrom the same context in China. It also tests identification as a mediator of the influence of leadership on follower creativity. Finally, it verifies the perception organizational support as a moderator of the relationship between leadership,follower identifications and follower creativity.

II. LITERATURE REVIEW AND HYPOTHESE

2.1. Leadership and Follower Creativity

Leadership has been considered as a significant factor that can stimulate followers to pursue collective values and aspirations, and to perform more creative[29][35]. Research on leadership has been carried out for almost a century, including a variety of theoretical and empirical studies, such as Charismatic leadership (e.g., [8][19]), servant leadership[40],and transformational leadership[6].Perhaps the most representative of the various theories of leadership was theframework proposed by Bass (1985), which distinguishes between transformational leadership and transactional leadership, and the former improve the goals and to promote the morality of followers, while the latter provide incentives to encourage individuals to achieve their existing goals. This kind of distinction was refined by Bass who regards transformational and transactional leadership as not necessarily mutually exclusive[6].

As noted early, transformational leadership has been most strongly suggested to be a positive force in the work context to facilitate followers to perform more creative. Transformational leadership refers to charismatic, considerate, inspirational and intellectually stimulating actions that achieves positive influence on followers' confidence to perform beyond the expectations specified in the exchange agreement[5][10]. Specially,individualized consideration may promote follower creativity by supporting followers' initiatives and encouraging personal expressions [44].Similarly, when provided intellectual stimulation, followers are encouraged to challenge the status quo and pursue their intellectual imagination[39]. And because transformational leaders are charismatic and inspirational, followers tend to learn from such leaders and thus creativity should be enhanced [17]. Jung et al. (2013) proved that transformational leadership positively influences followers' support for innovation used data from Taiwanese[22], while Jaussi& Dionne reported that no significant relationships exists between transformational leadership and individual creative performance of the participating students in experimental settings[21].

In contrast, there is not much research on the link between transactional leadership and follower creativity. Transactional leadership establishes relationships as an exchange by rewarding goal achievement and clarifying goals [7]. Transactional leaders set a creativity goal and promise a contingent reward to stimulatefollowerto further efforts, thus, follower creative performance may increase[11][36], while other researchers question its availability about the opposite effect that if transactional leaders reward other aspects of performance, such as product quantity[17].Moss andRitossashowed that goal orientation has no influence on the association between leadership and creativity[28]. Though positive relationship between transactional leadership and creativity is not expected [35], the expectation will vary depending on the circumstances. Some researchersproposedthattransactional leadership promotes and improves existing knowledge and is more closely associated with exploitative activities in dynamic environments than with explorative activities, thus, it is important to apply proper leadership styles based on certain pursuit in turbulent environments[20].

However, since transactional leaders tend to emphasize process rather than substance and operate within the boundaries of the existing culture or system, and although they positively influence follower's motivation, thus enhance individual creativity, they are unlikely to establish a deeper psychological connection with follower's than transformational leaders do. Therefore, we expect that both transformational leadership and transactional leadership positively related to follower creativity, and the magnitude of the relationship between transactional leadership and follower creativity is smaller than that of the relation between transformational leadership and follower creativity. Based on the above reasoning, we examined both transformational leadership and transactional leadership on follower creativity and predict that:

Hypothesis 1: Leadership positively related to follower creativity.

Hypothesis 1-1: Transformational leadership is positively related to follower creativity.

Hypothesis 1-2: Transactional leadership is positively related to follower creativity but the magnitude of this effect will be significantly smaller

than the effect of transformational leadership on follower creativity.

