

APPENDIX GA36d

LEVEL 7 ASSESSMENT SPECIFICATION

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A Study in Leadership Approach to Enhance Organizational
Creativity in a Public, High-tech Company in Hong Kong

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Part I PowerPoint presentation

Section A Literature review

1 Introduction

A study in leadership approach to enhance organizational creativity in a public high-tech company in Hong Kong

- Presentation: 1. Literature review of 30 papers 2. Discussion of 1 paper in depth
- Literature review: 30 peer-reviewed papers from notable journals between 2010-2019. The selected paper for discussion was ‘Transformational Leadership and Employee Creativity: The Mediating Role of Promotion Focus and Creative Process Engagement’ by Nils Henker, Sabine Sonnentag, published in the Journal of Business Psychology (2015) 30:235–247.
- Focus: Studied leadership, creativity, and philosophy of the papers including ontology, epistemology, and axiology. Analyzed abstract, introduction, literature review, methodology, data analysis, implication, limitation, future research, and conclusion.
- Objective: Captured the current research on leadership and creativity to identify gaps for further study
- Research questions: 1. What is the relationship between leadership and creativity? 2. How does leadership influence creativity? 3. How to leverage leadership to fortify organizational creativity?

- Gap perceived: Identified a gap during literature review for a viable leadership to enhance creativity of a public, high-tech company with a sense of bureaucracy and authoritative management in Hong Kong
- Key words: leadership, transformational, LMX, participative, servant, creativity, philosophy, ontology, epistemology, axiology

2 Literature review

2.1 The review

- 30 papers were grounded on key leadership theories including relationship, situational, management, and participative theories.
- Study: Analyze the effect of transformational, LMX, participative, servant, and creative leadership on organizational creativity
- Research analysis: The 30 papers fell into 3 areas of leadership and creativity study - relationship, effect, and deployment

Table 1 Leadership and Creativity – analysis of the 30 papers

Paper	Leadership	Context	Leadership and Creativity		
			Relationship	Effect	Deployment
1	Transformational	Technology	Chen et al (2012)		
2	Empowerment	Manufacturing	Chow (2017)		
3	Transformational	Multinational organization	Henker et al (2014)		

4	Self	Manufacturing	Kalyar (2011)		
5	Creative	Multinational organization	Khalili (2017)		
6	Creative	High Tech	Li & Yue (2019)		
7	Benevolent	IT	Lin et al (2016)		
8	Transformational	Enterprise	Miao & Cao (2019)		
9	Transformational	Multinational organization	Phipps (2012)		
10	Transformational	Industry	Prasad & Junni (2016)		
11	Authentic	Public Organization	Semedo & Coelho (2015)		
12	Sagacious	Enterprise	Simmons & Sowcr (2012)		
13	Empowerment	Hotel	Slaten et al (2011)		
14	Servant	Human Resources	Waite (2013)		
15	Paternalistic	Banking	Wang et al (2017)		
16	Authentic	Engineering	Xu et al (2016)		
17	Transformational	Banking		Chang (2016)	
18	Transformational	Enterprise		Cheung & Wong (2010)	
19	Paternalistic	Manufacturing		Dedahanov (2016)	
20	Transformational, Transactional	Education		Ebrahimi (2017)	

21	Participative	Banking		Fatima et al (2017)	
22	Mixed	Enterprise		Kesting et al (2015)	
23	Transformational	Multinational organization		Nodoushani et al (2017)	
24	Transformational	R&D		Paulsen et al (2012)	
25	Creative	Gaming Industry		Ruppel et al (2016)	
26	Transformational	Banking		Suifan et al (2017)	
27	Creative	Start-up			Humama (2015)
28	Servant	Hotel			Linuesa et al (2016)
29	Creative	Restaurant			Mathisen et al (2012)
30	Servant	Education			Williams et al (2016)
Number of papers		16	10	4	
Percentage Share		53%	33%	14%	

The table pointed out

- Creative leadership (a generic term for servant, participative, and transformational leadership) was the major approach to stimulate organizational creativity - 21 out of 30 papers or 70%
- Leadership research areas - 53% on relationship, 33% on effect, 14% on deployment

- Research methods - Qualitative: Quantitative: Hybrid was 9: 16: 5 papers or 30: 53: 17%
- Most research explored relationship and effect of leadership on creativity. The trend would prevail as leadership is regarded as the most studied but least understood subject.
- Leverage of leadership on creativity presented a great research potential
- The reviewer spotted a gap to foster creativity of a public, high-tech company with a sense of bureaucracy and authoritative management in Hong Kong

2.2 Paradigm Shift

- Rapid changes in globalization, technology, and organizational crisis initiated a paradigm shift in the deployment of leadership in terms of theories and styles
- New effective leadership theories emphasized listening, appreciating, and empowering employees to inspire creativity and performance (Van et. al., 2013).
- New leadership paradigm was driven by concepts of service, transparency, and creativity. These leadership styles were generally called creative leadership.
- Servant leadership, a kind of creative leadership, stressed service to others (Greenleaf & Spears, 2002). Valued sharing, collaboration, and service over the old practice of exclusion, control, and self-interest (Barbuto & Wheeler, 2006; Patterson, 2004).
- Servant leaders put service to the organization or community before self-interest and profit making (Russell & Stone, 2002)

2.3 Research Philosophy

The 3 components of research philosophy, ontology (how one *sees* the world), epistemology (how one *thinks* about the world), and axiology (how one *acts* in the world) interacted to form a framework for coherent thought and action in research. These philosophical underpinnings backed up the study of leadership and creativity.

- Ontology: Many researches focused on the nature and effect of leadership. Of the 30 papers, 16 were on relationship and 10 on effect. The studies tried to seek answers to common ontological questions 1. What is the precise nature of leadership? 2. Is leader born or made? 3. What is the mechanism of leadership at work?
- Epistemology: Morgan and Simircich (1980) put forth an Objective-Subjective Continuum. Researcher on the right of the continuum assumed an objective or external judgement called Epic view to adopt positivist epistemology. They followed quantitative research. Researchers on the left assumed a subjective or internal judgement called Emic view for a personal interpretation of reality. They pursued qualitative research. Of the 30 papers, ratio of qualitative: quantitative: hybrid research was 30: 53: 17%, to be expected in a research world supporting quantitative approach with a bias against qualitative design.
- Axiology: A good research reveals new findings for the benefits of literature and business professionals with better skill. This is a desirable path of academic pursuit. Of the 30 papers, 4 studies did manage to have both ends meet. That implied a great research potential here.

2.4 Ethical considerations

- In interview and field study, anonymity of name and location of participants was important. They were usually named by alphabets from covered up companies.
- Researcher ensured a true account of the findings without any attempt to fabricate data, used fraudulent material, or intended omission (Denzin & Lincoln, 2005)
- Solicited consent from participants in writing, stating the purpose of the research and their voluntary participation

2.5 Conclusion

- Leadership was recognized as the most studied but least understood subject. Not surprising to find research commonly on nature and effect of leadership and rarely on deployment.
- Reviewer spotted a gap in literature review for a viable leadership to foster creativity in a public, high-tech company with a sense of bureaucracy and authoritative management in Hong Kong. Significant for future research as there was no comparable empirical study.
- New leadership theories emphasized listening, appreciating, and empowering employees to inspire creativity and performance (Van et. al., 2013)
- Servant and participative leadership promoted service and sharing with others (Greenleaf & Spears, 2002).
- Servant leadership valued sharing, collaboration, and service over the old practice of exclusion, control, and self-interest (Barbuto & Wheeler, 2006; Patterson, 2004)

Section B Discussion on selected paper

3.1 The paper

Transformational Leadership and Employee Creativity: The Mediating Role of Promotion Focus and Creative Process Engagement by Nils Henker, Sabine Sonnentag, and Dana Unger, *Journal of Business Psychology* (2015) 30:235-247

3.2 Format

- Good passage layout and proper use of heading and sub-headings for clarity of purpose
- Liberal use of diagram and table to illustrate concept and logic, particularly in quantitative data collection and analysis
- Frequent referral of research literature with Harvard referencing to support viewpoints and justify hypotheses
- Paper was clear and logical for ready comprehension

3.3 Abstract

With a well-defined title and manageable research context, the study explored the processes underlying the relationship between transformational leadership and creativity.

- Purpose: Explored if promotion (publicity) focus effectuated transformational leadership and employee creativity, while creative process engagement effectuated promotion (publicity) focus and employee creativity
- Approach: Initiated an online panel survey, using three-rounds of questionnaire at different time slots, with 279 employees in various functions. Used path-modeling to test hypotheses, supported

by vigorous quantitative analysis.

