

WHEN DOES TRANSFORMATIONAL LEADERSHIP AFFECT CREATIVITY? TESTING THE FOLLOWERS' IDENTIFICATION WITH LEADER AND EMPLOYEE CREATIVE SELF-VIEW AS MEDIATORS.

AUTHOR TO CONTACT

JAAFARI Fatmah

AUTHORS

Author 1: JAAFARI Fatmah, Faculté d'Économie et de Gestion (FEG), Aix-Marseille University, Aix-en-Provence, France (LEST), Doctoral Student, email: fatmah.jaafari@etu.univ-amu.fr. Affiliation 2 : Faculty Member, Department of Management and Marketing, College of Business, Jazan University, Saudi Arabia, Faculty Member.

Author 2: Prof. FRANCK Brulhart, Faculté d'Économie et de Gestion (FEG), Aix-Marseille University, Aix-en-Provence, France (LEST), Professor, [email: franck.brulhart@univ-amu.fr](mailto:franck.brulhart@univ-amu.fr)

Author 3: Prof. CHRISTOPHE Favoreu, Toulouse Business School, Toulouse, France, Professor, [email: c.favoreu@tbs-education.fr](mailto:c.favoreu@tbs-education.fr)

STRUCTURED SUMMARY:

- **Research objective:** This study investigates the nuanced relationship between transformational leadership and employee creativity, examining both global and dimensional levels.
- **Design/methodology/approach:** We analyzed data from 252 employees in public and private organizations in Saudi Arabia using a moderated-mediation model.
- **Results:** The findings support a positive relationship between transformational leadership and creativity, mediated by creative role identity, particularly for migrant employees. However, the indirect effect of transformational leadership through leader identification was not significant.
- **Research limitations and implications:** Limitations include the specific cultural and organizational context of Saudi Arabia, which may affect the generalizability of the findings. Implications involve understanding the significant role of leader-member exchange in enhancing psychological empowerment and employee voice behavior.
- **Practical implications:** Emphasizes the importance of transformational leaders' relationships with their superiors in fostering psychological empowerment and encouraging employees to voice their ideas and opinions.
- **Originality/value:** Highlights the dual mechanisms of psychological empowerment and leader-member exchange in the relationship between transformational leadership and employee voice, offering new insights into the dynamics of leadership and empowerment in organizational settings.

Key words: Transformational leadership, employee creativity, creative role identity, personal identification, migrant vs local workers, KSA.

WHEN DOES TRANSFORMATIONAL LEADERSHIP AFFECT CREATIVITY? TESTING THE FOLLOWERS' IDENTIFICATION WITH LEADER AND EMPLOYEE CREATIVE SELF-VIEW AS MEDIATORS.

JAAFARI Fatmah, Faculté d'Économie et de Gestion (FEG), Aix-Marseille University, Aix-en-Provence, France (LEST), Doctoral Student, email: fatmah.jaafari@etu.univ-amu.fr. Affiliation 2 : Faculty Member, Department of Management and Marketing, College of Business, Jazan University, Saudi Arabia, Faculty Member.

Prof. FRANCK Brulhart, Faculté d'Économie et de Gestion (FEG), Aix-Marseille University, Aix-en-Provence, France (LEST), Professor, [email: franck.brulhart@univ-amu.fr](mailto:franck.brulhart@univ-amu.fr)

Prof. CHRISTOPHE Favoreu, Toulouse Business School, Toulouse, France, Professor, [email: c.favoreu@tbs-education.fr](mailto:c.favoreu@tbs-education.fr)

Abstract

This study investigates the nuanced relationship between transformational leadership and employee creativity, examining both global and dimensional levels. Drawing from role identity theory and personal identification, we explore two mediating pathways—employees' creative self-view and identification with the leader—to propose that transformational leadership can both enhance and constrain creativity. Specifically, we argue that transformational leadership fosters creativity by enhancing employees' self-perception as creative but may inhibit creativity through strong identification with the leader. Additionally, we examine the moderating role of migrant worker status, positing that transformational leadership has a stronger positive effect on the creative identity of migrant employees. We analysed data from 252 employees in public and private organizations in Saudi Arabia using a moderated-mediation model. The findings support a positive relationship between transformational leadership and creativity, mediated by creative role identity, particularly for migrant employees. However, the indirect effect of transformational leadership through leader identification was not significant. Further dimensional analysis revealed that while inspirational motivation, individualized consideration, and intellectual stimulation positively influenced creativity, idealized influence/charisma had a negative impact on creativity. Finally, theoretical and managerial implication are discussed.

Key words: Transformational leadership, employee creativity, creative role identity, personal identification, migrant vs local workers, KSA.

INTRODUCTION

In today's competitive business environment, an organization's ability to innovate and endure is heavily dependent on the creative capacity of its workforce (Hughes et al., 2018). As a result, scholars have invested significant efforts in investigating the determinants of employee creativity, with the aim of optimizing their innovative potential (Lua et al., 2023). A vast number of these research studies have focused on exploring how leaders can stimulate creativity at their workplaces (Dong et al., 2017). Transformational leadership among other leadership approaches has been shown to be a leading factor in fostering employee creative behavior (Carnevale et al., 2017). Transformational leaders can inspire and motivate their followers, to come up with novel and useful ideas for improvement of processes, products etc. (Dong et al., 2017).

Despite significant advancements in employee creativity research, the relationship between transformational leadership and employee creativity remains underexplored (Koh et al., 2019). Some researchers have reported a positive effect of transformational leadership on employee creativity (Qu et al., 2015) while others witnessed negative results (Eisenbeiß & Boerner, 2013). This implies that transformational leaders on one hand encourage employees to think out of the box to come-up with novel ideas, while on the other hand they inhibit creativity by increasing dependence of their followers on the leader (Eisenbeiß & Boerner, 2013; Gerpott et al., 2022; Kark et al., 2003). These mixed findings suggest the presence of a dual mechanism underlying this relationship (Koh et al., 2019) whereby transformational leaders may simultaneously enhance and stifle creativity through distinct pathways. In order to fill this research gap, we propose to study two alternative mechanisms i.e., identification with leader, and individuals' creative self-view through which transformational leadership might affect employee creativity. Specifically, we propose that transformational leadership may have dual effects on employee creativity through these two-mediating mechanisms.

Moreover, drawing on previous research, we suggest that migrant workers, due to their unique knowledge and information acquired from different cultures, may enhance their creative role identity through self-assessment (Csikszentmihalyi, 1999; Farmer et al., 2003; Fee and Gray, 2012). Migrant workers often possess diverse perspectives and problem-solving skills, which are crucial for creativity (Idriss, 2017) in organizational settings. Therefore, we propose to study migrant workers as a boundary condition in the relationship between transformational leadership and employee creative role identity in the Kingdom of Saudi Arabia (KSA). In KSA, local Saudis have a systematic advantage over migrant workers due to government policies such as Saudization (Al-Yami et al., 2018; Arain et al., 2022). This policy prioritizes the employment of Saudi nationals, creating additional pressure on migrant workers to demonstrate exceptional creativity and performance. Individuals (migrant workers), therefore, are likely to act in accordance with their role identities and internalize them as components of self, because they anticipate social and personal costs if they do not fulfil their role (Stryker, 1987).

Our research is aimed at answering: how does transformational leadership influence employee creativity, and what role do factors such as creative role identity, identification with the leader, and the presence of migrant workers play in this relationship? This study is set to make three main contributions to the theory and practice: One, responding the call of recent meta-analysis (Koh et al., 2019) we propose to study alternate mechanism through which transformational leadership may have both positive and negative impact on employee creativity. Second, besides testing transformational leadership as a higher order construct, we propose to test impact of each dimension of transformational leadership separately on the outcome variables to respond to a research call by (Hughes et al., 2018; Koh et al., 2019a; Van Knippenberg and Sitkin,

2013; Yukl, 1999) this will advance the transformational leadership research by uncovering the differential effect of each dimension on employee creativity to account for inconsistent finding of transformational leadership on employee creativity. Finally, we propose to study the construct in the Kingdom of Saudi Arabia (KSA), a collectivist country (Hofstede, 2018). Bass (1999) suggested that Transformational leadership may be more effective in collectivist societies. Additionally, the significant presence of migrant workers in KSA, who face challenges due to competitive job markets and policies favouring local Saudis, underscores the importance of creativity for job security and advancement for these workers. By considering migrant versus local workers, this research offers insights into how transformational leadership fosters creativity in a multicultural and competitive environment. Furthermore, KSA's ambitious Vision 2030, including innovative projects like NEOM, provides a dynamic backdrop for this study.