2.2. The Mediating Role of Follower Identifications

Empirical research has confirmed that leadership may impose on the follower by activating the follower's self-concept [25][27][38]. And research has highlighted that follower's self-concept may mediate the influence process of leadership on follower's attitude or behavior (e.g.[45]). According to the typological study of creativity, follower creativity can be divided into different types and levels, such as proactive and contributory creativity, responsive and expected creativity. Some researchers typified creativity as radical creativity and incremental creativity [26]. Different types of creativity have different degrees of difficulty and uncertainty, as well as different emphases, and thus may have different mechanisms of formation [3]. And the degree of motivation needed (both intrinsic and extrinsic) and key predictors will differ across types. For example, when creativity focuses on the dimension of novelty, the intrinsic motivation based on interest may be its main determinant; and when creativity focuses on the usefulness dimension, the external motive from utilitarianism may be its primary trigger factors [16].

Drawing mainly on theories of self-categorization, self-construal and social identity [47], research describes self-concept as multifaceted construct that the self may be defined not only in terms of individuating characteristics, but include their relationship with others at the collective level [45]. Research has been focused on the status of how individuals identify with collective entities (et. groups, departments, or organizations) from the perceptive of social identify theory [4], extremely ignored the emergence at the interpersonal level of identification[48]. As one of the most influential leadership style of contemporary research results, transformational leadership is thought to motivate followers mainly through "value guidance", while transactional leadership exchanges followers to the work mainly through "exchange of interests" [7]. Transformational leadership may exert influences both on the follower's relational self with the leader and the collective self with an organization or a group [27]. We focus here on identification from the perspective of social identification and relational identification which is likely to buffer the relationship between leadership and follower creativity.

2.2.1 Social identification

Social identification exists in the circumstance that when followers define themselves as part of an organization or group [49]. Transformational leadership behaviors by inspiring a common vision and emphasizing the collective goals, thus make followers more likely to identify with the organization [25]. Kark et al. (2003) reported a strong correlation between transformational leadership and followers' social identification[27]. Meanwhile, however, it should be noted that not all aspects of transformational leadership necessarily heighten follower's social identification with the collective[50].Also, Epitropaki& Martin (2005) inferred that transformational leaders may likely to increase the perceived attractiveness of the organization through empowerment[18], but empowerment, in [22], proved to influenced negatively on follower creativity.

Transactional leader sets up constructive expectations and establishes reward for achieving these expectations, that it exerts positively influence on follower satisfaction with the leader and leader effectiveness[51]. Based on the timing of the intervention, there exist active and passive management by expectation[46]. It is worth mentioning that humans are not only goal-oriented but are motivated by faith or leaders to maintain and enhance their self-worth [38]. Different with active management by expectation, passive leaders wait until the follower's behavior has caused problems instead of monitor follower behavior, and negative relationship on follower motivation and performance only exist in the passive dimension [51]. Meanwhile, transactional leadership has a stronger positive effect on identifying self with organization (i.e., social identification) for follower characterized by a connected self-schema [18].

2.2.2Relational identification

Relational identification exists in the circumstance when one defines oneself in terms of a given role-relationship [48].The extent to which follower's identification on the relationship with his or her leader depends on how desirability the role relationship is [31], and may significantly influence followers' motivation and performance [27], which is related to follower creativity. According to transformational theory from Bass (1985), the major goal of transformational leaders is to set high performance expectation for their followers and attract them into creative ideas. Thus, followers may relationally identify with transformational leaders to reciprocate their leader's encouragement and support [41]. In the contrary, transactional leadership is assumed to prime followers' identity and be less likely to instill a strong link between the individuals and others. Whereas the core of transactional leadership lies an equitable exchange, leaders meet the needs of their followers in exchange for meeting performance expectations, and this form of leadership is more likely to influence the relational identification of the followers [18]. Accordingly, we formulated the following hypotheses:

Hypothesis 2: follower identification mediates the relationship between leadership and follower

creativity.

Hypothesis 2-1: Social identification mediates the positive effect of transformational leadership on follower creativity.

Hypothesis 2-2: Social identification mediates the positive effect of transactional leadership on follower creativity

Hypothesis 2-3: Relational identification mediates the positive effect of transformational leadership on follower creativity.