- Findings: Hypotheses were verified empirically. Promotion focus was founded to effectuate transformational leadership and employee creativity, while creative process engagement partially effectuated promotion (publicity) focus and employee creativity.
- Implications: Findings suggested transformational leadership fostered creativity through promotion (publicity) focus and creative process engagement.
- Value: Study contributed to literature findings by narrowing a gap on the underlying process affecting leadership and creativity. Also equipped managers with a new tool.
- Keywords - leadership, creativity, publicity, quantitative, Cronbach, means, standard deviation

3.4 Introduction

- Authors perceived a gap in the underlying process affecting leadership and creativity. Suspected to be promotion (publicity) focus and creative process engagement.
- Research done as an online panel survey of 279 employees within the fields of management, technical support, research, human resources, and public relations roles from organizations
- Introduction clearly defined ideas and research intention, paving the way for subsequent studies.

3.5 Literature review

- Well-structured to support exploration of the gap pursued by the authors with a rich source from seminal works to development trends of leadership.
- Unfolded into three sections 1. leadership and creativity 2. promotion focus 3. creative process engagement

- Transformational leadership encouraged employees to challenge customary by trying new ways to stimulate creativity
- Seminal work of Bass (1985) proposed intellectual stimulation to drive employees for creativity and enhance skills for future tasks
- Researcher proposed two underlying processes, promotion (publicity) focus and creative process engagement, would enhance organizational creativity
- Views presented were informative, clear, and logical. Better to add in flow charts to facilitate comprehension of an abstract subject.

3.6 Methodology

Researcher used a three-rounds online survey with 279 employees. Used path-modeling approach to test the 6 hypotheses. Study was conducted in various functions of business entities through an online panel survey.

Sample size

- Researcher surveyed 279 employees followed by vigorous quantitative statistical analysis. This was considered adequate to present a convincing result.

Quantitative research

- Statistical tools used were mean, standard deviation, multiple regression, and correlation for data analysis. Discussed path estimate of the final model. Confirmatory factor analysis applied to test the fit of overall scale. Used work regulatory focus scale to measure promotion focus. Cronbach alpha values ranged from 0.88 - 0.96 confirmed reliability of measurements.

- Findings and interpretation were convincing and contributed to literature findings by narrowing the gap

Data collection and analysis

- Researcher employed 3 measurement times, each separated by 4 weeks, to collect field data using an online survey. To lower common methods variance (Podsakoff et al. 2003), the researcher used Time 1 to measure transformational leadership and promotion (publicity) focus, Time 2 for creative process engagement, and at Time 3 for creativity as outcome.
- Researcher used the Podsakoff scale (1990) to measure transformational leadership at Time 1. Fitting of the main and sub scales was verified good by using a confirmatory factor analysis. Cronbach's alpha coefficient was used to check internal reliability of multiple-items scale. Result revealed for the overall 21-item scale was 0.96. Similar calculations applied to promotion (publicity) focus (Cronbach's alpha 0.90), Creative Process Engagement (Cronbach's alpha 0.88 - 0.91). These values between 0.88 - 0.96 were considered good to excellent on the Cronbach scale.

3.7 Research Philosophy

- Ontology: Researcher explored nature and effect of transformational leadership on creativity. Six hypotheses were put forth to investigate the relationship of leadership and creativity, with reference to the effect of two underlying processes, promotion (publicity) focus and creative process engagement, on leadership and creativity.

- Epistemology: Researcher assumed the right on Objective-Subjective Continuum to deliver an objective and external judgement of Epic view with positivist epistemology. Both external environment and internal organization resources were evaluated from an outsider view. Applied vigorous quantitative analysis to study two underlying processes, promotion (publicity) focus and creative process engagement, that might influence leadership and creativity.
- Axiology: Researcher proposed two underlying processes, promotion (publicity) focus and creative process engagement, that would fortify relationship between leadership and creativity. Finding was considered a positive contribution to literature and business to inspire organizational creativity.

3.8 Reliability and Validity

- Researcher assessed transformational leadership at Time 1 with a scale and subscales developed by Podsakoff et al. (1990). Confirmatory factor analysis showed a good fit between overall scale and subscales. Cronbach's alpha value for the overall 21-item scale was 0.96. Similar calculations applied to promotion (publicity) focus (Cronbach's alpha 0.90), Creative Process Engagement (Cronbach's alpha 0.88 - 0.91). Values between 0.88 - 0.96 were good to excellent on Cronbach scale.

3.9 Limitations

- Authors did not mention explicitly how and where they sourced the 279 survey participants, but only stated the business functions they came from. Difficult to associate the research findings with specific industry and context relative to leadership and creativity.

- Authors pointed out other limitations of the study for future research.
 1. Researcher measured transformational leadership (predictor variable) and promotion focus (mediator variable) concurrently. That caused promotion focus became a predictor when both variables faced regression analysis.
 2. Promotion (publicity) focus was considered to foster creativity by widening attention (Baas et al. 2008). Future research might explore how a broad attentional scope varies at different stages of the creative process.
 3. Transformational leader would place a promotion focus on employees to enhance creativity

3.10 Evaluation

- Authors did not formally kick off literature review, but instead grouped the readings under Introduction that caused confusion to reader.
- Literature sources in the last 15 years were covered leading to 6 hypotheses raised. The authors deserved credit for a clear and logical presentation. The reviewer suggested a flow chart or summary table to help clarify leadership and creativity interrelations better.
- Considering the discussion of transformational leadership, the authors chose it as the leadership theory in the study for the purpose of measurement development and validation for the creative and leadership behavior construct. Following this reasoning, 6 hypotheses were put forth to find out if the two underlying processes, promotion (publicity) focus and creative process engagement, would affect leadership and creativity.
- Liberal use of Harvard referencing with author and year throughout that facilitated the reviewer to validate literature source easily.

3.11 Ethical consideration

- Researcher did not mention explicitly on the treatment of ethical issues about their research. But pointed out limitations of findings derived from the research method.
- Based on their statements, the reviewer would find no ethical problem on the study
- A decent research would take precautions to shun ethical exposure. Researcher needed to send a consent letter to the participants on the purpose of the exercise, confidentiality of input, and anonymity of name and location.
- Better still to arrange a briefing session to gain support of target respondents
- As no questionnaire included in the article, reviewer had no idea how the researcher avoided the trap of deception by guiding answer of respondents to preset direction.

3.12 Conclusion

- The study confirmed that transformational leadership was a predecessor of employee creativity (Jung et al. 2003; Shin and Zhou 2003)
- Research findings made a positive contribution to literature and allowed business leaders to be more effective to foster employee creativity
- The reviewer found the in-depth study of this paper was rewarding. The clarity of presentation and logical deduction to a convincing result using vigorous quantitative analysis of field data was a vivid example to guide newcomers in serious research.

- The study set the stage for a future research to foster creativity in a public, high-tech company with a sense of bureaucracy and authoritative management in Hong Kong. A probable research direction would be new leadership theories that emphasize listening, appreciating, and empowering employees (Van et. al., 2013) to inspire their creativity and performance. Servant and participative leadership stressed service and sharing with others (Greenleaf & Spears, 2002).
- Servant leadership valued sharing, collaboration, and service over the old practice of exclusion, control, and self-interest (Barbuto & Wheeler, 2006; Patterson, 2004)

Part II Assignment

Section A Literature Review

1. Abstract

This study assessed 30 peer-reviewed articles from notable journals between 2010-2019 on leadership and organizational creativity. The reviewer was interested in the research philosophy of these papers relative to ontology, epistemology, and axiology. Research suggested that separate leadership style would trigger creativity differently. However, the question of fitness is still incomplete and the response on how to foster creativity remains sketchy. During evaluation, the reviewer noticed a gap in literature worth exploring further. The idea would be to propose a way to stimulate creativity in a public high-tech company with a sense of bureaucracy and authoritative leadership in Hong Kong. The research questions were 1. What is the relationship between leadership and creativity? 2. How does leadership influence creativity? 3. How to leverage leadership to fortify organizational creativity? It was the hope of the reviewer to help narrowing the gap in literature with theoretical and leadership connotations.