The remainder of this paper proceeds as follows: First, we review the relevant literature and develop the study's hypotheses and conceptual model. Next, we describe the research methodology, including data collection procedures and measurement scales. The results of the analysis are then presented, followed by a discussion of the findings, theoretical contributions, practical implications, and limitations. Finally, we conclude with suggestions for future research directions.

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

Transformational leadership and employee creativity

Employee creativity is defined as generation of novel ideas & solutions that are useful for organization (Amabile, 1988; Zhang et al., 2023) is considered first stage of the idea contribution process (Eisenbeiß & Boerner, 2013). Transformational leaders promote creativity of their followers through their idealized influence, inspirational motivation, intellectual stimulation and individualized consideration behaviours (Gong et al., 2009). These leaders foster trust and respect among their followers through their idealized influence and inspire innovation through their compelling vision and enthusiasm (Sosik et al., 1998). Such leaders promote creative culture by intellectually stimulating their followers to challenge the status quo and engage in critical thinking (Qu et al., 2015). Moreover, transformational leaders through individualized consideration builds confidence in employees' creative abilities, creating an environment that motivates and empowers them to be creative (Koh et al., 2019).

Previous research has found transformational leadership to be a critical antecedent of employee creativity in organizations. For instance, Cheung & Wong (2011) conducted a study involving 182 supervisor-subordinate dyads from various industries in Hong Kong and found that transformational leadership significantly enhances creativity among employees. Similarly, Gumusluoglu & Ilsev (2009) explored this relationship within the context of Turkish software companies, focusing on both individual and organizational levels. Their research, which included 163 R&D personnel and managers, demonstrated a positive relationship between transformational leadership and employee creativity at the individual level. Further, a meta-analysis by Lee et al. (2020) examined the link between different leadership styles and followers' creative and innovative performance, drawing data from 266 studies. They found support that transformational leadership was significantly associated with transformational leadership. Hence, we hypothesize as follows:

Hypothesis 1: Transformational leadership positively influences employee creativity.

In addition to the global analysis of the transformational leadership construct, we propose a dimensional analysis to explain the mixed findings on transformational leadership's impact on employee creativity (Koh et al., 2019). Prior researchers (e.g., Hughes et al., 2018; Van

Knippenberg & Sitkin, 2013; Yukl, 1999) have emphasized the need to study transformational leadership's individual dimensions rather than treating it as a higher order construct. Yukl (1999) argued that transformational leadership theory would be strengthened by studying its individual dimensions in relation to outcome variables. Similarly, Hughes et al. (2018) noted that using a single scale score overlooks key subfactor relationships. For instance, low intellectual stimulation may be offset by high idealized influence, creating variability in transformational leadership's effects (Van Knippenberg & Sitkin, 2013). This variability may explain why transformational leadership can both foster creativity and increase dependence in followers (Eisenbeiß & Boerner, 2013). In order to fill this gap in the literature, we propose to study the effect of four dimensions of transformational leadership: idealized influence/charisma, inspirational motivation, intellectual stimulation, and individualized consideration on employee creativity. We believe that studying the sub-dimensions of transformational leadership may be helpful in uncovering the ambivalent nature of transformational leadership construct (Yukl, 1999). Burns (1978) introduced the transformational leadership theory, which was later refined by Bass & Avolio (1996). These authors explained transformational leadership as comprised of four key components: i.e. idealized influence/charisma, individualized consideration, inspirational motivation, and intellectual stimulation. Idealized influence involves inspiring admiration, respect, and loyalty among followers and emphasizing the importance of a shared sense of mission. Individualized consideration involves building personalized relationships with followers, understanding their unique needs, skills, and aspirations, and considering these factors when making decisions. Inspirational motivation involves articulating a compelling vision of the future, demonstrating how goals can be achieved, and expressing confidence in followers' abilities. Intellectual stimulation involves broadening employees' interests and encouraging them to approach problems from new perspectives (Avolio and Bass, 1991; Bass and Avolio, 1996; Bass and Bass Bernard, 1985).

Qu et al. (2015) posited that intellectual stimulation, inspirational motivation and individualized consideration are "creativity enhancing forces". When leaders prioritize individualized consideration, it fosters a positive and encouraging atmosphere in which employees can feel appreciated and empowered to share their unique perspectives and ideas (Koh et al., 2019a). Furthermore, through individualized consideration, a transformational leader addresses the developmental needs of followers and assigns tasks in a way that encourages learning. This approach grants followers the autonomy to meet their developmental needs and take appropriate actions. Consequently, followers tend to invest more time in their work, driven by a sense of autonomy and enriched opportunities to test their skills, ultimately fostering high levels of creativity (Cheung and Wong, 2011; Shin and Zhou, 2003).

Intellectual stimulation dimension of the transformational leadership encourages creativity and innovation among followers (Hughes et al., 2018). This is achieved through challenging assumptions, reframing problems, and embracing novel approaches (Qu et al., 2015). Leaders promote creativity by avoiding public criticism of individual errors (Bass and Riggio, 2006) and actively seeking new ideas and solutions from their followers, involving them in the problem-solving process. This environment motivates followers to experiment with new approaches and ensures their ideas are valued, even if they differ from those of the leader (Bass, 1999b). Such stimulation sets high expectations for creativity, potentially triggering the Pygmalion effect and encouraging followers to become creative employees (Wang and Zhu, 2011). By adopting new perspectives, enhancing problem-solving abilities, and reasoning before taking action, followers are further inspired to challenge the status quo, re-evaluate old assumptions, and address problems creatively, fulfilling their intellectual curiosity (Bass and Bass Bernard, 1985). This focus on the

task at hand, rather than external threats, leads followers to employ unconventional methods to solve problems and generate innovative ideas, fostering high levels of creativity (Koh et al., 2019a).

Inspirational motivation dimension of the transformational leaders employ symbols and emotional appeals to unify group members' efforts, encouraging them to exceed their individual self-interests. When these leaders provide encouragement during idea generation their followers are more likely to freely express and implement their innovative ideas (Cheung and Wong, 2011).

Li et al. (2015) examined the relationship between organization-level transformational leadership and individual-level creativity in 123 retail bank branches in China and found that moral modelling and individualized consideration positively influenced creativity. Similarly, Thuan (2020) reported a positive relationship between leader intellectual stimulation and follower creative performance in the Vietnamese IT sector. Q. Zhou et al. (2012) demonstrated that promotion focus, and creativity were enhanced when participation and leader intellectual stimulation were both high. Hirst et al. (2009), based on data from R&D teams in a multinational pharmaceutical company, highlighted that inspirational motivation significantly boosted creative performance. Building on these findings, we hypothesize as under:

Hypothesis 2: Inspirational motivation, individualized considerations and intellectual stimulation will be positively related to employee creativity.

Idealized influence or charisma pertains to a leader's capacity to elicit admiration, trust, and respect from their subordinates (Hughes et al., 2018; Stock et al., 2022). When a leader is viewed as charismatic, they are regarded as a model figure, encouraging others to emulate their actions and principles (Bass and Riggio, 2006). Previous researchers have suggested that the charismatic attribute of the transformational leader by way of their strong presence and compelling vision may overshadows alternative viewpoints due to their dominant influence (Koh et al., 2019a). Further, it may also cultivate a strong follower-orientation, where followers become highly dependent on the leader for direction and approval (Yukl, 1999). In such contexts, employees may hesitate to take risks or propose unconventional ideas, fearing disapproval or rejection from such leaders (Eisenbeiß and Boerner, 2013). Hence, we propose that transformational leadership may hurt creativity via their charismatic and narcissistic tendencies (Eisenbeiß and Boerner, 2013; Koh et al., 2019a; Li et al., 2015; Yukl, 1999). Based on these above arguments we aim to study the effect of each dimension of transformational leadership construct on employee creativity, besides testing it as a higher order construct. Thus, we hypothesize as under:

Hypothesis 3: Idealized influence/charisma will be negatively related to employee creativity.