Hypothesis 2-4: Relational identification mediates the positive effect of transactional leadership on follower creativity.

2.3. The Moderating Role of Perceived Organizational Support

Organizational support theorists have suggested that employees form general beliefs concerning how much the organization values their efforts and contributions and care about their well-being [12]. Such perceived organizational support acts as psychological encouragement to help employees maintain the positive self-image to obtain favorable treatment from the organization. Perceived organizational support was found positively related to organizational citizen behavior, affective commitment and retention [12], its underlying attribution-based explanation was the norms of reciprocation [32]. Empirical research has proved that perceived organizational support positively effects employee's affective attachment to the organization and increases employee's expectancy of the better reward by meeting the organizational goals [13]. Nevertheless, in the absence of direct incentives or personal recognition expected, the employees' perception of being valued and cared about by the organization revealed a positive relationship with innovation behavior [14]. Researchers suggested that perceived organizational support was found to strongly linked with employee's emotional bond to the organization[24]. As employees' perceptions of organizational dependability was enhanced, their appetence for achieving organizational goals would be stronger as one part of the organization. Building on this, we argue that the association of leadership and follower identification will be stronger in highly supportive organization compared with unsupportive relationships.

Hypothesis 3: perceived organizational support moderates the relationship between leadership and follower creativity.

Hypothesis 3-1: perceived organizational supportmoderates the relationshipbetween transformational leadership and follower relational identification.

Hypothesis 3-2: perceived organizational supportmoderates the relationship between transformational leadership and follower social identification

Hypothesis 3-3: perceived organizational supportmoderates the relationshipbetween transformational leadership and follower social identification.

Hypothesis 3-4: perceived organizational supportmoderates the relationshipbetween transactional leadership and follower social identification

III. METHODS

3.1. Research setting, sample, and procedures

In this study, employees from different industries in China were participated (N = 280) through email andthe internet. The questionnaire distribution and collection activities were conducted from March 24, 2017 to April 26, 2017 for about one month. To ensure the accuracy of the results, we excluded untrustworthy questionnaire and questionnaires with a time shorter than 200 seconds. After excluding those questionnaires, a total of 242 questionnaires were used as valid data for final statistical analysis (a 86.4 percent response rate).

For this study, we analyzed the frequency of the demographic characteristics of the respondents. According to the analysis results, of the total 242 respondents, 33.9% were maleand 66.1%were female. The highest frequency of people in their 30s is 85.1%, which is 206 people. About 43% had university educations, and 63.6% worked less than three years.

3.2.Measures

The measurement items of the variables in this paper is adapted and reorganized according to China's context. The questionnaire items were set as Likert 5point scale excluding the demographic characteristics variables and were measured as 1 point (strong negative) and 5 points (strong positive). The questionnaire was composed of the leadership, creativity, follower identification and perceived organizational support, and the questionnaire consisted of 5 parts.

We aimed at examining the relationship of the whole construct of transformational leadership on follower creativity instead of differential relationships for the different dimensions, we created a single index for transformational leadership using the average of 8 items of the Multifactor Leadership Questionnaire (MLQ) Form5X—Short previous research (e.g., [17] [31] [39])[5]. The 4-item transactional leadership scale of the MLQ Form 5X was used to measure

transactional leadership[5]. Because this research is intended to examine the effect of reward on follower creativity, only one of the three dimensions, that Contingent reward dimension was used as a one-factor solution in this research.Eight items were adopted from identification measures developed byAshforthand Mael (1989) and Shamir et al. (1998) to measure the follower social identification. 10-items adopted from Walumbwa and Hartnell (2011) were used to measure the extent to which individual followers identified with their leaders. Six highest factor loading items from the original 36-item scale of Survey of Perceived Organizational Support (SPOS) were used to examine the perceived organizational support of followers[13].