Keywords: leadership, transformational, LMX, participative, servant, creativity, philosophy, ontology, epistemology, axiology

2. Introduction

The pioneering work by Bass and Avolio (1994) on transformational leadership defined four idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Intellectual stimulation challenged old assumptions and beliefs to inspire new ways of thinking (Guay, 2013). Much research in past decades have explored the role of leadership on creativity with emphasis on leader-member exchange matter (Gu et al., 2015) or leadership behavior itself like transformational (Cheung and Wong, 2011; To et al., 2015). This study attempted to select 30 coherent papers from peer-reviewed journals on empirical studies of leadership and creativity in the last 10 years (Table 1). It was found that in research methodology, the ratio of qualitative: quantitative: hybrid was 30: 53: 17%. While research coverage was 53% on relationship, 33% on effect, 14% on deployment of leadership on creativity. These figures suggested recent trends in leadership studies. Most papers followed an ontological path in providing an exhaustive coverage of the subject beneficial to future research. The reviewer traced the papers in full focusing on abstract, literature review, research methodology, limitation, conclusion and future study. There was a consensus that leadership played a key role in enhancing organizational creativity (Mumford et al., 2002; Amabile et al., 2004). Leadership as a key driver behind creativity (Wang and Rode, 2010; Gumusluoglu and

Ilsev, 2009) was advocated a determinant of competitive advantage and performance (Lam, 2005). Because leaders would motivate followers (Shalley and Gilson, 2004) which in turn triggered creativity (Shalley et al., 2004) by providing necessary resources and a favorable environment. In other words, leaders could exert situational influence on staff creativity (Scott and Bruce, 1994; Tierney et al., 1999). Of all leadership styles, transformational leadership was claimed to be closely related to creativity at individual level (Shin and Zhou, 2003; Gumusluoglu and Ilsev, 2009). However, various leadership styles would confer different impacts on employee involvement and commitment, which dictated the level of creativity (Bel, 2010). That implied leadership as a key contextual factor could either facilitate, suppress or even inhibit creativity (Liu et al., 2012; Tung and Yu, 2016; Zhang and Bartol, 2010).

3. Purpose of review

During evaluation, the reviewer noticed a gap in literature worth exploring further. The idea would be to propose a way to stimulate creativity in a public, high-tech company with a sense of bureaucracy and authoritative leadership in Hong Kong. There seemed to have no empirical study on similar situation. The reviewer deemed the gap of significant value for future study as public organizations were generally less efficient and creative than commercial entities. That matched the target company as a government-funded setup with entrenched hierarchy. The reviewer conceived a study would help to narrow a gap in literature by proposing a viable leadership to inspire employee creativity. For an organization to flourish in a time of globalization and rapid technological changes, due emphasis on creativity and innovation was required (Damanpour and Aravind, 2006).

4. Grounded theory

The 30 peer-reviewed papers were grounded on key leadership theories including Transformational Leadership Theory (Bass and Avolio, 1990), Leader-Member Exchange (LMX) Leadership Theory (Graen and Uhl-Bien, 1995), Participative Leadership Theory (Krause, Gebert & Kearney, 2007; Somech, 2006), Servant Leadership Theory (Greenleaf & Spears, 2002), and Creative Leadership Theory (Sternberg, 2007). To ascertain a viable leadership practice for the target high-tech company to foster creativity, the reviewer followed an inductive approach in literature review, moving from specific to general by synthesizing, analyzing, and conceptualizing qualitative data on leadership studies. Each piece of information was reviewed, compared, and contrasted with other information to determine commonalities and dissimilarities for inductive development of a viable leadership approach. The analysis focused on three basic elements: relationship, effect, and deployment of leadership to creativity.

The next section was a literature review on leadership styles and organizational creativity, followed by a discussion on paradigm shift, research philosophy, and ethical consideration. In the last section, there was a conclusion drawn from the study, limitations and future research.

5. The Review

Creativity was perceived as a source of new knowledge and innovation breeding competitive advantage to enhance organizational performance (Ibrahim et al., 2016; Hyypia and Parjanen, 2013). Some researchers found a close linkage between leadership and creativity as leaders tried to stimulate employees for creative solutions to problems (Mittal and Dhar, 2015), particularly transformational leadership in motivating followers to excel their abilities to complete tasks and solve problems (Cheung and Wong, 2011).

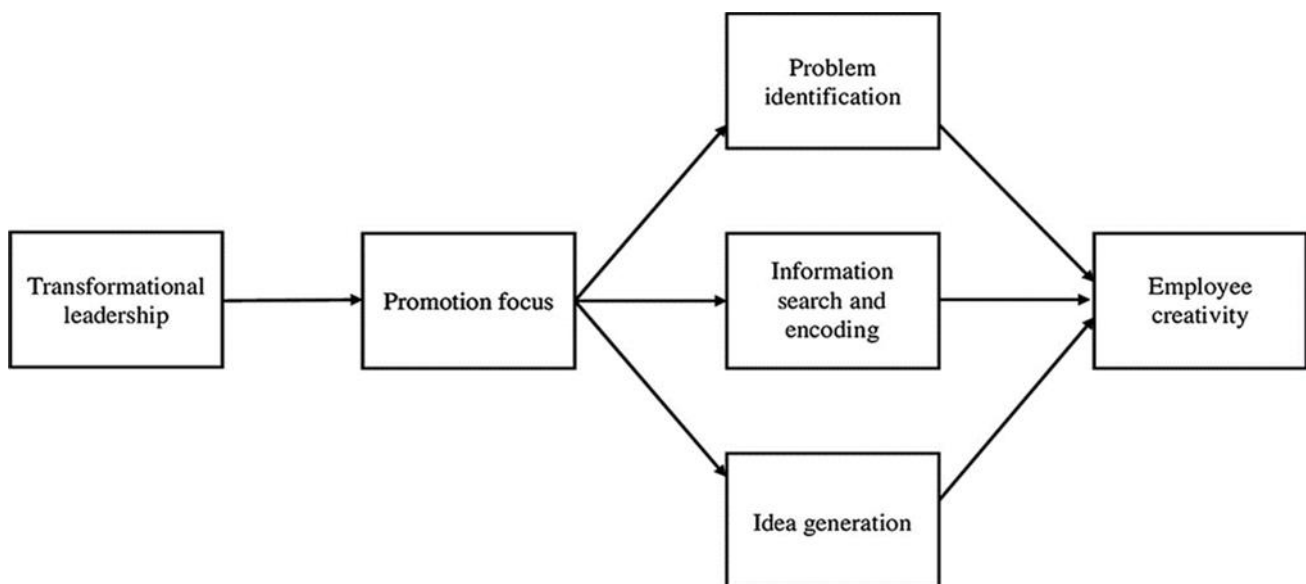
5.1 Relationship between leadership and creativity

Mumford and Licuanan (2004) proposed that leadership was instrumental to the generation and execution of new ideas in organization. Research proposed that several leadership styles were prone to arouse employee creativity, such as transformational leadership (Howell and Avolio, 1993), leader-member exchange (LMX) (Graen and Uhl-Bien, 1995), participative leadership (Krause, Gebert & Kearney, 2007; Somech, 2006), and servant leadership (Greenleaf & Spears, 2002). Of these different styles, transformational leadership was regarded as one of the principal drivers of employee's creativity and innovative behavior (Jyoti and Dev, 2015). Transformational leader was characterized by charisma, inspirational and intellectual motivation closely linked to employee creativity (Wang et al., 2011; Gumusluoglu and Ilsev, 2009; Hirst et al., 2009; Shin and Zhou, 2003). Gumusluoglu and Ilsev (2009) pointed out that transformational leader with creativity-enhancing behavior would incite idea generation (Kahai et al., 2003). Other studies claimed that transformational leader inspired followers to be more creative in problem solving (Kahai et al., 2003) and exploited their full potential (De Jong and Den Hartog, 2007). Further study by Jyoti and Dev (2015) also found a positive linkage between transformational leadership and employee creativity call centers.

On the contrary, George and Zhou (2001) and Zhou (2003) found that close supervision by leader discouraged employee creativity. Similarly, pressure from leader constantly demanding creativity from employees would hamper intellectual attempt (Tierney and Farmer, 2011). Based on the studies, we held the view that a supportive, inspirational, and non-controlling leadership such as transformational, LMX, participative, and servant would promote employee creativity to different extent.

- Transformational leadership

Researchers have used extensively Bass and Avolio (1990) transformational leadership theory to examine the connection between leadership and creativity behaviors. The model was chosen as the basis for the development of new theory-based measure to represent the construct of creative leadership behavior. Burns (1978) introduced the theory of transformational leadership to address the intrinsic needs of followers, apart from traditional transactional leadership that built on an exchange relationship. Transformational leaders conveyed a purpose that surpassed employee's self-interest by invoking personal values and ideals (Bass and Avolio, 1990; Vera and Crossan, 2004). To realize it, transformational leader assumed a role model to gain other's trust and confidence (Cole et al., 2009; Bass, 1998). The ultimate objective was to enhance company performance (Bass et al., 2003). While Burn (1978) considered transformational and transactional leadership were on opposite ends of a continuum, Bass argued that they represented different behaviors that worked best in combination (Bass et al., 2003; Vera and Crossan, 2004). Bass further expanded the scope of transformational leadership into intellectual stimulation, inspirational motivation, idealized influence, and individualized consideration (Avolio et al., 1999). Intellectual stimulation referred to boosting follower creativity by encouraging them to challenge the traditional with new ideas to solve problem and accomplish task.