Employee creative role identity as a mediating effect:

Role identity refers to an individual's perception of self in relation to a particular role (Burke & Tully, 1977). As an individual becomes more closely identified with a particular role, they are likely to behave in ways that align with that identity in order to reinforce it (Callero et al., 1987). The process of creating meaning through role identity involves a self-regulatory process in which an individual integrates feedback from others (transformational leadership in our case) and their own self-assessments in order to validate and support their role identity (Riley & Burke, 1995). Lord & Brown (2003) argued that transformational leaders can help employees develop a situation-oriented self-concept by providing inspirational motivation intellectual stimulation. This, in turn, can lead to the establishment of performance goals, increased intellectual curiosity, and a willingness to explore novel approaches (Koh et al., 2019a) by encouraging employees challenge conventional ways of thinking (P. Wang & Zhu, 2011). Moreover, transformational leaders through their individualized considerations create learning opportunities for their employees' development, provide them autonomy to perform their jobs and recognize and support their unique and creative ideas (Bass & Riggio, 2006). As a result of this support and appreciation from leaders employees begin to recognize their creative potential and view creativity as an essential part of their identity (Farmer et al., 2003). We therefore argue that transformational leaders have the potential to influence how employee perceive themselves in relation to their work roles, specifically by fostering a creative role identity. Role identity theory posits that individuals strive to behave in ways consistent with their role identities, which are validated and maintained through role-consistent behaviours (Song et al., 2015; A. Wang & Cheng, 2010). This identity, defined by the alignment between an individual's self-concept and the role of a creative employee, motivates them to exhibit high levels of creativity to validate and maintain their identity (Farmer et al., 2003; Petkus Jr, 1996; P. Wang & Zhu, 2011).

Empirical research supports the role of transformational leadership in fostering creative role identity. For example, C.-J. Wang et al. (2014) found a positive link between transformational leadership and creative role identity among hospitality employees. Kasımoğlu & Ammari (2020) reported similar findings among Turkish managers, while Algerian managers highlighted the connection between creative role identity and creativity. Creative role identity has been shown to directly enhance employee creativity (Farmer et al., 2003; P. Wang & Zhu, 2011). Employees with a strong creative identity are more likely to engage in creative behaviours to validate their self-concept. Additionally, creative role identity has been identified as a mediator in the leadership-creativity relationship (Koh et al., 2019a; A. Wang & Cheng, 2010). For example, Koh et al. (2019) and P. Wang & Zhu (2011) found that creative self-view mediated the positive relationship of transformational leadership on creativity. Given the above theoretical and empirical support, we propose that the influence of transformational leadership on employee creativity is mediated by the development of a creative role identity among employees. Thus, we hypothesize as under:

Hypothesis 4: Employee creative role identity will mediate the positive relationship between transformational leadership and employee creativity.

Migrant vs local workers as Moderators

International Labor Organization (ILO) defines migrant worker as ""a person who migrates from one country to another with a view to being employed otherwise than on his own account and includes any person regularly admitted as a migrant for employment" *ILO (1999)*. These individuals may be seeking better working conditions, higher wages, or more job opportunities than what is available in their home country. Although the variable of migrant workers is relevant

and intriguing, it has been largely overlooked in the literature. Its significance is even greater in contexts like Saudi Arabia, a country with the larger number of migrant workers in the Middle East (Arain et al., 2022).

In the current paper, we propose migrant workers as the moderating variable between transformational leadership and employee creative role identity. Specifically, we argue that opting to live in a different country may signal to individuals that they possess creativity-related traits, such as a willingness to take risks and deviate from conventional norms, which may strengthen their perception of themselves as creative individuals (Farmer et al., 2003). Previous research by Fee & Gray (2012) found that foreign workers are more likely to be creative than their local counterparts due to their cognitive flexibility. Cognitively flexible individuals exhibit low levels of functional fixedness, allowing them to apply knowledge in a range of contexts (Plucker and Runco, 1998). Other similar studies involving immigrants have demonstrated that they develop new schemas that integrate diverse worldviews as they acculturate (Tadmor and Tetlock, 2006). The formation of role identity is also impacted by these self-schemata, as they serve as a reflection of internal identity standards or self-expectations (Stryker, 1987). Farmer et al. (2003) in their study found that exposure to a different culture increased the creative role identity especially when that culture has “defined creativity orientation” compared to the host country culture. Hence, we propose as under:

Hypothesis 5: The relationship between transformational leadership and employee creative role identity will be stronger in-migrant workers as compared to their local counterparts.

Hypothesis 6: The indirect effect of transformational leadership on employee creativity through creative role identity will be stronger for migrant workers than for local employees.

Transformational leadership Identification with leader and creativity

The idealized influence element of transformational leadership shares similarities with charismatic leadership (Yukl, 1999). Conger (1990) highlights personal identification as a key mechanism through which charismatic leaders exert influence over their followers. Kark et al. (2003) explains that personal identification can take two forms, in line with Pratt's (1998) definition of identification: One form involves followers recognizing that they share similar values with the leader, who effectively communicate a clear vision and values that resonate with their followers thereby evoking their self-concept. The other form involves followers desiring to change their self-concept to align their values and beliefs with those of the leader hold; through modelling new values and beliefs that challenge the followers' existing self-concept.

Previous research on transformational leadership suggests that leaders can influence employee creativity by fostering stronger identification with the leader (Qu et al., 2015). However, more recent analyses (Koh et al., 2019a) indicate a more complex relationship. For example, while transformational leadership may initially enhance creativity through identification, there are findings suggesting the opposite effect, where such identification can diminish creativity over time. A leader that solicits higher identification from its followers may compromise on their creativity potential by lending them identity and enhancing their dependence on the leader (Eisenbeiß and Boerner, 2013). As a result of this dependency, followers may seek guidance and direction from their leaders in areas where they feel less competent, hence adopt their leaders' identities and ideas, as noted by Koh et al. (2019).

Kark et al. (2003) and Yukl (1999) had earlier called for additional research to explore a potential dark side of transformational leadership based on these arguments. On the similar lines

in a recent study, Gerpott et al. (2022) discovered that transformational leaders have the potential to boost innovation within their organization by enhancing employees' self-concordance through their behavior which is inspirational and empowering. However, they also found that increased process management (instructional behavior) by these leaders could ultimately lead to a decline in their innovation. On these grounds it is reasonable to expect that transformational leader may, facilitate or hurt their follower's creativity through alternate mechanisms, hence we propose as under.

Hypothesis 7: Identification with the leader mediates the negative relationship between transformational leadership and follower creativity.

METHODOLOGY

The details of methodology, measurement scales, and target population are given hereunder.

Research Context

The current research focuses on the Kingdom of Saudi Arabia (KSA), which presents a unique cultural and socio-economic landscape for studying the impact of transformational leadership on employee creativity. KSA provide an appropriate context for our study for at least three reasons: one, KSA is low on the individualism dimension of culture proposed by Hofstede (2009) suggesting that it is a collectivist society. According to its initial theorizing transformational leadership is believed to be more relevant in collectivist cultures (Bass, 1999) as these cultures emphasize group harmony, shared goals and values which align closely with basic tenets of transformational leadership. Two, KSA is home to largest expatriate workforce in the region. This presents a valuable opportunity to explore how transformational leadership operate in this diversified workforce particularly in the context of challenges posed by "Saudization" in the country. KSA through Saudization, prioritises local employment (Al-Yami et al., 2018), over the migrant workers. We believe that this discrimination may cause the migrant workers to be more creative for the sake of their job security and advancement. Finally, KSA is undertaking several innovative projects under their Vision 2030 i.e. NEOM, Line etc. we believe that understanding the role of leadership in promoting creativity in such cutting-edge environment will provide broader understanding of leadership for researchers and practitioners alike.