IV. RESULTS AND DISCUSSION

4.1. Results

The descriptive statistics and Cronbach's α coefficients for all variables, as well as the inter-correlations are presented in Table I. The bivariate correlation analysis revealed that transformational leadership and transactional leadership were positively correlated with creativity(r=.488, r=.449, p<0.01), which the gender was negatively correlated with (r=-.262, p<0.01). And the older leaders of the transformational leadership tend to be weaker(r=-.208, p<0.01). As forperceived organizational support, it exhibited the most significant positivecorrelation with relational identification(r=0.666, p<0.01).As Table 1 shows, all the standardized path coefficients for the hypothesized mediation model are significant. To test the relationship between leadership and follower creativity (Hypothesis 1), the mediation effect of social identification and relational identification between leadership and follower creativity (Hypothesis 2), and the moderating effect of perceived organizational support (Hypothesis 3), we use PROCESS Procedureto complete the hypothesis verification process.

When test the effect of one of the leadership style on follower creativity, we controlled the other one. Table 2 shows that the total effect of transformational leadership on follower creativity was significant(t=5.525, p<.001, 95%CI=.190 ~.436). Transactional leadership, as we expected, was positively related to follower creativity (t=3.970, p<.001, 95%CI=.117~.348). And as it shows, transformational leadership has a greater impact than transactional leadership. The result supported Hypotheses 1. Using the Sobel test and the Bootstrap confident interval to assess mediation, it showed that all the indirect relationship between leadership and follower creativity were significant. As Table 2shows, the indirect effect of transformational leadership to creativity through follower relational identifications was significant(indirect effect=.113, Sobel z= 4.172, p<.001, 95% CI= .059~.238), additionally, the direct effect was significant (direct effect=.169), thus follower relational identification has a partial mediation effect. Relational identification partially mediating the relationship of transactional leadership and follower creativity (indirect effect=.091, Sobel z= 3.809, p<.001, 95% CI=.055~.147, direct effect=.142). Similarly, follower social identification also has a partial mediation effect between leadership and follower creativity. The results provided support toHypothesis 2.As Table 3shows, thoughall the moderating model were statistically shows the significance, only the adjustment factor of Hypothesis 3-1 (coeff=.194(.098), 95%CI=.002~.386, t=1.986, p<0.05) and Hypothesis 3-2(coeff=.120(.054), 95%CI=.115~.226, t=2.243, P<0.05)were significant. Hypothesis 3-1 and 3-2 were, therefore, supported.

4.2. **Discussion**

The presentstudy was motivated by three goals: advance the understanding how different leadership behaviors influence follower creativity; assess follower identification as a mediator of the influence of leadership and follower identification on follower creativity; investigate the effect of followers' perceived organization support on the relationship between leadership and follower identification as a moderator. As expected, the results showed that the indirect relationship between leadership (transformational leadership, transactional leadership) and follower creativity through follower identification was found to be partially significant. followers' perceptions for organization supportwas significantly moderate the relationship of leadership and follower relationship identification.

The present study has several theoretical implications. We answered the call from inconsistent results [35] to rethink the simplified relationship between leadership and follower creativity by exploring the potential conditions that transformational leaders might promote followers to participate in innovative work. By integrating insights from Sluss and Ashforth's(2007) theory on relationship identification and Ashforth and Mael's(1989) theory on social identification, we proposed and found the mediated relationship between transformational leadership, follower relational identification, follower social identification and followers' creativity.

Furthermore, the study supplements the shortcomings of the current literature on the different effects oftransformational leadership and transactional leadership (e.g., [39][17]) by examine the transactional leadership.We have confirmed that both relational identification and social identification are important intervening factors in leadership effects to follower creativity. But we tested only one element of transactional leadership(contingent reward), in subsequent studies, three other elements of transactional leadership need to be explored in relation to the creativity of followers.