Source: Transformational Leadership and Employee Creativity: The Mediating Role of Promotion Focus and Creative Process Engagement, Nils Henker • Sabine Sonnentag • Dana Unger, Journal of Business Psychology (2015) 30:235–247

- Leader–member exchange (LMX)

Graen and his team proposed the leader–member exchange (LMX) theory on a relational style of

leadership (Graen and Uhl-Bien, 1995). Research found that at a high-level leader follower relationship, employees showed positive behavioral changes of enhanced effort, deeper involvement and positive attitudes to work (DeConinck, 2011). They were given greater autonomy, freedom and ready access to information, which led to higher creativity (Khazanchi and Masterson, 2010). Singh and Sakar (2012) suggested that employees would seek encouragement and support in order to generate and execute new ideas in organization. Leaders with high-quality LMX normally offered more information and coaching, which inspired employees to pursue new learning (Zhou et al., 2012) without worrying personal cost and risk to try new attempts at work (Hsiung, 2012; Edmondson, 1999). There were also reports on high quality leader-follower working relation that enhanced employee creativity (Peng et al., 2017; Qu et al., 2017; Wang, 2016; Janssen and van Yperen, 2004).

- Participative (democratic) leadership

In today's highly competitive environment, creativity plays a key role in the success of organization (Rosing, Frese & Bauch, 2011). Research claimed that participative leadership inspired employee creativity (Krause, Gebert & Kearney, 2007; Somech, 2006). Leaders encouraging followers to participate in problem solving and process improvement found them motivated to voice out ideas (Abraham & Hayward, 1985). Their participation in decision making gave them a sense of ownership as they thought their suggestions were valuable to the organization. Consequently, they tried to be more creative and contributed to the organization to stay competitive in the market. However, participative leadership was not common in organizations due to the fear of some management losing power and status to junior staff (White 1981).

- Servant leadership

Research proposed that motivation induced creativity, which inspired curiosity, cognitive flexibility, and persistence (Shalley et al., 2004). Organizational leaders were liable to motivate employee's creativity by providing resources and support that prompted autonomy, goal-setting, and risk-taking (Shalley and Gilson, 2004). Nowadays, new effective leadership theories emphasized listening, appreciating, and empowering employees (Van Dierendonck, Stam, Boersma, de Windt & Alkema, 2013) to get their peak performance. An example would be servant leadership which promoted service to others (Greenleaf & Spears, 2002). Servant leaders placed interests of followers over self-interest (Patterson, 2004), and played the role of servant in their relationship with others (Russell & Stone, 2002). These leaders were ready to build an ethical atmosphere to raise followers to a high moral ground less interested in self-interests. Thus, this leadership strategy created positive effects on followers (Van Dierendonck & Nuijten, 2011).

Empowerment was found to be effective in raising employee involvement and commitment (Lawler, 1986) to allow organizations becoming more competitive and responsive (Kirkman & Rosen, 1999). Servant leaders empowered employees with greater authority and responsibility for their work (Ehrhart, 2004). Research claimed that creativity derived from the sharing of information and participation in decision-making (West, 2002). This aspect fitted well into servant leadership which promoted participation, follower's growth, and be creative to serve people (Barbuto & Wheeler, 2006). Thus, creativity came from an environment where employees had a high autonomy, a sense of ownership and control over their own work and ideas (Amabile et. al., 1996).

- Creative leadership

Creative leadership was commonly used as a generic term for servant, participative, and transformational leadership. The creative approach of leadership has received increasing attention in academic research (Dinh et al, 2014; Mumford et al., 2014; Vessey et al., 2014) and in the business community (Nikravan, 2012). People came to realize creative leadership was playing a more prominent role nowadays (Sternberg, 2007). Although creative leadership might carry slightly different names, yet the main theme was leading others toward the attainment of a creative outcome through proper stimulation and encouragement in a positive manner.

The above discussion of 16 papers provided an ontological view of leadership and creativity. It addressed the first research question of 'What is the relationship between leadership and creativity?' from different leadership approaches such as transformational, LMX, participative, and servant. The conclusion pointed out, irrespective of approach, a supportive and inspirational leadership would enhance organizational creativity.

5.2 Effect of leadership on creativity

After exploring the relationship between leadership and organizational creativity, the reviewer moved on to find out how leadership actually affected creativity at work. West (2002) expanded the scope of creativity to innovation by pointing out that creativity, which was the generation of new ideas, was the ingredient of innovation, an execution of new ideas. To delineate the relationship, researcher suggested a comprehensive model of leaders' influences on creativity and innovation (Yukl, 2009; Mumford and Licuanan, 2004).

Leaders were well positioned to exert a great influence on subordinate work behaviors (Yukl, 2010) including creativity and innovation through motivation (Gupta and Singh, 2013), corporate goal and vision (De Jong and Den Hartog, 2007), and performance feedback (Amabile et al., 1996). Research pointed out that leaders could deploy both direct and indirect influence on subordinate's creativity

(Mumford and Gustafson, 1988). For instance, research found that transformational leaders inspired employee creativity through a supportive environment (Gong et al. 2009; Shin and Zhou 2003; Sarros et al. 2008). Employees would then be free from fear of failure in trying new measures. Besides, The leader also persuaded employees to let go old practices for new ideas to boost creativity (Kark and Van Dijk 2007; Shin and Zhou 2003). Transformational leaders instilled a new vision and search for improvement in employees through timely support (Shamir et al. 1993).

Besides transformational leadership, other leading styles are also effective to elicit employee creativity. Research found that at a high-level leader-follower relationship in the LMX approach, employees showed positive behavioral changes to get a deeper involvement and positive attitudes toward their work (DeConinck, 2011). With greater autonomy, freedom and ready access to information, employees displayed higher creativity (Khazanchi and Masterson, 2010; Scott and Bruce, 1994).

In a participative environment, leaders encouraged followers to take part in problem solving and process improvement to encourage them in voicing out ideas (Abraham & Hayward, 1985). Their connection in decision making gives them a sense of ownership as they think their suggestions are valuable to the organization. Consequently, they try to be more creative and contribute further to the organization.

With rapid changes in globalization, technology, and organizational crisis, new leadership theories highlighted the importance of listening, valuing, and empowering employees (Van Dierendonck, Stam, Boersma, de Windt & Alkema, 2013) to incite their creativity and peak performance. That was the message of servant leadership which underscored service to others in the new century (Greenleaf & Spears, 2002). It was a leadership approach that valued sharing, collaboration, and service over the old practice of exclusion, control, and self-interest (Barbuto & Wheeler, 2006; Patterson, 2004).

The above 10 papers reiterated the effect of leadership on organizational creativity from various perspectives. The authors claimed that a leader was well positioned to deliver a positive influence on employee's way of thinking. This could produce a profound effect on their creativity and hence company performance. The reviewer found out several leadership styles claimed to fit at inducing employee creativity, including transformational, LMX, participative, and servant.

5.3 Deployment of leadership in creativity

After reviewing relationship and effect of leadership on creativity, the reviewer proceeded to find out how leadership was deployed in organizations to foster employee creativity.

Successful organizations do not become creative and efficient by chance. They need a strong leader behind to drive crucial changes at times to become creative and competitive in the market. For

instance, transformational leaders are considered a good catalyst to engage followers effectively in search of common goals for sustainable creativity and innovation. They create an environment that favors creativity to flourish. Some leaders, like transformational or servant, are good at inspiring followers to bring out their best in creativity. These leaders promote a friendly and inclusive working domain to let employees feel secure and accepted. As McKinney's Law of Leadership pointed out, a supportive leadership was essential for the survival of an organization (Birou et al., 2013). Thus, leaders must respect and value ideas of employees to let them contribute freely to the organization (Agbor, 2008).

Creative leadership in action, such as servant, participative, and transformational, facilitated innovations of a wide range of product, process, and business model (Lombardo & Roddy, 2010). They provided intellectual stimulation to motivate followers to think out-of-the-box. Leaders needed to treasure creativity and excited about new developments. They must constantly propagate a new attitude existed and employees needed to believe creativity was a company priority (Mauzy & Harriman, 2003). Besides, leaders ought to regularly challenge and promote creativity, showed appreciation for creative performance, and encouraged creative performers to continue with their good work.

The above 4 papers delineated the deployment of creative leadership in organizations to inspire a continual flow of creativity for competitive advantage. Leaders must exercise care and patience to leverage creative leadership skills to build up a learning and supportive environment.

6. Summary

The study selected 30 peer-reviewed papers from established journals between 2010-2019 on leadership and creativity. The findings yielded 3 major research directions - relationship, effect, and deployment shown in Table 1.