Target Population:

In the current study we targeted three cities of the KSA i.e. Jeddah, Riyadh, and Dammam. A total of 750 questionnaires were distributed to potential respondents working across public and private sectors, specifically targeting industries such as Education, Healthcare, Financial Services, Energy, and Real Estate. These sectors were chosen as they represent the predominant industries within the Kingdom of Saudi Arabia. Our paper-pencil survey yielded a response rate of approximately 35%, with 283 completed questionnaires returned. However, following a thorough screening process to eliminate missing values, responses with uniform answers, and outliers, we were left with 252 valid responses for final analysis, leading to an effective response rate of 34%. The focus of our research was primarily on skilled white-collar workers, as they represent a significant segment of the workforce in KSA. While migrant workers encompass both white- and blue-collar categories, challenges in administering the survey to blue-collar workers arose due to their diverse educational backgrounds and language barriers. Therefore, we opted to concentrate on skilled white-collar workers who could effectively respond to the questionnaire in English, thus ensuring a more reliable data collection process.

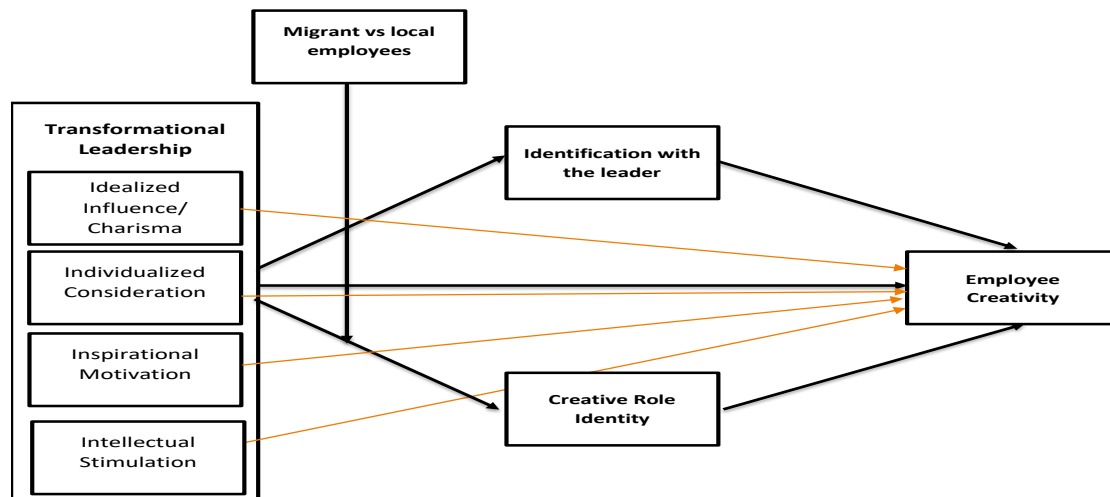
To facilitate data collection, we employed a convenience sampling method. This method was chosen due to the geographical dispersion of our target population across several cities in Saudi Arabia. Therefore, pre-collecting data on the entire population would have been time-consuming and costly. Consequently, convenience sampling was the most feasible approach for our study within the given time constraints. This approach enabled us to gather data directly from respondents regarding their perceptions of transformational leadership, employee identification with their leaders, and employee creative self-view, alongside demographic information. Further, to ensure the integrity and accuracy of data we collected outcome variable i.e., employee's creativity scores from immediate supervisor of the focal respondent. According to Podsakoff et al. (2003) this method is also helpful in reducing common method bias of our survey instrument. To implement this strategy, we designed paired questionnaires: the initial section was completed by the employees, while the subsequent section relating to employee creativity was filled out by their immediate supervisors. To maintain participant confidentiality, each employee questionnaire was assigned a unique serial number, with a designated space for the employee's name. Although, we included each employee's name on the questionnaires presented to their respective supervisors for assessment, we ensured that these names were removed once we obtained the supervisors' ratings. Later, we paired these two questionnaires based on the unique serial number assigned to each. Table No. 01 presents the demographic characteristics of the study respondents.

Insert Table No. 1 from Appendix-I about here

Measurement Scales

The data for our current study was collected using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) with exception of transformational leadership scale which ranged from 1 (not at all) to 5 (frequently). In the following section we provide a brief overview of each scale utilized for the data collection for the current study:

Figure 1: Proposed research model



Transformational Leadership

Transformational leadership was measured using the 20-item Multifactor Leadership Questionnaire (MLQ) developed by Bass & Avolio (2000). The scale's Cronbach alpha of the said

scale was estimated at .96. Sample items included: "My leader specifies the importance of having a strong sense of purpose," "My leader articulates a compelling vision of the future".

Identification with the Leader

The identification with the leader was measured using the 8-item scale developed by Shamir et al. (1998). Sample items included: "I have complete faith in him" and "He is a model for me to follow." The Cronbach alpha for this scale was calculated as .905.

Employee Creativity

Employee creativity was measured using the 13-item scale developed by J. Zhou & George (2001). This scale was administered to the immediate supervisor of the focal employee who provided ratings of the employee's creativity. The Cronbach alpha for this scale was estimated at .957. Sample items included: "Suggests new ways to achieve goals or objectives" and "Comes up with creative solutions to problems".

Creative Role Identity

Employees creative role identity was measured using the 4-item scale introduced by Farmer et al. (2003). Sample items included: "To be a creative employee is an important part of my identity" and "I often think about being creative." The Cronbach alpha was estimated at .885.

RESULTS

Descriptive statistics

Table No. 02 presents the mean, standard deviation, and correlation values for our study variables. Additionally, Cronbach's alpha estimates for each variable are provided on the diagonal, indicating their internal consistency. All our study variables demonstrated significant correlations consistent with the hypothesized directions. Although respondents' demographic variables were correlated with the study's outcome variables, their effects were insignificant in the analysis; therefore, their impact was not controlled in the study.

Insert Table No. 2 from Appendix-I about here

Confirmatory Factor Analysis

Prior to hypothesis testing, we conducted confirmatory factor analyses (CFAs) to establish the convergent and discriminant validity of the study measures and to evaluate our proposed measurement model's acceptability. *Firstly*, we assessed our hypothesized model with the various fit indices, i.e., Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), Standardized Root Mean Square Residual (SRMR), Tucker-Lewis Index (TLI), and the chi-squared to degrees of freedom ratio (χ^2/df), as suggested by Hu & Bentler (1999). Table No. 03 depicts these fit indices of our hypothesized and alternate models. As can be viewed from the Table No. 03 that our hypothesized four-factor model demonstrated a good fit to the data, according to the Hu & Bentler (1999) criteria, outperforming alternative models ($\chi^2/df = 1.523$, SRMR = .0478, TLI = 0.939, CFI = 0.943, RMSEA = 0.046). Alternate models include a three-factor model, where we merged creative role identity and identification with the leader, two-factor model, where we combined transformational leadership (TL) with the identification with the leader (IWL), and creative role identity (CRI) with employee creativity (EC), and a single-factor model, where all indicators were loaded on a single common factor.

Table No. 03: Measurement Models

Models	Factors	CMIN	DF	CMIN/DF	SRMR	TLI	CFI	RMSEA
Model 1	Four-factor	1345.995	884	1.523	0.0478	0.939	0.943	0.046
Model 2	Three-factor	2276.693	899	2.532	0.1496	0.820	0.829	0.077
Model 3	Two-factor	2795.829	900	3.106	.1498	0.753	0.765	0.092
Model 4	One-factor	4017.118	900	4.463	.1234	0.593	0.613	0.117

Secondly, in accordance with the guidelines from Hair et al. (2010), we assessed the convergent validity of our study variables by examining the Average Variance Extracted (AVE). For each variable, the AVE exceeded the threshold of 0.50, as shown in Table No. 04, thereby confirming adequate convergent validity. Additionally, factor loadings, Cronbach's α , and composite reliability estimates provided further support, all surpassing their respective recommended thresholds of 0.50 (Hair et al., 2010), 0.70 (Hair et al., 2010), and 0.70 (Nunnally and Bernstein, 1994) respectively. **Thirdly**, following the advice provided by Fornell & Larcker (1981), we assessed the discriminant validity of the study constructs by comparing the Average Variance Extracted (AVE) for each construct with the maximum shared variance (MSV) across factors. As shown in Table No. 04, the AVE estimates for all study variables exceeded the MSV across factors thereby satisfying the criterion $AVE > r^2_{\text{maximal}}$. Additionally, we calculated the heterotrait-monotrait (HTMT) ratios for discriminant validity following Henseler et al. (2015). All HTMT values, presented at Table No. 05, were below the threshold values of 0.85, further supporting discriminant validity.