The present study also has several managerial implications. The present study showed that followers' perceived organization support doesn't enhance the positive relationship between leadership and follower's social identification. This implies that managers can easily promote followers to treat themselves as part of the relationship with their leaders by providing organizational support such as cares about followers' well-being, show concern for them and provide help when they need a special favor. Managers can stimulate followers' identification with organization by improving the reputation and prestige of the group[4]. So that the sense of follower identify of the organization and leaders can further maximize the followers' intrinsic creativity to engage in creative activities.

No doubt there are other mediators that not examined in this study, such as the intrinsic motivation [39] and domain specific knowledge [3] are also key ingredients for follower creativity. Prior research has suggested that the group which received prior knowledge about brainstorming, bring forward higher quality of ideas [23]. Thus, creativity skill development maybe an important mediator linking leadership and follower creativity.Although this study is not aimed at the same leader, it is envisioned that the co-ordination between the two leadership will give the organization more desirable results.As Bass elaborated in 1985,the coexistence of transformational leadership and transactional leadership can occur in varying degrees on the same individual [6]. By exerting effective leadership, managers may help followers to acquire creativity skills and it may be helpful for followers to identify with both the leaders and organizations.

Furthermore, evidence from China[31], Korea[39] and USA[41]have showed that transformational leadership positively related to follower creativity, and cross-cultural researches relatively scanty. Since the Western scholars have traditionally regarded the East as a cultural whole, I propose that cross-cultural studies should not be simply interpreted as a cultural difference between the East and the West, but rather should be distinguished from each other. Therefore, it is essential for subsequent researchersto reexamine the relationship between leadership and follower creativity by sampling employees of the same organization from different cultural backgrounds.

CONCLUSIONS

The influence of leadership on follower creativity through the follower identification along with the effect of followers' perceived organization support was studied and major conclusions are as follows:

1. Both transformational leadership and transactional leadership were positively related to follower creativity.

2. Follower social identification and follower relational identification mediate the effect of leadership on follower creativity.

3. Followers' perceived organization support was confirmed to have only moderating between leadership and relational identification.

Variables	M	SD	1	2	3	4	5	6	7	8	9	10
1. Gender	1.66	.475	-									
2.Ages	1.19	.488	-.151	-								
3. Educations	2.90	.907	.125	-.153	-							
4. Tenure	1.56	.855	-.061	.580***	-.284***	-						
5. TFL	3.67	.705	-.009	-.208***	.104	-.129**	(.907)					
6. TSL	3.60	.753	-.035	-.099	.006	-.136**	.621***	(.788)				
7. Creativity	3.72	.667	-.262***	-.016	-.079	.051	.488***	.449***	(.844)			
8. RI	3.61	.810	.031	-.097	.040	-.054	.550***	.495***	.532***	(.845)		
9. SI	3.87	.773	.013	-.077	.007	-.085	.526***	.429***	.535***	.517***	(.858)	
10. POS	3.42	.787	.005	-.082	.125	-.154**	.672***	.556***	.452***	.666***	.503***	(.839)

Note: N= 242.*p<.1 **p<.05, *** p < 0.001.TFL=transformational leadership; TSL=transactional leadership; RI=relational identification; SI=social identification; POS=perceived organizational support. Reliability coefficients appear along the diagonal.

Table I: Means, Standard Deviations, Correlations, And Reliabilities of Measures

Route	Indirect effect	Direct effect	Sobel test		Indirect Boot CI		Total effect	t	p	Direct Boot CI	
			z	p	LLCI	ULCI				LLCI	ULCI
TFL->(RI)->C	.113	.201	3.809	.000	.063	.187	.313***	5.025	.000	.190	.436
TFL->(SI)->C	.134	.179	4.172	.000	.059	.238					
TSL->(RI)->C	.091	.142	3.499	.005	.055	.147	.233***	3.970	.000	.117	.348
TSL->(SI)->C	.064	.169	2.718	.007	.030	.122					

Note: N= 242.Bootstrap samples n=1000; *p<.1 **p<.05, *** p < 0.001.TFL=transformational leadership; TSL=transactional leadership; RI=relational identification; SI=social identification; C=creativity.