Table 1 Leadership and Creativity - literature review of 30 selected papers

Paper	Leadership	Context	Leadership and Creativity		
			Relationship	Effect	Deployment
1	Transformational	Technology	Chen et al (2012)		
2	Empowerment	Manufacturing	Chow (2017)		
3	Transformational	Multinational organization	Henker et al (2014)		
4	Self	Manufacturing	Kalyar (2011)		
5	Creative	Multinational organization	Khalili (2017)		
6	Creative	High Tech	Li & Yue (2019)		

7	Benevolent	IT	Lin et al (2016)		
8	Transformational	Enterprise	Miao & Cao (2019)		
9	Transformational	Multinational organization	Phipps (2012)		
10	Transformational	Industry	Prasad & Junni (2016)		
11	Authentic	Public Organization	Semedo & Coelho (2015)		
12	Sagacious	Enterprise	Simmons & Sowcr (2012)		
13	Empowerment	Hotel	Slaten et al (2011)		
14	Servant	Human Resources	Waite (2013)		
15	Paternalistic	Banking	Wang et al (2017)		
16	Authentic	Engineering	Xu et al (2016)		
17	Transformational	Banking		Chang (2016)	
18	Transformational	Enterprise		Cheung & Wong (2010)	
19	Paternalistic	Manufacturing		Dedahanov (2016)	
20	Transformational Transactional	Education		Ebrahimi (2017)	
21	Participative	Banking		Fatima et al (2017)	
22	Mixed	Enterprise		Kesting et al (2015)	
23	Transformational	Multinational organization		Nodoushani et al (2017)	
24	Transformational	R&D		Paulsen et al (2012)	
25	Creative	Gaming Industry		Ruppel et al (2016)	
26	Transformational	Banking		Suifan et al (2017)	
27	Creative	Start-up			Humama (2015)
28	Servant	Hotel			Linuesa et al (2016)
29	Creative	Restaurant			Mathisen et al (2012)
30	Servant	Education			Williams et al (2016)
Number of papers			16	10	4
Percentage Share			53%	33%	14%

The table pointed out

- Creative leadership (a generic term for servant, participative, and transformational) was the major approach in stimulating organizational creativity - 21 out of 30 papers or 70%
- Leadership research areas - 53% on relationship, 33% on effect, 14% on deployment
- Research methods - Qualitative: Quantitative: Hybrid was 9: 16: 5 papers or 30: 53: 17%

- Most research focused on the relationship and effect of leadership on creativity. The trend would prevail as leadership is regarded as the most studied but least understood subject.
- Leverage of leadership on creativity presented a great research potential
- The reviewer spotted a gap in a leadership approach to foster creativity of a public high-tech company with a sense of bureaucracy and authoritative management in Hong Kong

7. Paradigm Shift

With rapid changes in globalization, technology, and competition, the deployment of leadership initiated a paradigm shift in terms of theories and styles. This evolutionary change has taken place gradually. Since the emergence of authoritative leadership, followed by transactional then transformational styles, there has been new models coming up, such as charismatic, participative, laissez-faire, authentic, and situational, just to name a few. New effective leadership theories emphasized the importance of listening, appreciating, and empowering employees (Van Dierendonck, Stam, Boersma, de Windt & Alkema, 2013) to inspire their creativity and performance. An example was servant leadership, a kind of creative leadership, which emphasized service to others in the new century (Greenleaf & Spears, 2002). Modern day leaders, especially practitioners of servant leadership, understood that employees desired to participate in decision-making. It was a leadership style that valued sharing, collaboration, and service over the old practice of exclusion, control, and self-interest (Barbuto & Wheeler, 2006; Patterson, 2004). In the new paradigm, leaders were engaged to upgrade the well-being of people and communities. Servant leaders put service to the organization or community before self-interest and profit making (Russell & Stone, 2002). The new leadership paradigm was driven by concepts of service, transparency, and creativity. These leadership styles were generally called creative leadership.

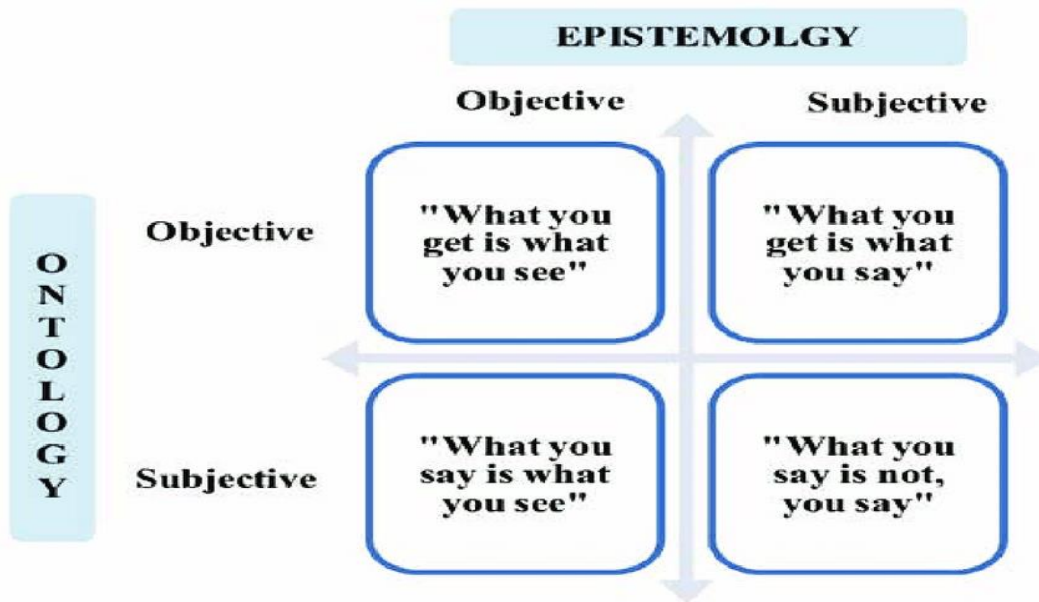
8. Research philosophy

Research philosophy or paradigm defined a legitimate boundary for conducting a research and determined its nature and context (Guba and Lincoln, 1994). The three components, ontology, epistemology, and axiology of the philosophical framework interacted to form a structure for coherent thought and action in research. The study of leadership theories since the pioneering work of Burns (1978), Bass (1985), and Avolio (1999) has aroused unceasing enthusiasm in similar research. Yet leadership today is considered the most studied but least understood subject.

From ontological perspective, many researchers directed their focus to the nature and effect of leadership on creativity. Of the 30 papers for literature review, the reviewer found 16 were on relationship and 10 on effect. The studies tried to seek answer to some of the common ontological

questions 1. What is the precise nature of leadership? 2. Is leader born or made? 3. What is the mechanism, functionally and psychologically, of leadership at work? From the literature review, it was apparent there would be rooms to fill on leadership basics in future.

Secondly, on epistemological consideration, Morgan and Simircich (1980) put forth an Objective-Subjective Continuum.



Objective-Subjective Continuum-Morgan and Simircich (1980)

Debates on research methods are associated with assumptions in ontology, epistemology, and human nature. The division between quantitative and qualitative methods remains sketchy. Qualitative research is an approach rather than a set of techniques like quantitative means. Using leadership study as an illustration, researcher standing on right of the continuum assumes an objective or external judgement called Epic view with positivist epistemology. Both external environment and internal resources are evaluated from an outsider perspective. This approach favors a quantitative analysis. While researchers standing on the left of the continuum assumes an Emic view to play an insider role of following a personal interpretation of reality. They follow qualitative research method in their studies. The 30 selected paper showed a higher quantitative ratio of 13:17 papers or 43:57%. This was expected in a research world that supports quantitative research with a bias against qualitative design.

Thirdly, from axiological viewpoint, a competent research reveals new findings for the benefits of literature and business professionals with better management means. This would be a desirable path of academic pursuit. Four studies out of the 30 papers managed to have both ends meet.

9. Ethical considerations

A research study could not be deemed completed without ethical considerations. The codes of ethics stressed the importance of a decent study without deception of data and procedures (Denzin & Lincoln, 2005). In interview and field studies, anonymity of name and location of participants was important to observe throughout the exercise. They were generally named by alphabets to protect identities. The researcher ensured a true account of the findings without any attempt to fabricate data, used fraudulent material, or intended omission (Denzin & Lincoln, 2005). Furthermore, the researcher would solicit consent of participants in writing, stating their voluntary participation, and the purpose of the research.