Insert Table No. 4 from Appendix-I about here

Finally, we tested for common method bias using the approach recommended by Malhotra et al. (2006) comparing our hypothesized model (full factor model) with a common factor model. The results indicated that our full factor model demonstrated a significantly better fit than the common factor model, as shown in the Table No. 03. Besides, this statistical measure, we also applied procedural measures to contain common method bias in our study (Spector and Brannick, 2009). To do this we collected the data in respect of our outcome variables from focal employee's immediate supervisors and assured respondents of anonymity and confidentiality of their provided responses encouraging them to provide genuine responses.

Hypothesis Testing

After confirming the distinctiveness of our measurement model through confirmatory factor analysis, we tested the structural model using the PROCESS macro in SPSS (Hayes, 2017). Results are presented in four sections—direct effects, indirect effects, moderation effects, and moderated mediation analysis—each addressing specific hypotheses and relationships in our model.

Direct Effects

Consistent with our first hypothesis (H1), transformational leadership demonstrated a strong positive relationship with the employee creativity ($\beta = .536$, $p < .001$) this relationship was found significant ($\beta = .22$ $p < .005$) even after controlling the effect of mediators as can be seen from the table 04. Our second hypothesis (H2) proposed a positive relationship between three dimensions of transformational leadership—Inspirational Motivation (IM), Individualized Consideration (IC),

and Intellectual Stimulation (IS)—and employee creativity. Our study H2 was also supported, with each dimension showing a positive and significant beta coefficient: IM ($\beta = .168$, $p < .05$), IC ($\beta = .254$, $p < .05$), and IS ($\beta = .353$, $p < .01$). In our third hypothesis (H3), we predicted a negative relationship between Idealized Influence/Charisma and employee creativity. Results indicate that this hypothesis was also supported, as the beta coefficient are negative significant ($\beta = -.197$, $p < .05$).

Mediation Analysis

Following the examination of direct effects, we tested the hypotheses concerning the indirect effects of transformational leadership through two mediators (Table No. 06): identification with the leader and creative role identity. Our full model explained 44% of variance in employee creativity. Hypothesis 4 (H4) proposed that creative role identity would mediate the positive relationship between transformational leadership and employee creativity. Our results indicate that, H4 was supported, with creative role identity significantly mediating this relationship ($\beta = .305$, 95% CI = Boot SE .0571, Boot LLCI .1987, Boot ULCI .424). Hypothesis 7 (H7) predicted that identification with the leader would mediate the negative relationship between transformational leadership and employee creativity. Our results show that H7 was not supported as indirect effect of transformational on employee creativity via identification with the leader was slightly positive but insignificant ($\beta = .050$, 95% CI = Boot SE .0247, Boot LLCI .0010, Boot ULCI .0969).

Moderation Analysis

Hypothesis 5 (H5) proposed that the relationship between transformational leadership and employee creative role identity would be stronger for migrant workers compared to their local counterparts. The analysis yielded results consistent with this hypothesis. Specifically, the interaction term between transformational leadership and worker origin (migrant vs. local) was statistically significant ($\beta = 0.25$, $p = 0.0031$). This indicates that worker origin moderates the

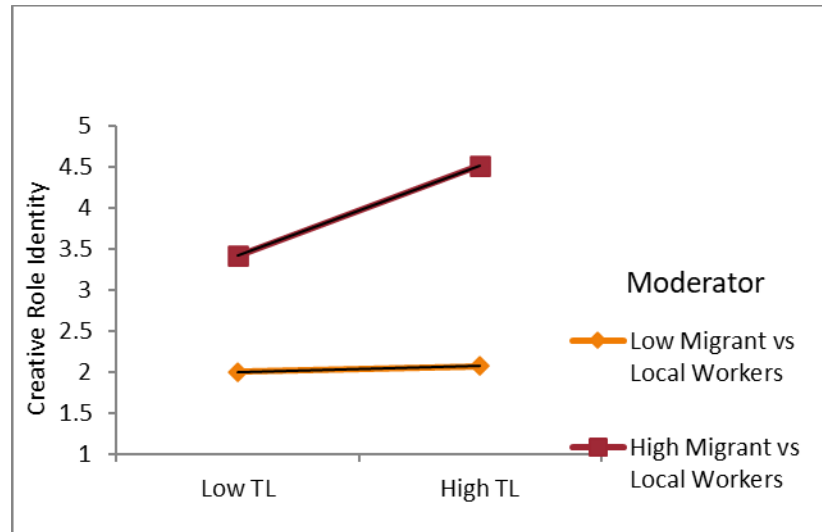
Table No. 06: Mediation Analysis:

Direct effect of transformational leadership (TL) on creativity						Model Summary			
Direct Effect	se	t	p	LLCI	ULCI	R	R ²	F	p
0.22	0.662	3.3426	.0010	.0909	.3515	.663	.44	98.56	.000
Indirect effect of TL on creativity via creative role identity									
Indirect Effect	Boot SE	Boot LLCI		Boot ULCI					
0.3053	.0571	.1987		.4234					
Indirect effect of TL on creativity via identification with leader.									
Indirect Effect	Boot SE	Boot LLCI		Boot ULCI					
0.0605	.035	-.0152		.1273					

relationship between transformational leadership and creative role identity. The overall model explained a substantial portion of the variance in creative role identity ($R^2 = 0.4621$, $F = 53.0457$, $p < 0.001$). The significant interaction effect highlights that the positive influence of

transformational leadership on creative role identity is more pronounced for migrant workers coded. To clarify this moderating effect, we provide a graphical representation in Figure 2, which demonstrates that migrant workers exhibit a stronger creative role identity under transformational leadership than local employees, particularly when transformational leadership is high. Please note that migrant workers are coded as 02 and local workers are coded as 01.

Figure No. 2- Moderating effects



Moderated-Mediation Analysis

Hypothesis 6 (H6) proposed a conditional indirect effect of transformational leadership on employee creativity through creative role identity, moderated by worker origin (migrant vs. local). We tested this hypothesis using a moderated mediation analysis (Model 7) in the PROCESS Macro (Hayes, 2017) in SPSS, and the results provided support for our hypothesis.

As shown in Table 7, the indirect effect of transformational leadership on employee creativity via creative role identity was significant for both local and migrant workers. However, the effect was stronger for migrant workers [Effect = 0.3732, 95% CI (0.1907, 0.4173)] compared to local workers [Effect = 0.2544, 95% CI (0.1254, 0.3184)]. The Index of Moderated Mediation [0.118, 95% CI (0.0176, 0.2291)] confirms that worker origin significantly moderates this relationship.

Table No. 7-Conditional indirect effects

Workers Origin	Effect	Boot SE	Boot LLCI	Boot ULCI	Index of moderated mediation (Boot)			
					Index	SE	LLCI	ULCI
01	.2544	.0494	.1254	.3184	.118	.0531	.0176	.2291
02	.3732	.0586	.1907	.4173				

Note: Local workers are coded as 1 and Migrant workers are coded as 2.

In line with H6, the results indicate that migrant worker status amplifies the positive indirect effect of transformational leadership on employee creativity through creative role identity, making this relationship more pronounced for migrant workers than for local employees.

DISCUSSION

This study examines the relationship between transformational leadership and employee creativity, focusing on the mediating roles of creative self-view and leader identification. We proposed that transformational leadership can both enhance creativity by empowering employees and inhibit it through dependency on the leader's vision. This dual effect highlights the complex nature of leadership in fostering creativity. Additionally, we explored how migrant versus local worker status moderates these dynamics, providing insights into leadership's role in diverse workforces, particularly within the context of Saudi Arabia.