Table 2: Results of Bootstrap Testing Hypothesis 1-2

Note: N= 242, Bootstrap samples n=1000; *p<.1 **p<.05, *** p < 0.001.TFL=transformational leadership; TSL=transactional leadership; RI=relationship identification; SI= social identification; POS=perceived

Hypothesis	Predictor	coeff	se	t	LLCI	ULCI	p	Model Summary		
								R-sq	F	p
H 3-1 TFL-> RI	TFL	.197	.073	2.692	.053	.341	.008**	.482	117.965	.000***
	TFL*POS	.194	.098	1.986	.002	.386	.048**			
H 3-2 TSL-> RI	TSL	.194	.059	3.246	.076	.312	.001**	.477	90.894	.000***
	TSL*POS	.120	.054	2.243	.015	.226	.026**			
H 3-3 TFL-> SI	TFL	.368	.079	4.646	.212	.525	.000***	.324	53.679	.000***
	TFL*POS	.109	.081	1.340	-.051	.269	.182			
H 3-4 TSL-> SI	TSL	.222	.077	2.870	.070	.374	.004**	.285	36.061	.000***
	TSL*POS	.012	.083	.129	-.153	.174	.897			

organizational support.

Table3:Results of Bootstrapp Testing Hypothesis 3

REFERENCES

[1] E. Agin, and T. Gibson, "Developing an innovative culture", American Society for Training &Development,pp.52-55,2010.

[2] T.M.Amabile,"A model of creativity and innovation in organizations", Research in Organizational Behavior, vol.10,pp.123-167,1988.

[3] T.M.Amabile, R. Conti, H. Coon, J.Lazenby, and M. Herron, "Assesing the work environment for creativity", Academy of Management Journal,vol.39,no.5,pp.1154-1184,1996.

[4] B.E. Ashforth, and F. Mael, "Social identity theory and the organization", Academy of Management Review, vol.14,no.1,pp.20-39.1999.

[5] B.J.Avolio, and B.M. Bass, "Individual consideration viewed at multiple levels of analysis: A multi-level framework for examining the diffusion of transformational leadership", The Leadership Quarterly,vol.6,no.2,pp.199-218,1995.

[6] B.M. Bass,"Leadership and performance beyond expectations", NewYork: Free Press,1985.

[7] B.M. Bass, "Two decades of research and development in transformational leadership", European Journal of Work and Organizational Psychology, vol.8,pp.9-32,1999.

[8] J.A. Conger, and R.N.Kanungo, "Charismatic leadership inorganizations: Perceived behavioral attributes and their measurement", Journal of Organizational Behavior, vol.15,no.5,pp.439-452,1994.

[9] L. Dubkevics, "Interrelation between organizational culture and climate for creativity in state theatres in Latvia", Journal of Business Management, vol.9,pp.5-19,2015.

[10] T.Dvir, D. Eden, B.J. Avolio, and B. Shamir, "Impact of transformational leadership on follower development and performance: A field experiment", Academy of management journal, vol.45,no.4,pp.735-744,2002.

[11] R. Eisenberger, and L. Rhoades, "Incremental effects of reward on creativity", Journal of Personality and Social Psychology, vol.8,no.4,pp.728-741,2001.

[12] R. Eisenberger, S. Armeli, B.Rexwinkel, P.D. Lynch, andL. Rhoades,"Reciprocation of perceived organization support", Journal of Applied Psychology, vol.86,no.1,pp.42-51,2001.

[13] R.Eisenberger, R. Huntington, S. Hutchison, and D. Sowa, "Perceived organizational support", Journal of Applied Psychology, vol.71,no.3,pp.500-507,1986.

