

## The Influence of Transformational, Servant, and Authentic Leadership on Driving Innovation and Creativity in Organizations

Ike Purwaningrum<sup>1</sup>, Mujahid<sup>1</sup>, Andi Vita Sukmarini<sup>1</sup>

<sup>1</sup>Universitas Fajar Makassar

\*Corresponding Author: Ike Purwaningrum

### Article Info

#### Article History:

Received July 3, 2024

Revised July 15, 2024

Accepted: August 15, 2024

#### Keywords:

Leadership Styles, Innovation, Creativity, Transformational Leadership, Organizational Culture.

### Abstract

*Imagination and creativity play significant roles in sustaining the competitive edge in the current fluid business environment. This paper explores leadership and creativity, particularly change, transactional and servant and authentic leadership styles. Descriptive research was employed and questionnaires were administered on 250 respondents from different organizations and administrative regression analysis used. The personal factors established indicate that among all the leadership styles, transformational leadership generates high positive influence on creativity and innovation as it inspires employees to try out new ideas that can help overcome old structures. There is also a huge positive impact from servant and authentic leadership which promote support, ethical standards and information sharing. On the other hand, transactional leadership arranged in the aspect of goal setting and rewards gives a small impact in encouraging creativity as it preserves the current system. The present research fulfills the silences of the existing literature by offering insights into the impact of different forms of leadership on innovation and creativity. While doing so, the study emphasized the need to adopt leadership strategies that foster risk taking, collaboration and decentralised decision making among employees. These findings imply that someone who wants to enhance innovation in an organization should support three forms of leadership: transformational, servant, and authentic leadership.*

### Introduction

Creativity and innovation are core business components that may help organizational success within the modern commercial enterprise environment (Hasmawati et al., 2022). Advances in technology and growth in the complexity of markets all over the world require that organizations need to be keen always to change and grow. Management has a critical role to perform to ensure that the organization creates surroundings that supports creativity and innovation. Model management can free the personnel' creative capacity, encourage organizational exchange, and guarantee constant competitive advantage.

And that creates cost for which customers can pay (Singh & Aggarwal, 2022). While, creativity could be described as the capability for generating new and concrete images or concepts. The two are symbiotic; Innovation is defined as the act of getting an idea or invention to market or into an excellent or provider creativity often drives innovation. Several organisations which cultivate creativity and innovation standards in the correct manner can easily adjust in trade, enhance their processes and offer new end products that meet the market trade demands.

The subject of management in relation to the procreation of innovation and creativity has been enormously researched. Leadership, specifically transactional-transactional management with the capability that might stir followers to pursue even better outcomes, has been found to undertake a significant boost of innovation (Bojovic & Jovanovic, 2020). Leadership involves the process of motivating and encouraging people to think more innovatively than

their employer, and to innovate more than the current practice. They build a vision which entices and take part employees, thus allowing for the breeding of creation.

Transform Transactional management recognizes the shift between the leader and the follower as also useful in supporting innovation albeit in a small manner compared to transformational management (Young et al., 2021). Transactional impulse clean desires and provide incentives for achieving these goals which may pressure subordinates to be more diligent and innovative. Even so, a transactional administration of management by myself will no longer suffice for the cultivation of an absolutely modern lifestyle because transactional management frequently chooses to maintain the prestige quo and to follow pronounced patterns.

Thus, proper knowingly attention and concentration on personnel's needs and accurately their development and properly-being, is immediately connected with a enhance of innovative levels in this case, servant leadership (Canavesi & Minelli, 2022). In general, servant leaders foster positive conditions that will allow personnel to freely express themselves and go on the offense. This leadership fashion fosters high level of co-ownership and common purpose, which had the potential of enhancing synergy and creativity.

Every other technique which could foster innovation and creativity is authentic management which focuses on clarity, righteousness, and harmony between the management and employees. Organimorphic leaders build believe with their followers, they make the environment safe enough for testing and to think out of the box. They encourage free flow of communication and make positive comments, that may help the employees to adjust their ideas and enhance creative ideas.

Leadership may impact innovation and creativity by means of organizational elements, employee motivation, and resources, although cross organizational dimensions. It is also crucial to establish the tradition that encourages risk-taking as well as the recognition of different perspectives (Maryani, et al., 2022). Directors and managers perform a crucial part in setting this culture, by exhibiting innovative behaviour and ensuring that innovative efforts are worthwhile. Another important factor is the motivation of people: Those affected are at least ten times more likely to adopt progressive behaviors. To beautify motivation here are some ways that leaders can apply Servant Leadership: offering chances for career advancement, identifying and recognizing accomplishments, and creating a sense of ownership and belonging (Soleas, 2020).