Our empirical study demonstrated that transformational leadership significantly enhanced employee creativity. This suggests that employees are more likely to contribute novel ideas when they perceive their supervisor as demonstrating transformational leadership qualities. This finding is in line with the prior research by Cheung & Wong (2011), Gumusluoglu & Ilsev (2009), and Lee et al. (2020), which supports the positive influence of transformational leadership on employee creativity. However, unlike some previous researchers (e.g., Detert & Burris, 2007, Qu et al., 2015, Koh et al., 2019), we found that the positive effect of transformational leadership on employee creativity remained significant even after accounting for the mediating variables, i.e., creative role identity and identification with the leader. This result aligns with Hughes et al. (2018), who highlight that the magnitude of the relationship between leadership and creativity varies widely, ranging from near-zero to large, or even moderately negative to moderately positive. Such variability may be explained by contextual factors like industry type, national culture, and leader-follower dynamics, which can significantly moderate the impact of transformational leadership on creativity (Hughes et al., 2018). According to Bass (1999) transformational leadership may be more pronounced in collectivist societies. In collectivist cultures like Saudi Arabia, employees often place a higher value on group harmony and loyalty, which can enhance the effectiveness of transformational leaders who emphasize collective goals and shared visions. Besides the increased value of transformational leadership, collectivist cultures have also been labelled as conducive to creativity by some researchers (Flynn & Chatman, 2001; O'reilly & Chatman, 1996), who argue that when innovation is a stated and reinforced goal, collectivist values can strengthen creative efforts (Goncalo & Staw, 2006).

Besides examining the direct effect of the higher-order construct of transformational leadership on creativity, we also analysed the distinct contributions of its individual dimensions. Our findings indicate that inspirational motivation, individualized consideration, and intellectual stimulation significantly enhance creativity, while idealized influence/charisma negatively impacts it. This suggests that although transformational leadership generally fosters a creative environment, its dimensions do not uniformly support creativity. The positive dimensions empower employees to generate novel ideas and challenge norms, which aligns with previous studies (Hirst et al., 2009; Li et al., 2015; Thuan, 2020). However, idealized influence may lead to employee dependency on the leader's vision (Koh et al., 2019b), constraining independent thought and creative risk-taking (Eisenbeiß & Boerner, 2013). This dual effect reflects the complexity noted in prior research, where transformational leadership can both inspire and inhibit creativity (Eisenbeiß & Boerner, 2013; Gerpott et al., 2022; Koh et al., 2019b). This finding underscores the necessity of adopting a dimensional approach to transformational leadership to interpret the

nuanced ways in which different leader behaviours affect employee creativity. As Yukl (1999) argued, studying transformational leadership at a global level risk obscuring the influence of specific leader behaviours on mediating variables and outcomes. For example, intellectual stimulation encourages employees to question norms, while idealized influence may discourage autonomy by fostering leader-centric dependence. This reinforces the point by Van Knippenberg & Sitkin (2013) that an additive, single-scale model of transformational leadership lacks precision, as leaders may score high in one behavior (e.g., charismatic influence) while being low in another (e.g., intellectual stimulation), leading to contrasting effects on creativity. The observed dual effect of transformational leadership in our study supports the idea that mixed findings in the literature may stem from asymmetric contributions of different leadership behaviours (Koh et al., 2019a; Li et al., 2015). These dimension-specific effects suggest that leader behaviours must be carefully balanced to foster an optimal creative climate. Leaders who over-rely on charismatic influence may unintentionally stifle creative contributions by promoting conformity and limiting independent problem-solving. Conversely, those who practice intellectual stimulation and individualized consideration empower employees to take creative risks. Therefore, our findings provide a nuanced explanation of how transformational leadership can simultaneously foster and hinder creativity, contributing to a deeper understanding of the phenomenon beyond confirming or refuting prior studies.

Our mediation analysis identified two pathways through which transformational leadership influences employee creativity: creative role identity and leader identification. The results show that transformational leadership enhances employee creativity by fostering creative role identity, where employees internalize creativity as a fundamental aspect of their work roles. These findings are consistent with prior research highlighting the mediating role of creative role identity in the relationship between transformational leadership and creativity (Koh et al., 2019; P. Wang & Zhu, 2011). Interestingly, our findings regarding leader identification showed no significant mediating effect on creativity. Although this finding is in contrast with the earlier study by Qu et al. (2015) who showed positive impact of leader-follower identification on employee creativity, more recently researchers (Koh et al., 2019) have acknowledged the mixed effects of identification with the leader on employee creativity. Eisenbeiß & Boerner (2013) cautioned that the excessive alignment with the leader's vision can lead to conformity which may in turn hinder their independent thought. On the similar lines Gerpott et al. (2022) highlights that when transformational leaders' influence on innovation process increases it may reduce the creativity of their followers by reducing their self-directed creative efforts.

Our moderation analysis revealed that the influence of transformational leadership on employee creativity is more pronounced among the migrant workers as compared to their local counterparts. This finding is in line with the previous study by Farmer et al. (2003), who found that exposure to the diverse cultures positively impacts employees' creative role identity. Fee & Gray (2012), Idriss (2017) & Plucker & Runco (1998) also highlighted that migrant workers, due to their adaptive experiences and exposure to varied perspectives, are cognitively flexible. This cognitive flexibility enables these workers to approach their work challenges through different viewpoints. Subsequently, our moderated-mediation analysis revealed that the conditional indirect effects of transformational leadership via employee creative role identity on employee creativity was significantly stronger for migrant workers as compared to their local counterparts. This finding is also in line with Fee & Gray (2012), who noted that migrant workers develop schemas integrating diverse worldviews, making them more responsive to transformational leadership cues than their local counterparts. This responsiveness is further supported by research indicating that

diversity enhances creativity by fostering varied viewpoints and adaptive problem-solving approaches (Idriss, 2017).

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Firstly, due to constraints in time and resources, this study employed a cross-sectional design, which limits the ability to infer causality among our study variables. While the findings provide valuable insights into these relationships, the precise direction of these effects remains uncertain. To address this limitation, future research could use a longitudinal design to track these variables over time. Secondly, in our current study, we examined transformational leadership as a single, higher-order construct during the mediation analysis to streamline the number of hypotheses tested. Future research could analyse each dimension separately to understand how each one uniquely influences creativity via mediating factors like identification with the leader and employees' creative role identity (Yukl, 1999). Finally, our study focused on organizations in Saudi Arabia, where cultural dynamics and workforce composition (e.g., the presence of migrant employees) play significant roles in shaping leadership outcomes. Future research may replicate this study in other countries e.g., individualistic to see how cultural differences influence the relationship between transformational leadership, mediating factors, and creativity.

Appendix-I

Table No. 01: Demographic characteristics

Demographics	Category	Frequency	Percentage	Cumulative percentage
Gender	Male	131	52	52
	Female	121	48	100
Marital Status	Married	177	70	70
	Single	75	30	100
Education	Undergraduate	39	16	16
	Graduate	104	41	57
	Masters/MS/M.Phil.	55	22	79
	PhD	54	21	100
Origin of Respondents	Native	142	56	56
	Migrant	110	44	100

Table No. 02: Correlation, Mean, standard deviation and alpha reliabilities.