10. Conclusion

The literature review was instrumental to catch a glimpse of the current research on leadership and creativity in the new century. As leadership was recognized as the most studied but least understood subject, it was not surprising to find research still lingering around the nature and effect of leadership and rarely on deployment of that mystical skill. The reviewer identified a gap during investigation, which would be significant for future research in the absence of similar empirical study previously. The target company was a public, government-funded, high-tech company with established hierarchy. Public organizations were relatively less efficient and creative than commercial entities with a sense of bureaucracy and authoritative leadership. A possible move to stimulate creativity in the company would be new leadership theories that emphasize listening, appreciating and empowering employees (Van Dierendonck, Stam, Boersma, de Windt & Alkema, 2013) to inspire their creativity and peak performance. Examples were servant and participative leadership which stressed service and sharing with others in the new century (Greenleaf & Spears, 2002). Modern day leaders, especially practitioners of servant leadership, understood that most employees desire to participate in decision-making. It was a leadership approach that valued sharing, collaboration, and service over the old practice of exclusion, control, and self-interest (Barbuto & Wheeler, 2006; Patterson, 2004).

Section B Methodology - Discussion on a selected paper

1. Selected paper

This section attempted to analyze a paper out of the 30 selected ones for literature review on the relationship between leadership and organizational creativity. The paper was ‘Transformational Leadership and Employee Creativity: The Mediating Role of Promotion Focus and Creative Process Engagement’ by Nils Henker, Sabine Sonnentag, and Dana Unger, published in the *Journal of Business Psychology* (2015) 30:235–247.

The authors claimed that the study would help to understand the way transformational leadership fostered creativity through two underlying processes, promotion (publicity) focus and creative process engagement, thereby helping management to create a work environment favorable to employee creativity. The study was carried out as an online survey of employees in business entities from various functions. The researcher carried out three rounds of online panel survey on 279 employees from various business functions of organizations. The largest group came from information technology and human resources, followed by research and development, information technology, executive management, with the smallest group from public relations. The three rounds of survey were done separately with four weeks lapse time in between to raise accuracy of findings. Participants were mostly full-time staff to ensure consistency of results. Measure such as semantic antonyms was employed to minimize careless response commonly found in online survey (Goldberg and Kilkowski 1985). Cronbach’s alpha coefficient was used to check internal reliability of multiple-items scale.

The discussion followed the flow of the paper with due emphasis on its philosophical perspectives, reliability, validity, and ethical consideration.

2. Format

The paper was a peer-reviewed article published in 2015. It adhered to a standard layout and proper use of heading and sub-headings for easy reading. There were liberal use of diagrams and tables to illustrate concept and logic, particularly useful to explain quantitative data collection and analysis. The text was rich in referrals with Harvard referencing to research literature in supporting the author’s viewpoints and hypotheses put forward. The paper was clear and logical to demonstrate a convincing research in the area of leadership and creativity.

3. Abstract

With a well-defined title and manageable research context, the study explored factors that might affect transformational leadership and creativity. The authors proposed that two processes, promotion

(publicity) focus and creative process engagement would influence the relationship between leadership and creativity.

- Purpose: Explored if promotion (publicity) focus effectuated transformational leadership and employee creativity, while creative process engagement effectuated promotion (publicity) focus and employee creativity
- Approach: Initiated an online panel survey, using three-rounds of questionnaire at different time slots, with about 300 employees in business functions. Used path-modeling to test hypotheses, supported by vigorous quantitative analysis.
- Findings: Hypotheses were verified empirically. Promotion focus was founded to effectuate transformational leadership and employee creativity, while creative process engagement partially effectuated promotion (publicity) focus and employee creativity.
- Implications: Findings suggested transformational leadership would foster creativity through promotion (publicity) focus and creative process engagement.
- Value: Study contributed to literature findings by narrowing a gap on the underlying process affecting leadership and creativity. Both promotion (publicity) focus and creative process engagement would facilitate transformational leader to better inspire creativity among employees.
- Keywords - leadership, creativity, publicity, quantitative, Cronbach, means, standard deviation

4. Purpose of the study

The research tried to test empirically the relationship between transformational leadership and promotion (publicity) focus raised previously (Kark and Van Dijk 2007). The authors suspected that two underlying processes promotion (publicity) focus and creative process engagement might impact leadership and creativity by different degrees. They initiated a three rounds online panel survey of 279 employees in business entities covering various business functions. The researcher employed path-modeling to test the six hypotheses put forth. The authors proposed their findings would help to narrow a literature gap through empirical evidence on how transformational leadership fostered creativity via promotion (publicity) focus and creative process engagement.

On the other hand, the reviewer of this paper considered the study provided a good example of a vigorous quantitative research in leadership and creativity. It set the stage for future exploration of gaps in literature findings on leadership which was long regarded as a least understood subject despite most studied.

5. Introduction

The authors provided a thorough background of their research through a coverage of leadership and creativity with ready referencing to supporting literature. The authors perceived a gap in the underlying processes affecting leadership and creativity. They suspected two of them might be promotion (publicity) focus and creative process engagement. To test the hypotheses, the researcher conducted a three rounds online survey with 279 employees from various business functions including management, technical support, research, human resources, and public relations roles in organizations. The authors put forth 6 hypotheses to explore the relationship between leadership and creativity. Overall, the introduction was clear and straightforward, positioning well thoughts of the authors and their research intention.

6. Literature review

A good literature review provides the reader with a thorough summary of research findings and pointed out the direction of future research. The review was unfolded into three sections 1. leadership and creativity 2. promotion (publicity) focus 3. creative process engagement. Transformational leadership encouraged employees to challenge customary by trying something new to elicit creativity. The seminal work of Bass (1985) proposed intellectual stimulation drove employees towards creativity and enhanced skills for future tasks. Accordingly, the authors proposed two underlying processes, promotion (publicity) focus and creative process engagement, that might help leader to enhance organizational creativity. Based on their literature review, the authors put forth 6 hypotheses to find out what they envisaged about leadership and creativity, followed by vigorous quantitative analysis to see if the hypotheses held.

The authors developed their arguments relating to the effect of transformational leadership on creativity in the business world. This leading approach encouraged employees to challenge current status to try new ways. The authors highlighted seminal work of Bass (1988) who proposed that intellectual stimulation helped to drive employees towards creativity by generating solutions and thus enhance their abilities on future tasks. Based on this, the authors introduced the concept of two underlying processes, promotion (publicity) focus and creative process engagement that would influence leadership and creativity.

The literature review was well structured to substantiate exploration of the gap pursued by the authors. The literature source was rich to embrace seminal works and development trends of transformational leadership. Overall, the views presented were informative, clear, and logical. It would be desirable to add in flow charts to facilitate reader's comprehension of an abstract flow.

7. Methodology

Researcher followed a quantitative approach to initiate a three-rounds online panel survey with 279 employees from business functions including management, technical support, research, human resources, and public relations roles in organizations. Data collected was analyzed using active statistical methods to find out if the 6 hypotheses proposed by the authors hold true by using path-modeling.

7.1 Sample size

There is no strict rule on the number of participants in research study. However, the smaller the sample size, the more difficult to conduct statistical analysis for a reliable result. Researchers need to make a trade-off either getting less detail on a large group of people, or ample details on a small sample. For the chosen paper, the researcher surveyed 279 employees in three rounds of questionnaire followed by in-depth statistical analysis of a quantitative approach. This would be considered adequate to provide a convincing result.

7.2 Qualitative and Quantitative Research

In a research world that supports quantitative research with a bias against qualitative design, there is an increasing use of a statistical approach for convincing result.

Qualitative research produced data through observation, interview, questionnaire, focus group, or document (Myers and Avison, 2002). It was a subjective approach to examine and reflect on perceptions to gain understanding of social and human activities (Hussey and Hussey, 1997). Qualitative research is an approach rather than a set of techniques like quantitative means.

Quantitative research produced data that can be statistically analyzed to offer numerical results (Huberman and Miles, 2002). Methods include structured questionnaire, survey, mathematical modelling, and laboratory experiment. The observation of objectivism in quantitative analysis of variances reduces human subjective bias found in qualitative analysis.

The selected paper on the underlying processes affecting leadership and creativity pursued a vigorous quantitative approach. The authors gave a full account on how the 6 hypotheses came about as a result of literature review and personal observation. Sample design was based on 279 employees running through 3 rounds of survey using structured questionnaire. Each survey was set 4 weeks apart. The researcher closely monitored the response rate to ensure a reliable analysis. The input formed the framework for hypothesis testing using path modeling later. Statistical tools used were mean, standard deviation, multiple regression, and correlation for data analysis. There was a discussion on the path estimate of the final model. A confirmatory factor analysis was applied to test the fit of the overall scale. Throughout the analysis, Cronbach alpha values helped to confirm the reliability of measurements. The reviewer agreed that the findings and interpretation in the

chosen paper was convincing and contributed to literature findings by narrowing the gap identified.