The opportunity of resources which encompass time, investment, and information also affects the ability of personnel to innovate. Managers can support creativity with the help of making sure that employees have the key resources and map to go after their ideas. L = This can be achieved through the offering of training and development, reinforcement and encouragement of creativity through teamwork as well as the elimination of constraint.

## **Method**

In this study, a quantitative research approach was employed to investigate the relationship between different leadership styles and their effects on promoting innovation and creativity in organizations. The goal was to quantify the extent to which transformational, transactional, A cross-sectional survey design was used to gather data from a sample of employees across medium to large organizations. These organizations were purposively selected from sectors such as technology, manufacturing, and services to ensure diversity in the sample. The research design focused on obtaining measurable data that could reveal the relationships between the leadership styles and innovation and creativity outcomes.

The target population for the study included employees from various organizations that fit the criteria of medium to large enterprises. A sample size of 250 respondents was randomly selected from these organizations. This sampling technique was chosen to ensure a fair representation of employees from different organizational levels, job functions, and departments, allowing for generalizable findings across industries. To ensure that the sample represented a wide array of leadership experiences, the selection of participants was purposive, targeting organizations known for having structured leadership systems. The organizations were selected across three main sectors: technology, manufacturing, and services. This purposive approach was aimed at enhancing the external validity of the study.

Data were collected through self-administered questionnaires, distributed via an online survey platform. The survey link was emailed to respondents, and they were given a two-week window to complete the survey. Respondents were informed about the nature of the study and the confidentiality of their responses. The structured survey allowed for the capture of quantitative data, which could be analyzed using statistical methods. The survey instrument was designed to assess leadership styles and employees' perceptions of creativity and innovation in their workplace. It included well-validated measurement tools for the leadership styles and innovation-related behaviors:

**Multifactor Leadership Questionnaire (MLQ):** This tool was used to measure transformational and transactional leadership styles. The MLQ has been widely validated and is considered a reliable instrument for assessing leadership behaviors. **Servant Leadership Questionnaire (SLQ):** This scale assessed servant leadership, focusing on leaders' ability to prioritize the needs of their employees and foster a supportive environment. **Authentic Leadership Questionnaire (ALQ):** This tool measured authentic leadership, focusing on leaders' transparency, ethical behavior, and relationship-building with followers.

**Creative Behavior Inventory (CBI) and Organizational Innovation Scale (OIS):** These scales were used to measure employees' creative behaviors and the extent to which their organization fostered innovation. These instruments were selected based on their previous use in studies that focused on workplace creativity and innovation. A five-point Likert scale was employed to assess respondents' attitudes towards their leaders' behaviors and the level of creativity and innovation within their workplace. The scale ranged from 1 (strongly disagree) to 5 (strongly agree), allowing for the quantification of respondents' perceptions.

The collected data were analyzed using descriptive statistics, Pearson correlation, and multiple regression analyses. The statistical software SPSS was utilized to manage and analyze the data. Descriptive statistics were used to summarize the means and standard deviations of the leadership styles and their perceived impact on innovation and creativity. Pearson correlation analysis was conducted to determine the strength and direction of the relationships between the leadership styles and the innovation and creativity outcomes. This analysis helped in identifying whether the leadership styles had positive or negative correlations with creativity and innovation. Multiple regression analysis was performed to assess the individual contributions of transformational, transactional, servant, and authentic leadership styles to creativity and innovation. This analysis helped to determine which leadership styles had the strongest predictive value for fostering innovation and creativity.

The instruments used in the study, including the MLQ, SLQ, ALQ, CBI, and OIS, have been widely validated in previous research. To further ensure the reliability of the results, Cronbach's alpha was calculated for each scale to assess internal consistency. A Cronbach's alpha score above 0.70 was deemed acceptable for the purposes of this study. The use of multiple statistical techniques such as correlation and regression helped to confirm the robustness of the findings. The inclusion of different leadership styles provided a

comprehensive analysis of how leadership behaviors influence creativity and innovation in various organizational contexts.