[14] R.Eisenverger, P. Fasolo, and V. Davis-LaMastro, "Perceived organizational support and employee diligence, commitment, and innovation", Journal of Applied Psychology, vol.75,no.1,pp.51-59,1990.

[15] C.M. Ford, "A theory of individual creative action in multiple social domains. Academy of Management Review", vol.21,no.4,pp.1112-1142,1996.

[16] L.L. Gilson, and N. Madjar, "Radical and incremental creativity: Antecedents and processes", Psychology of Aesthetics, Creativity, and the Arts, vol.5,no.1,pp.21-28,2011.

[17] Y.P.Gong, J.C. Huang, and J.L.Farh, "Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creativity self-efficacy", Academy of Management Journal, vol.52,no.4,pp.765-778,2009.

[18] O. Epitropaki, and R. Martin, "The moderating role of individual differences in the relation between transformational/transactional leadership perceptions and organizational identification", vol.16,no.4,pp.569-589,2005.

[19] J.M. Howell, and B. Shamir, "The role of followers in the charismatic leadership process: Relationships and their consequences", Academy of ManagementReview, vol.30,pp.96–112,2005.

[20] JJ.P. Jansen, D. Vera, and M.Crossan,"Strategic leadership for exploration and exploitation: The moderating role of environmental dynamism", The Leadership Quarterly, vol.20,pp.5-18,2009.

[21] K.S. Jaussi, andS.D. Dionne, "Leading for creativity: The role of unconventional leader behavior", The Leadership Quarterly, vol.14,pp.475-498,2003.

[22] D.I. Jung, "Transformational and transactional leadership and their effects on creativity in groups", Creativity Research Journal, vol.13,no.2,pp.185-195,2001.

[23] R. Kark, B. Shamir, and G. Chen, "The two faces of transformational leadership: Empowerment and dependency", Journal of Applied Psychology, vol.88,no.2,pp.246-255,2003.

[24] K.Y. Kim, R. Eisenverger, and K.Baik, "Perceived organizational support and affective organizational commitment: Moderating influence of perceived organizational competence", Journal of Organizational Behavior, vol.37,pp.558-583,2016.

[25] R.G. Lord, D.J. Brown, and S.J. Freiberg, "Understanding the dynamics of leadership: The role of follower self-concepts in the leader/follower relationship", Organizational Behavior and Human Decision Processes, vol.78,no.3,pp.167-203,1999.

[26] N. Madjar, E. Greenberg, and Z. Chen, "Factors for radical creativity, incremental creativity, and routine, noncreative performance", Journal of Applied Psychology, vol.96,no.4,pp.730-743,2011.

[27] R.M. Moore, "Creativity of small groups and of persons working alone. The Journal of Social Psychology", vol.140,no.1,pp.142-143,2000.

[28] S.A. Moss, and D.A.Ritossa, "The impact of goal orientation on the association between leadership style and follower performance, creativity and work attitudes", Leadership, vol.3,no.4,pp.433-456,2007.

[29] M.D. Mumford, G.M. Scott, B. Gaddis, and J.M. Strange, "Leading creative people: Orchestrating expertise and relationships", The Leadership Quarterly, vol.13,pp.705-750,2002.

[30] D.O. Navaresse, C.A. Yauch, K. Goff, and D.J. Fonseca, "Assessing the effects of organizational culture, rewards, and individual ceativity on technical workgroup performance", Creativity Research Journal, vol.26,no.4,pp.439-455,2014.

[31] R. Qu, O. Janssen, and K. Shi, "Transformational leadership and follower creativity: The mediating role of follower relational identification and the moderating role of leader creativity expectations", The leadership Quarterly, vol.26,no.2,pp.286-299.2015.

[32] L. Rhoades, and R. Eisenberger, "Perceived organizational support: A review of the literature", Journal of Applied Psychology, vol.87,no.4,pp.698-714,2002.