7.3 Data collection and analysis

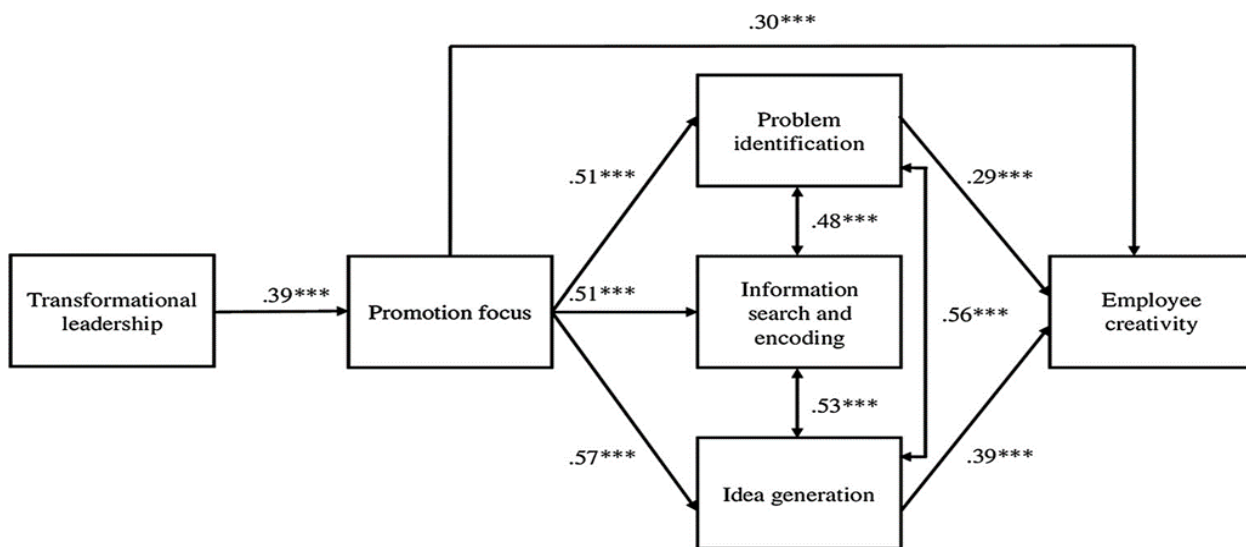
The researcher conducted 3 rounds of online survey on 279 employees from various business functions of organizations. The largest group came from information technology, followed in decreasing order from human resources, research and development, executive management, technical support, and public relations. Each of the three online surveys was done with a separation of four weeks. Participants were mostly full-time staff to ensure consistency of results. Measure such as semantic antonyms was employed to minimize careless response commonly found in online survey (Goldberg and Kilkowski 1985). Cronbach's alpha coefficient was used to check internal reliability of multiple-items scale. Result revealed values falling within 0.88 - 0.96 which was considered good to excellent on the Cronbach scale.

Following table came from the selected paper to illustrate the mean, standard deviation, and correlations among the study variables used in the path model (N = 279).

	Mean	SD	1	2	3	4	5
(1) Transformational leadership	3.22	0.93					
(2) Promotion focus	3.23	0.77	.44				
(3) CPE: problem identification	3.01	0.93	.27	.42			
(4) CPE: information searching and encoding	3.24	0.94	.33	.42	.70		
(5) CPE: idea generation	2.98	0.94	.32	.47	.84	.80	
(6) Creativity	3.08	0.89	.32	.52	.65	.49	.66

Source: Transformational Leadership and Employee Creativity: The Mediating Role of Promotion Focus and Creative Process Engagement, J Bus Psychol (2015) 30:235–247

One of the 6 hypotheses the authors put forth was promotion (publicity) focus would affect transformational leadership and creativity. They used path modeling to test the proposed model to evaluate the effect. The researcher calculated regression coefficients for the proposed relationships. As suggested in Hypotheses 1 and 2, creativity was positively related to transformational leadership and promotion (publicity) focus. Impact of transformational leadership through promotion (publicity) focus on creativity was significant, reinforcing Hypothesis 3. Influence of promotion (publicity) focus on creativity via problem identification and idea generation was obvious to endorse Hypotheses 4 and 6 and nullify Hypothesis 5.



Path estimates of the final model. *** $p \leq .01$; * $p \leq .05$

Source: Transformational Leadership and Employee Creativity: The Mediating Role of Promotion Focus and Creative Process Engagement, *J Bus Psychol* (2015) 30:235–247

8. Research Philosophy

The 3 components of research philosophy, ontology (how one sees the world), epistemology (how one thinks about the world), and axiology (how one acts in the world) interacted to form a framework for coherent thought and action in research. These philosophical underpinnings backed up the study of leadership and creativity.

Ontology: the researcher focused the study on the nature and effect of leadership and creativity. It addressed common ontological questions such as 1. What is the precise nature of leadership? 2. What is the mechanism of leadership on creativity at work? 3. How does the underlying process, promotion (publicity) focus and creative process engagement, affect leadership and creativity?

Epistemology: Morgan and Simircich (1980) put forth an Objective-Subjective Continuum. The researcher assumed a right side on the continuum to deliver an objective and external judgement of Epic view with positivist epistemology. Both external environment and internal organization resources were evaluated from an outsider perspective. The study followed a vigorous quantitative analysis on the two underlying processes, promotion (publicity) focus and creative process engagement, that might influence leadership and creativity.

Axiology: a competent research reveals new findings for the benefits of literature and business professionals. The selected paper demonstrated two underlying processes, promotion (publicity) focus and creative process engagement, would reinforce the interaction between leadership and creativity. This was a positive contribution to literature and business with a new approach.

9. Critical evaluation

9.1 Reliability and validity

The researcher showed a good fit of the overall and subscales by using confirmatory factor analysis. Cronbach's alpha coefficient was used to check internal reliability of multiple-items scale. Result revealed for the overall 21-item scale was 0.96. Similar calculations applied to promotion (publicity) focus (Cronbach's alpha 0.90), Creative Process Engagement (Cronbach's alpha 0.88 - 0.91). These values between 0.88 - 0.96 were considered good to excellent on the Cronbach scale.

9.2 Limitations

The authors did not mention explicitly how and where they sourced the 279 survey participants, but only stated the business functions they came from. It would be difficult to associate the research findings with specific industry and context relative to leadership and creativity.

The authors tried to work out a sound research framework for the study but inherited some defects in the methods used. This inevitably raised doubts on the reliability and validity of their findings and implications to literature and business world. They pointed out several limitations of the study originated from the design of the study for future research. 1. Researcher measured transformational leadership (predictor variable) and promotion (publicity) focus (mediator variable) concurrently. That caused promotion (publicity) focus became a predictor when both variables underwent regression analysis. 2. Promotion (publicity) focus would foster creativity through raising the level of attention (Baas et al. 2008). Future research might explore how a broad attentional scope varies at different stages of the creative process. 3. Transformational leader would stimulate a promotion (publicity) focus in employees who become motivated and hence more creative.

9.3 Evaluation

The authors did not formally kick off the literature review, but instead grouped the readings under Introduction. This would be quite confusing to the general reader. However, they did provide a good coverage on literature findings to lead logically to the 6 hypotheses put forward. Based on their references, the reviewer would consider the supporting information verifiable. The authors made a thorough coverage on leadership findings covering seminal works of Bass and Shamir plus literature source within the last 15 years. They deserved credit for a clear and logical presentation. The reviewer suggested to use a flow chart or summary table in depicting interrelations between leadership and creativity processes.

Considering the discussion of transformational leadership, the authors chose it as the leadership theory in the study for the purpose of measurement development and validation for the creative and

leadership behavior construct. Following this reasoning, 6 hypotheses were put forth to find out if the two underlying processes, promotion (publicity) focus and creative process engagement, would affect leadership and creativity.

Normally a study would spell out the research questions at the beginning to lead through the literature review. However, this was not explicitly stated in the paper. Consequently, reader would wonder what study direction the authors aimed at leadership and creativity. The authors might think research questions would be understood by experienced readers without spelling out, but it was to the benefit of others to incorporate them.

The authors used Harvard referencing with author and year throughout that facilitated the reviewer to validate literature source easily. This was a credit to the paper welcomed by readers. The paper started with a clear Abstract on leadership, creativity, methodology, and findings that positioned the reviewer well for subsequent development. The authors delivered an impression that the study was a serious research of business entities, reliable and verifiable, with vigorous quantitative analysis. The study proclaimed to have made a positive contribution in closing a gap in the underlying processes affecting leadership and creativity.

Research findings suggested that transformational leadership was a preferable behavior to inspire creativity in followers and led them to try out new ways. The authors identified a gap in the underlying processes affecting leadership and creativity. They managed to isolate two mediators, promotion (publicity) focus and creative process engagement that affected leadership and creativity from a field research of business entities in Germany. The authors proposed a culture that highlighted achievements rather than focusing on failure avoidance. They pointed out the importance of creative process engagement to stimulate employee creativity. Leaders ought to allow time and resources for problem identification and information search to motivate employees in generating new ideas (Reiter-Palmon and Illies 2004).