Sr. No.	Variable		M	SD	1	2	3	4	5	6	7	8	9	10
1	Gender		-	-										
2	Marital Status		-	-	0.057									
3	Age		37.9611	7.97888	0.123	.515**								
4	Education		2.4981	0.99265	0.056	.322**	.413**							
5	Work experience		11.3307	7.71638	0.035	.473**	.814**	.245**						
6	Migrant/Local Worker		-	-	-0.042	-0.092	-.178**	-.130*	-.158*					
7	Transformational Leadership		3.6037	1.01901	-0.096	0.123	0.117	.159*	.182**	-0.058	(.96)			
8	Identification with the leader		3.1123	0.70905	.156*	0.018	0.024	.136*	-0.029	0.040	.455**	(.90)		
9	Creative role identity		3.6994	0.92537	-0.067	.135*	.166**	0.115	.238**	-0.077	.644**	.148*	(.88)	
10	Employee Creativity		3.7983	0.93522	0.003	.163**	.187**	.161*	.198**	-.185**	.572**	.279**	.615**	(.95)
Note: Cronbach’s alpha reliabilities are displayed along the main diagonal. Means (M) and standard deviations (SD) are also provided for each variable. All correlations are Pearson correlations. Sample size (N) = 252. Education levels are coded as follows: 1 = Undergraduate, 2 = Graduate, 3 = Master/MPhil/MS, 4 = PhD. Gender is coded as 0 = Male, 1 = Female. Marital Status is coded as 1 = Single, 2 = Married. Migrant worker is coded as 2 and Local workers coded as 1; Significance levels are indicated by **p < .001 and *p < .005. M = Mean; SD = Standard Deviation.														

Table No. 04: Convergent and discriminant validity

Variable	Composite Reliability CR >.70	Extracted Variance AVE >.50	Square of Factorial correlations AVE > (r_{maximal}) ²
Transformational Leadership	0.960	0.544	0.352
Identification with the Leader	0.905	0.545	0.514
Creative Role Identity	0.877	0.641	0.066
Employee Creativity	0.955	0.639	0.479

Table No. 05-Heterotrait-heteromethod and monotrait- heteromethod (HTMT) ratios

Variable	1	2	3	4
Transformational Leadership				
Identification with the Leader	0.263			
Creative Role Identity	0.697	0.238		
Employee Creativity	0.612	0.245	0.724	

REFERENCES

- Al-Yami, M., Galdas, P., Watson, R., 2018. Leadership style and organisational commitment among nursing staff in Saudi Arabia. *J. Nurs. Manag.* 26, 531–539.
- Amabile, T.M., 1988. A model of creativity and innovation in organizations. *Res. Organ. Behav.* 10, 123–167.
- Araim, G.A., Bhatti, Z.A., Crawshaw, J.R., Ali, I., Papa, A., 2022. Does LMX always promote employee voice? A dark side of migrant working in Saudi Arabia. *Int. J. Manpow.* 43, 148–167.
- Avolio, B.J., Bass, B.M., 1991. The full range of leadership development: Basic and advanced manuals Binghamton. NY Bass Avolio.
- Bass, B.M., 1999a. Two decades of research and development in transformational leadership. *Eur. J. Work Organ. Psychol.* 8, 9–32.
- Bass, B.M., 1999b. Two Decades of Research and Development in Transformational Leadership. *Eur. J. Work Organ. Psychol.* 8, 9–32. <https://doi.org/10.1080/135943299398410>
- Bass, B.M., Avolio, B.J., 2000. Multifactor leadership questionnaire: MLQ; sampler set; technical report, leader form, rater form, and scoring key for MLQ form 5x-short. Mind Garden.
- Bass, B.M., Avolio, B.J., 1996. Multifactor leadership questionnaire. West. J. Nurs. Res.
- Bass, B.M., Bass Bernard, M., 1985. Leadership and performance beyond expectations.
- Bass, B.M., Riggio, R.E., 2006. Transformational leadership. Psychology press.
- Braun, S., Peus, C., Weisweiler, S., Frey, D., 2013. Transformational leadership, job satisfaction, and team performance: A multilevel mediation model of trust. *Leadersh. Q.* 24, 270–283. <https://doi.org/10.1016/j.leaqua.2012.11.006>
- Burke, P.J., Tully, J.C., 1977. The measurement of role identity. *Soc. Forces* 55, 881–897.
- Burns, G.P., 1978. The Principles of Leadership.
- Callero, P.L., Howard, J.A., Piliavin, J.A., 1987. Helping behavior as role behavior: Disclosing social structure and history in the analysis of prosocial action. *Soc. Psychol. Q.* 247–256.
- Carnevale, J.B., Huang, L., Crede, M., Harms, P., Uhl-Bien, M., 2017. Leading to stimulate employees' ideas: A quantitative review of leader–member exchange, employee voice, creativity, and innovative behavior. *Appl. Psychol.* 66, 517–552.
- Cheung, M.F., Wong, C.-S., 2011. Transformational leadership, leader support, and employee creativity. *Leadersh. Organ. Dev. J.* 32, 656–672.
- Conger, J.A., 1990. The dark side of leadership. *Organ. Dyn.* 19, 44–55.
- Csikszentmihalyi, M., 1999. 16 implications of a systems perspective for the study of creativity. *Handb. Creat.* 313.
- Detert, J.R., Burris, E.R., 2007. Leadership behavior and employee voice: Is the door really open? *Acad. Manage. J.* 50, 869–884.
- Dong, Y., Bartol, K.M., Zhang, Z.-X., Li, C., 2017. Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership. *J. Organ. Behav.* 38, 439–458.
- Dust, S.B., Resick, C.J., Mawritz, M.B., 2014. Transformational leadership, psychological empowerment, and the moderating role of mechanistic–organic contexts. *J. Organ. Behav.* 35, 413–433.
- Eisenbeiß, S.A., Boerner, S., 2013. A Double-edged Sword: Transformational Leadership and Individual Creativity: Transformational Leadership and Creativity. *Br. J. Manag.* 24, 54–68. <https://doi.org/10.1111/j.1467-8551.2011.00786.x>
- Farmer, S.M., Tierney, P., Kung-McIntyre, K., 2003. Employee creativity in Taiwan: An application of role identity theory. *Acad. Manage. J.* 46, 618–630.
- Fee, A., Gray, S.J., 2012. The expatriate-creativity hypothesis: A longitudinal field test. *Hum. Relat.* 65, 1515–1538.

- Flynn, F.J., Chatman, J.A., 2001. Strong cultures and innovation: Oxymoron or opportunity. *Int. Handb. Organ. Cult. Clim.* 263–87.
- Fornell, C., Larcker, D.F., 1981. Structural equation models with unobservable variables and measurement error: Algebra and statistics. Sage Publications Sage CA: Los Angeles, CA.
- Gerpott, F.H., Bledow, R., Kühnel, J., 2022. Inspire but don't interfere: Managerial influence as a double-edged sword for innovation. *Appl. Psychol.* 71, 359–379.
- Goncalo, J.A., Staw, B.M., 2006. Individualism–collectivism and group creativity. *Organ. Behav. Hum. Decis. Process.* 100, 96–109.
- Gong, Y., Huang, J.-C., Farh, J.-L., 2009. Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Acad. Manage. J.* 52, 765–778.
- Gumusluoglu, L., Ilsev, A., 2009. Transformational leadership, creativity, and organizational innovation. *J. Bus. Res.* 62, 461–473.
- Hair, J.F., Black, B., Babin, B., Anderson, R.E., 2010. *Multivariate Data Analysis 7th* Pearson Prentice Hall. Up. Saddle River NJ.
- Hayes, A.F., 2017. Introduction to mediation, moderation, and conditional process analysis: A regression-based approach. Guilford Publications.
- Henseler, J., Ringle, C.M., Sarstedt, M., 2015. A new criterion for assessing discriminant validity in variance-based structural equation modeling. *J. Acad. Mark. Sci.* 43, 115–135.
- Hirst, G., Van Dick, R., Van Knippenberg, D., 2009. A social identity perspective on leadership and employee creativity. *J. Organ. Behav.* 30, 963–982. <https://doi.org/10.1002/job.600>
- Hofstede, G., 2018. Hofstede insights. Recuperado <https://www.hofstedeinsights.com/models/national-cult>.
- Hu, L., Bentler, P.M., 1999. Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Struct. Equ. Model. Multidiscip. J.* 6, 1–55.
- Hughes, D.J., Lee, A., Tian, A.W., Newman, A., Legood, A., 2018. Leadership, creativity, and innovation: A critical review and practical recommendations. *Leadersh. Q.* 29, 549–569.
- Idriss, S., 2017. *Young migrant identities: Creativity and masculinity*. Routledge.
- ILC87 - Report III (1B) Migrant Workers [WWW Document], n.d. URL <https://www.ilo.org/public/english/standards/relm/ilc/ilc87/r3-1b2.htm> (accessed 4.10.23).
- Jung, D.I., 2001. Transformational and transactional leadership and their effects on creativity in groups. *Creat. Res. J.* 13, 185–195.
- Kark, R., Shamir, B., Chen, G., 2003. The two faces of transformational leadership: Empowerment and dependency. *J. Appl. Psychol.* 88, 246.
- Kasımoğlu, M., Ammari, D., 2020. Transformational leadership and employee creativity across cultures. *J. Manag. Dev.* 39, 475–498. <https://doi.org/10.1108/JMD-05-2019-0153>
- Koh, D., Lee, K., Joshi, K., 2019a. Transformational leadership and creativity: A meta-analytic review and identification of an integrated model. *J. Organ. Behav.* 40, 625–650.
- Koh, D., Lee, K., Joshi, K., 2019b. Transformational leadership and creativity: A meta-analytic review and identification of an integrated model. *J. Organ. Behav.* 40, 625–650. <https://doi.org/10.1002/job.2355>
- Koseoglu, G., Liu, Y., Shalley, C.E., 2017. Working with creative leaders: Exploring the relationship between supervisors' and subordinates' creativity. *Leadersh. Q.* 28, 798–811.
- Kwan, H.K., Zhang, X., Liu, J., Lee, C., 2018. Workplace ostracism and employee creativity: An integrative approach incorporating pragmatic and engagement roles. *J. Appl. Psychol.* 103, 1358.
- Lee, A., Legood, A., Hughes, D., Tian, A.W., Newman, A., Knight, C., 2020. Leadership, creativity and innovation: a meta-analytic review. *Eur. J. Work Organ. Psychol.* 29, 1–35. <https://doi.org/10.1080/1359432X.2019.1661837>