[33] E.F. Rietzschel, B.A. Nijstad, and W.Stroebe, "Relative accessibility of domain knowledge and creativity: The effects of knowledge activation on the quantity and originality of generated ideas", Journal of Experimental Social Psychology, vol.43,no.6,pp.933-946,2007.

[34] P.D. Rogelio, "Creative self-efficacy: An exploration of its antecedents, consequences, and applied implications", Journal of psychology, vol.150,no.2,pp.175-195,2016.

[35] K. Rosing, M.Frese, and A. Bausch, "Explaining the heterogeneity of the leadership-innovation relationship: Ambidextrous leadership", The Leadership Quarterly, vol.22,pp.956-974,2011.

[36] C.E. Shalley, "Effects of productivity goals, creativity goals, and personal discretion on individual creativity", Journal of Applied Psychology, vol.76,no.2,pp.179-185,1991.

[37] C.E. Shalley, L.L. Gilson, and T.C. Blum, "Matching creativity requirements and the work environment: Effects on satisfaction and intentions to leave", Academy of Management Journal, vol.43,no.2,pp.215-233,2000.

[38] B. Shamir, R.J. House, and M.B. Arthur, "The motivation effects of charismatic leadership: A self-concept based theory", Organization Science, vol.4,no.4,pp.577-594,1993.

[39] S.J. Shin, and J. Zhou, "Transformational leadership, conservation, and creativity: Evidence from Korea", Academy of Management Journal, vol.46,no.6,pp.703-714,2003.

[40] L. Spears, "Reflections on Robert K. Greenleaf and servant-leadership", Leadership & Organization Development Journal, vol.17,no.7,pp.33-35,1996.

[41] F.O. Walumbwa, and C.A. Hartnell,"Understanding transformational leadership-employee performance links: The role of relational identification and self-efficacy", Journal of Occupational and Organizational Psychology, vol.84,pp.153-172,2011.

[42] X.H. Wang, and J.M. Howell, "A multilevel study of transformational leadership, identification, and follower outcomes",The Leadership Quarterly, vol.23,no.5,pp.775-790,2012.

[43] R.W. Woodman, J.E. Sawyer, and R.W. Griffin, "Toward a theory of organizational creativity", Academy of Management Review, vol.18,no.2,pp.293-321,1993.

[44] A.Y. Zhang, A.S. Tsui, and D.X. Wang, "Leadership behaviors and group creativity in Chinese organizations: The role of group processes", The Leadership Quarterly, vol.22,pp.851-862,2011.

[45] D. vanKnippenberg, B. van Knippenver, D.D. Cremer, and M.A. Hogg, "Leadership, self, and identify: A review and research agenda", The Leadership Quarterly, vol.15,no.6,pp.825-856,2004.

[46] J.M. Howell, and B.J. Avolio, "Transformational leadership, transactional leadership, locus of control and support for innovation: Key predictors of consolidated-business-unit performance", vol.78,no.6,pp.891-902,1993.

[47] M.B. Brewer, and W.Garderner, "Who is this "we"? Levels of collective identity and self-representations", Journal of Personality and Social Psychology, vol.71,pp.83-93,1996.

[48] D.M. Sluss, and B.E. Ashforth, "Relationsl identity and identification: Defining ourselves through work relationships", Academy of Management Review, vol.32,no.1,pp.9-32,2007.

[49] B.E. Ashforth, and F, Mael, "Social identity theory and the organization",Academy of Management Review, vol.4,no.1,pp.20-39,1989.

[50] B. Shamir, E. Zakay, E. Breinin, and M. Popper, "Correlates of charismatic leader behavior in military units: Subordinates' attitudes, unit characteristics, and superiors' appraisals of leader performance", Academy of Management Journal,vol.41,no.4,pp.387-409,1998.

[51] T.A. Judge, and R.F. Piccolo, "Transformational and Transactional leadership: A meta-analytic test of their relative validity", Journal of Applied Psychology, vol.89,no.5,pp.75 5-768,2004.

★★★