## Result and Discussion

For that reason, when presenting an overview of the results obtained in the framework of the study, it is Euler to mention that the research outcomes have offered the following conclusions with regard to the role of leadership styles as far as the development of innovation and creativity in organizations is concerned. Therefore, reviewing data on four types of leadership transformational, transactional, servant, and authentic, the study reveals how these styles affect both innovations and creativity. Moreover, factors that moderate the relation between these variables, including employee motivation, organizational culture, and resources, are also discussed in the research. The next tables present the results and includes several pieces of correlational data presented in the paper, as well as regression analyses which reveal more about the interactions in progress.

Table 1. Descriptive Statistics of Leadership Styles

Variable	Mean	Standard Deviation
Transformational Leadership	4.10	0.75
Transactional Leadership	3.50	0.85
Servant Leadership	4.00	0.80
Authentic Leadership	3.85	0.77

The following is a summary of the Leadership Styles in the self-organised work groups as rated by the respondents. The mean scores reveal that transformational leadership was believed to be the most practiced leadership style mean = (4.10), while servant mean = 4.00, authentic leadership mean = 3.85 and transactional leadership mean = 3.50. The standard deviations suggest that there is moderate variability in responses given by the participants.

Table 2. Correlation Between Leadership Styles and Innovation

Variable	Pearson Correlation with Innovation	p-value
Transformational Leadership	0.72	0.0001
Transactional Leadership	0.45	0.012
Servant Leadership	0.63	0.0001
Authentic Leadership	0.58	0.0001

The table below displays the pearson correlation results of leadership styles and innovations. A positive correlation was observed with all forms of leadership and innovation most especially the transformational leadership that produced the highest;  $r = 0.72$  ( $p = 0.0001$ ). with innovation, with transformational leadership showing the strongest relationship ( $r = 0.72$ ,  $p = 0.0001$ ). Good relationships were found between servant leadership and total LMX ( $r = 0.63$ ) and between total LMX and authentic leadership ( $r = 0.58$ ). The weakest correlation coefficient was found between transactional leadership and total LMX ( $r = 0.45$ ,  $p = 0.012$ ).

Table 3. Correlation Between Leadership Styles and Creativity

Variable	Pearson Correlation with Creativity	p-value
Transformational Leadership	0.69	0.0001
Transactional Leadership	0.38	0.034
Servant Leadership	0.59	0.0001
Authentic Leadership	0.54	0.0001

The following table shows the relationship between leadership type and innovation. As with innovation the results revealed a strong positive relationship between transformational leadership, and creativity, ( $r = 0.69, p = 0.0001$ ). showed the strongest positive correlation with creativity ( $r = 0.69, p = 0.0001$ ). Servant leadership also showed moderate positive correlation with creativity though it was slightly weaker than the positive correlation of authentic leadership with creativity test scores ( $r = 0.59, p = 0.002$ ) and ( $r = 0.54, p = 0.005$ ) respectively.

Table 4. Regression Analysis for Leadership Styles on Innovation

Variable	Regression Coefficient ( $\beta$ ) for Innovation	p-value
Transformational Leadership	0.65	0.0001
Transactional Leadership	0.22	0.012
Servant Leadership	0.55	0.0001
Authentic Leadership	0.48	0.0001

The following table gives regression coefficient of leadership styles in the context of innovation. Transformational leadership emerged as the most powerful predictor of innovation with a coefficient of  $\beta = 0.65$  and  $p < 0.001$ . Servant leadership and authentic leadership also posted significant effect on innovation, though transactional leadership did it to a lesser extent ( $\beta = 0.22$ ).

Table 5. Regression Analysis for Leadership Styles on Creativity

Variable	Regression Coefficient ( $\beta$ ) for Creativity	p-value
Transformational Leadership	0.62	0.0001
Transactional Leadership	0.18	0.034
Servant Leadership	0.53	0.0001
Authentic Leadership	0.45	0.0001

For the current study, the table below displays the results of the regression analysis on leadership styles in relation to creativity. The results show that among all the studied leadership styles, transformational leadership was the most influential for the creativity level: ( $\beta = 0.62, p = 0.0001$ ); next came servant leadership, ( $\beta = 0.53$ ), and then authentic leadership, ( $\beta = 0.45$ ). Transactional leadership, once more, had a somewhat smaller impact ( $\beta = 0.18$ ), but was nevertheless significant.

Table 6. Correlation of Mediating Factors with Innovation and Creativity

Variable	Pearson Correlation with Innovation	Pearson Correlation with Creativity	p-value (Innovation)	p-value (Creativity)
Employee Motivation	0.70	0.65	0.0001	0.0001
Organizational Culture (Risk-taking)	0.68	0.62	0.0001	0.0001
Availability of Resources	0.61	0.58	0.0001	0.0001

This table presents the correlation between mediating factors (employee motivation, organizational culture, and availability of resources) and innovation and creativity. All mediating factors had strong positive correlations with both innovation and creativity, with

employee motivation showing the strongest relationship to innovation ( $r = 0.70$ ) and creativity ( $r = 0.65$ ).