10. Ethical consideration

In the selected paper, the authors did not mention explicitly on the treatment of ethical issues regarding their research. Nonetheless, they gave a clear account on the limitations of their findings derived from the research method. Based on their statements, the reviewer would find no ethical problem on the study. However, it would be to the advantage of the research that precautions were taken to shun ethical exposure. The reviewer held the view that the researcher would have to send a consent letter to the survey participants stating the purpose of the exercise, confidentiality of input, security measure on personal data, and above all strict anonymity applied. Better still was to arrange

a briefing session to gain support of target respondents. As there was no questionnaire included in the article, the reviewer had no idea how the authors avoid the trap of deception by guiding the answer of respondents to preset direction.

11. Conclusion

The selected paper delivered a well-presented account of a vigorous quantitative research on leadership and creativity. It demonstrated how to narrow a gap in the underlying processes that affected both. The findings made a positive contribution to literature and allowed business leaders to foster employee creativity. The reviewer reckoned the in-depth study of this paper was rewarding. The clarity of presentation of a vigorous quantitative analysis of field data and logical deduction to a conclusion was a vivid example to guide newcomers in similar research. It set the stage for a study to foster creativity through viable leadership in a public high-tech company in Hong Kong. The gap was isolated during literature review in Section A above. The reviewer would consider this gap significant for future research as there was no similar empirical study. A probable direction would be employing leadership theories in the new century that emphasized listening, appreciating, and empowering employees to inspire their creativity and peak performance (Van Dierendonck, Stam, Boersma, de Windt & Alkema, 2013). Examples would be servant and participative leadership which advocated service and sharing with others (Greenleaf & Spears, 2002). Nowadays leaders, especially practitioners of servant leadership, understood employees desire to participate in decision-making. It was an approach that valued sharing, collaboration, and service over the old practice of exclusion, control, and self-interest (Barbuto & Wheeler, 2006; Patterson, 2004).

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Appendix: 30 selected papers for Section A literature review

These papers were chosen from notable journals on leadership and creativity between 2010 - 2019

1. Chang, YY. (2016). Multilevel transformational leadership and management innovation. *Leadership & Organization Development Journal*; Bradford Vol. 37, Iss. 2, (2016): 265- 288
2. Chen, M., Lin, C., Lin, HE., McDonough III, E. (2012). Does transformational leadership facilitate technological innovation? The moderating roles of innovative culture and incentive compensation. *Asia Pacific Journal of Management*, 2012 29:239–264
3. Cheung, M., Wong, CS (2010). Transformational leadership, leader support, and employee creativity. *Leadership & Organization Development Journal* Vol. 32 No. 7, 2011 pp. 656-672
4. Chow, I. (2017). The mechanism underlying the empowering leadership-creativity relationship. *Leadership & Organization Development Journal* Vol. 39 No. 2, 2018 pp. 202-217
5. Dedahanov, A., Lee, DH., Rhee, J., Yoon, J. (2016). Entrepreneur's paternalistic leadership style and creativity. *Management Decision* Vol. 54 No. 9, 2016 pp. 2310-2324
6. Ebrahimi, P., Chamanzamin, R., Roohbakhsh, N., Shaygan, J. (2017). Transformational and transactional leadership: Which one is more effective in the education of employees' creativity? *International Journal of Organizational Leadership* 6(2017) 137–156
7. Fatima, T., Safdar, S., Jahanzeb, S. (2017). Participative Leadership and Employee Creativity: Moderating Role of Need for Achievement. *International Journal of Business & Management* Vol. 12, No: 1. June 2017 ISSN 2410-5392
8. Henker, N., Sonnentag, S., Unger, D. (2015). Transformational Leadership and Employee Creativity: The Mediating Role of Promotion Focus and Creative Process Engagement. *Journal of Business Psychology*, 2015 30:235–247
9. Humala, I. (2015). Leadership toward creativity in virtual work in a start-up context. *Journal of Workplace Learning* Vol. 27 No. 6, 2015 pp. 426-441
10. Kalyar, M. (2011). Creativity, Self-leadership and Individual Innovation. *The Journal of Commerce* ISSN: 2220-6043
11. Kesting, P., Ulhoi, J., Song, L., Niu, H. (2015). The impact of leadership styles on innovation management - a review and a synthesis. *Journal of Innovation Management JIM* 3, 4 (2015) 22-41

12. Khalili, A. (2017). Creative and innovative leadership: measurement development and validation. *Management Research Review* Vol. 40 No. 10, 2017 pp. 1117-1138
13. Li, T., & Yue, C. (2019). Working with creative leaders: An examination of the relationship between leader and team creativity. *Journal of Social Behavior and Personality*, 47(6), e8084
14. Lin, W., Ma, J., Zhang, Q., Li, J., Jiang, F. (2018). How is Benevolent Leadership Linked to Employee Creativity? The Mediating Role of Leader–Member Exchange and the Moderating Role of Power Distance Orientation. *Journal of Business Ethics* (2018) 152:1099–1115
15. Linuesa-Langreo, J., Ruiz-Palomino, P., & Elche, D. (2016). Servant Leadership, Empowerment Climate, and Group Creativity: A Case Study in the Hospitality Industry. *Ramon Llull Journal_07.indd 9*
16. Mathisen, G., Einarsen, S., Mykletun, R. (2012). Creative leaders promote creative organizations. *International Journal of Manpower* Vol. 33 No. 4, 2012 pp. 367-382
17. Miao, R., Cao, Y. (2019). High-Performance Work System, Work Well-Being, and Employee Creativity: Cross-Level Moderating Role of Transformational Leadership. *International Journal of Environmental Research and Public Health* 2019, 16, 1640; doi:10.3390/ijerph16091640
18. Nodoushani, O., Stewart, C., Wall, A. (2017). Leadership: A Gateway to Organizational Innovation. *Journal of Competition Forum*, 2017 pp. 155-161
19. Paulsen, N., Callan, V., Ayoko, O., Saunders, D. (2012). Transformational leadership and innovation in an R&D organization experiencing major change. *Journal of Organizational Change Management* Vol. 26 No. 3, 2013 pp. 595-610
20. Phipps, S., Prieto, L., Verma, S. (2012). Holding the helm: exploring the influence of transformational leadership on group creativity, and the moderating role of organizational learning culture. *Journal of Organizational Culture, Communications and Conflict*, Volume 16, Number 2, 2012
21. Prasad, B., Junni, P. (2016). CEO transformational and transactional leadership and organizational innovation. *Management Decision* Vol. 54 No. 7, 2016 pp. 1542-1568
22. Ruppel, C., Lawrence, E., Tworoger, L. (2016). Organizational creativity and the Top Management Team (TMT): an interactionist perspective. *Journal of Organizational Culture, Communications and Conflict* Volume 20, Number 1, 2016

23. Semedo, A., Coelho, A., Ribeiro, N. (2015). Effects of authentic leadership, affective commitment and job resourcefulness on employees' creativity and individual performance. *Leadership & Organization Development Journal* Vol. 37 No. 8, 2016 pp. 1038-1055
24. Simmons, A., Sower, V. (2012). Leadership sagacity and its relationship with individual creative performance and innovation. *European Journal of Innovation Management* Vol. 15 No. 3, 2012 pp. 298-309
25. Slatten, T., Svensson, G., Sværi, S. (2011). Empowering leadership and the influence of a humorous work climate on service employees' creativity and innovative behavior in frontline service jobs. *International Journal of Quality and Service Sciences* Vol. 3 No. 3, 2011 pp. 267-284
26. Suifan, T., Abdallah, A., Janini, M. (2017). The impact of transformational leadership on employees' creativity. *Management Research Review* Vol. 41 No. 1, 2018 pp. 113-132
27. Waite, A. (2013). Leadership's influence on innovation and sustainability. *European Journal of Training and Development* Vol. 38 No. 1/2, 2014 pp. 15-39
28. Wang, Y., Tang, C., Naumann, S., Wang, Y. (2019). Paternalistic leadership and employee creativity: A mediated moderation model. *Journal of Management & Organization*, 25:1 (2019), pp. 137–156
29. Williams, W., Randolph-Seng, B., Hayek, M., Haden, S., Atinc, G. (2016). Servant leadership and followership creativity. *Leadership & Organization Development Journal* Vol. 38 No. 2, 2017 pp. 178-193
30. Xu, BD., Zhao, SK., Li, CR., Lin, CJ. (2017). Authentic leadership and employee creativity: testing the multilevel mediation model. *Leadership & Organization Development Journal* Vol. 38 No. 3, 2017 pp. 482-498