- Li, C., Zhao, H., Begley, T.M., 2015. Transformational leadership dimensions and employee creativity in China: A cross-level analysis. *J. Bus. Res.* 68, 1149–1156.
- Liu, D., Gong, Y., Zhou, J., Huang, J.-C., 2017. Human Resource Systems, Employee Creativity, and Firm Innovation: The Moderating Role of Firm Ownership. *Acad. Manage. J.* 60, 1164–1188. <https://doi.org/10.5465/amj.2015.0230>
- Lord, R.G., Brown, D.J., 2003. Leadership processes and follower self-identity. Psychology Press.
- Lua, E., Liu, D., Shalley, C.E., 2023. Multilevel outcomes of creativity in organizations: An integrative review and agenda for future research. *J. Organ. Behav.* job.2690. <https://doi.org/10.1002/job.2690>
- Malhotra, N.K., Kim, S.S., Patil, A., 2006. Common method variance in IS research: A comparison of alternative approaches and a reanalysis of past research. *Manag. Sci.* 52, 1865–1883.
- Nunnally, J.C., Bernstein, I.H., 1994. Psychological theory.
- O'reilly, C.A., Chatman, J.A., 1996. Culture as social control: Corporations, cults, and commitment.
- Petkus Jr, E.D., 1996. The creative identity: Creative behavior from the symbolic interactionist perspective. *J. Creat. Behav.* 30, 188–196.
- Plucker, J.A., Runco, M.A., 1998. The death of creativity measurement has been greatly exaggerated: *Current issues, recent advances, and future directions in creativity assessment*. *Roeper Rev.* 21, 36–39. <https://doi.org/10.1080/02783199809553924>
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.-Y., Podsakoff, N.P., 2003. Common method biases in behavioral research: a critical review of the literature and recommended remedies. *J. Appl. Psychol.* 88, 879.
- Pratt, M.G., 1998. Central questions in organizational identification. *Identity Organ.* 24, 171–207.
- Qu, R., Janssen, O., Shi, K., 2015. Transformational leadership and follower creativity: The mediating role of follower relational identification and the moderating role of leader creativity expectations. *Leadersh. Q.* 26, 286–299. <https://doi.org/10.1016/j.leaqua.2014.12.004>
- Riley, A., Burke, P.J., 1995. Identities and self-verification in the small group. *Soc. Psychol. Quarterly* 61–73.
- Shamir, B., Zakay, E., Breinin, E., Popper, M., 1998. Correlates of charismatic leader behavior in military units: Subordinates' attitudes, unit characteristics, and superiors' appraisals of leader performance. *Acad. Manage. J.* 41, 387–409.
- Shin, S.J., Zhou, J., 2003. TRANSFORMATIONAL LEADERSHIP, CONSERVATION, AND CREATIVITY: EVIDENCE FROM KOREA. *Acad. Manage. J.*
- Song, W., Yu, H., Zhang, Y., Jiang, W., 2015. Goal orientation and employee creativity: The mediating role of creative role identity. *J. Manag. Organ.* 21, 82–97.
- Sosik, J.J., Kahai, S.S., Avolio, B.J., 1998. Transformational Leadership and Dimensions of Creativity: Motivating Idea Generation in Computer-Mediated Groups. *Creat. Res. J.* 11, 111–121. https://doi.org/10.1207/s15326934crj1102_3
- Spector, P.E., Brannick, M.T., 2009. Common method variance or measurement bias? The problem and possible solutions. *Sage Handb. Organ. Res. Methods* 346–362.
- Stock, G., Banks, G.C., Voss, E.N., Tonidandel, S., Woznyj, H., 2022. Putting leader (follower) behavior back into transformational leadership: a theoretical and empirical course correction. *Leadersh. Q.* 101632.
- Stryker, S., 1987. Identity theory: Developments and extensions.
- Tadmor, C.T., Tetlock, P.E., 2006. Biculturalism: A Model of the Effects of Second-Culture Exposure on Acculturation and Integrative Complexity. *J. Cross-Cult. Psychol.* 37, 173–190. <https://doi.org/10.1177/0022022105284495>
- Thuan, L.C., 2020. Motivating follower creativity by offering intellectual stimulation. *Int. J. Organ. Anal.* 28, 817–829.

- Tierney, P., Farmer, S.M., 2011. Creative self-efficacy development and creative performance over time. *J. Appl. Psychol.* 96, 277.
- Van Knippenberg, D., Sitkin, S.B., 2013. A critical assessment of charismatic—transformational leadership research: Back to the drawing board? *Acad. Manag. Ann.* 7, 1–60.
- Wang, A., Cheng, B., 2010. When does benevolent leadership lead to creativity? The moderating role of creative role identity and job autonomy. *J. Organ. Behav.* 31, 106–121. <https://doi.org/10.1002/job.634>
- Wang, C.-J., Tsai, H.-T., Tsai, M.-T., 2014. Linking transformational leadership and employee creativity in the hospitality industry: The influences of creative role identity, creative self-efficacy, and job complexity. *Tour. Manag.* 40, 79–89.
- Wang, P., Zhu, W., 2011. Mediating role of creative identity in the influence of transformational leadership on creativity: Is there a multilevel effect? *J. Leadersh. Organ. Stud.* 18, 25–39.
- Yukl, G., 1999. An evaluation of conceptual weaknesses in transformational and charismatic leadership theories. *Leadersh. Q.* 10, 285–305.
- Zhang, R., Kang, H., Jiang, Z., Niu, X., 2023. How does workplace ostracism hurt employee creativity? Thriving at work as a mediator and organization-based self-esteem as a moderator. *Appl. Psychol.* 72, 211–230.
- Zhang, X., Bartol, K.M., 2010. Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Acad. Manage. J.* 53, 107–128.
- Zhou, J., George, J.M., 2001. When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Acad. Manage. J.* 44, 682–696.
- Zhou, Q., Hirst, G., Shipton, H., 2012. Context matters: Combined influence of participation and intellectual stimulation on the promotion focus—employee creativity relationship. *J. Organ. Behav.* 33, 894–909. <https://doi.org/10.1002/job.779>
- Zhu, Y., Akhtar, S., 2014. How transformational leadership influences follower helping behavior: The role of trust and prosocial motivation: TRANSFORMATIONAL LEADERSHIP AND TRUST. *J. Organ. Behav.* 35, 373–392. <https://doi.org/10.1002/job.1884>