Table 7: Reliability Analysis of Instruments Used in the Study

Instrument	Cronbach's Alpha	Interpretation
Multifactor Leadership Questionnaire (MLQ)	0.87	Excellent reliability
Servant Leadership Questionnaire (SLQ)	0.81	Good reliability
Authentic Leadership Questionnaire (ALQ)	0.76	Good reliability
Creative Behavior Inventory (CBI)	0.84	Excellent reliability
Organizational Innovation Scale (OIS)	0.79	Acceptable reliability

The table above presents the Cronbach's alpha scores for the various instruments utilized in this study, which assess leadership styles and their influence on creativity and innovation within organizations. Each instrument demonstrates acceptable to excellent internal consistency, as indicated by scores above the commonly accepted threshold of 0.70. The Multifactor Leadership Questionnaire (MLQ) and the Creative Behavior Inventory (CBI) achieved particularly strong reliability scores of 0.87 and 0.84, respectively, confirming their effectiveness in measuring leadership behaviors and creative actions.

Consequently, this research revealed that among six organisational management styles, transformational leadership had the highest positive impact on both innovation and creativity, with the correlation coefficient of  $r = 0.72$  significant at  $p - 0.0001$  in the regression model ( $\beta = 0.65$ ,  $p - 0.0001$ ) for innovation and  $r = 0.69$  significant at  $p - 0.0001$  in the regression model ( $\beta =$  These findings are consistent with studies that have posited transformational leadership as a major source of innovation by appealing to and enticing employees to incubate new ideas and to veer off the tried-and-tested formula (Bremmer, 2022). Nonetheless, this study makes a contribution to the advancement of the literature by showing that positive transformational leadership both predicts vision and inspiration for innovation as well as influences the enactment of creativity within the workplace activity often neglected in prior research.

This paper finds that transformational leadership, which refers to leadership with the potential to raise standards and promote the fulfillment of followership potential, has emerged as the most influential style of leadership that positively correlates with the results of innovation (Abid et al., 2021). Applicable leadership is characterized by the transformational type because such leaders encourage the adoption of nonconventional practices at workplaces. They proactively build a picture that has a sense which needs of the organisation and desires of an individual can be accommodated, and this in turn triggers commitment and innovative insights (Bunjak et al., 2022). Organizational transformation leaders foster intellectual growth as they assist other employees to solve problems in more than one way generating novel ideas (Akdere & Egan, 2020).

What this study adds to knowledge therefore is a quantitative demonstration of how TL does not only impact innovation at the top management level but also creativity at the implementation level. The relationship between creativity and innovation has been evidenced previously as it is creativity that triggers innovation (Shafique et al., 2020). Although prior literature has addressed motivation for innovation mainly in the context of transformational leadership, this study supports the previous findings that transformational leadership creates the conditions that allow creativity to be applied to generate new products, services and processes effectively (Afsar & Umrani, 2020).

However, while transactional leadership was positively correlated with both innovation ( $r = 0.45$ ) and creativity ( $r = 0.38$ ), the effects were smaller: ( $\beta = 0.22$ ,  $p < .034$ ). The current

literature also reveals that while transactional leadership enhances organizational performance by offering incentives to workers based on their results, it bears modest contribution to creativity (Jacobsen et al., 2022). This research fills a theoretical void with empirical evidence that shows how while transactional leaders clearly define expectations and promote outcomes, they may have a tendency to restrain innovative capacity of their subordinates (Kim, 2022).

Despite the fact that transactional leadership is more focused on the task aspect of leadership, the clarity of work roles, rewards and procedures it supports has been known since the early 90s as an essential means of maintaining stability in organizations (Chen et al., 2022). But it has been criticized of late on the premise that it may not be a tool that can encourage creativity a lot since transactional leadership focuses on short term gains and ensures that existing routines are maintained (Lee, 2021). This study recognises transactional leadership's positive relationship with innovation and creativity; however, the strong structure of this leadership style seems to limit creativity. This finding supports the study by Alrowwad et al. (2020) which established that most transactional leaders rely on their subordinates to finish their assignments and do as they are told without innovating.

Furthermore, the current study indicates that the effect of transactional leadership on creativity is lower than that of transformational leadership, implying that, although excellent for standardizing work practices to increase productivity, transactional leadership may not be enough to nurture innovation. Innovation demands behavior from leaders to not only recognise excellent performance, but also to incentivise employees to look for organisational solutions outside the square (Gahan et al., 2021). The transactional model puts an emphasis on control and performance measures; therefore, it inhibits risk taking, which is vital in creating innovative solutions. Therefore, this study offers a mediated examination of the way in which transactional leadership benefits creativity, filling a gap of research that has primarily shown the advantages of transactional leadership in relation to job performance instead of the drawbacks when applied to creative endeavors (Hussain et al., 2017).

This study also revealed servant leadership to have positive, medium-to-strong relationships with innovation total value ( $r = 0.63$ ,  $\beta = 0.55$ ,  $p .001$ ) and creativity total value ( $r = 0.59$ ,  $\beta = 0.53$ ,  $p <.001$ ). That is consistent with prior research on servant leadership that recognizes that the culture created under its framework encourages employees to embrace collective responsibility for community well-being and allows for idea sharing and proactivity (Giambatista et al., 2020). However, this study fills this gap by showing that through the, servant leadership fosters innovation through both the emotional and professional perspective as well as the creative development that results in new ideas for organizational development.

Pawar (2020) 'servant leadership' is when the leader focuses primarily on his employees and their professional growth, health and learning. Previous studies have found that this type of leadership is especially suitable for such organizations that need teamwork and innovation. According to Meuser & Smallfield (2023), servant leaders enable the followers and provide them voice by advocating for communication, building trust and encouraging participation in decision making processes. This deboning lets employees feel comfortable in enunciating their suggestions and make creative bets, a central attribute that is needed in supporting innovations (Jonas, 2024).

This paper adds to the knowledge base of the role of servant leadership by positing that, in addition to creating a supportive climate, it influences a core component of creative problem-solving directly. Of particular interest to the current study is the encouragement of innovation, where servant leaders foster the sense of psychological safety that is requisite, since employees are allowed to try out new ideas that may not work. Unlike in traditional

forms of leadership, servant leadership empowers employees, enhances their emotional state, provides them with opportunities to unlock their creativity that ultimately leads to increased innovation in the organization according to Batool et al., (2020). The paper responds to the literature by highlighting the mode through which servant leadership influences one of the most operational aspects of creativity.

With regards to the sub-constructs of the transformational leadership, the results revealed authentic leadership significantly influenced both innovation ( $r = 0.58$ ;  $\beta = 0.48$ ;  $p < 0.001$ ) and creativity ( $r = 0.54$ ;  $\beta = 0.45$ ;  $p < 0.001$ ). Several past works have identified trust and psychological safety that are promoted by authentic leadership as antecedents to innovation. Building on those studies, this work establishes that when the actions taken are aligned with values, as is the case with authentic leadership, then employees are precisely on target when they are concerned with novel problem solving and experimentation. Prior research has mainly examined innovation as an end product for this reason, the present research incorporates authentic leadership as a variable mediating the development of the creativity that results in innovation.

Organizational authenticity which involves recognition of the self, being genuine in relationships and acting ethically has been positively associated with organizational trust and employees' participation (O'Neil et al., 2022). Positive and productive organisational climate is another key contribution of authentic leaders; employees are able to speak out and make suggestions and share their opinions without any form of prejudice. It creates a psychological safety which helps in coming up with fresh approaches without necessarily following the conventional methods by adapting to diverse patterns.

This research contributes to the existing body of knowledge in support of the suggested links between all and innovation as well as creativity. The genuine leaders through self-organization of values expose themselves and help the employees feel valued which leads to effective creativity since they are encouraged to explore. Authentic leadership also fosters communication and the constructive review of ideas so that the workforce polishes its creative solutions. This paper consequently gaps the literature by establishing that since authentic leadership has an ethical and transparent methods, it positively shapes the course of creativity – which is the parent of innovation.

## Conclusion

In this work, the relative effects of leadership styles, namely: Transforming, transactional, servant, and authentic leadership on innovation and creativity within organizations is analyzed. In enhancing both creativity and innovation, transformation leadership was found to be the most accurate type of leadership, while servant and authentic leadership, while they have vital part to play by providing support and ethical climates. Both transactional and transformational leaderships because of their differences were effective in what they aimed to achieve: Transactional leadership had almost no impact on creativity as it is anti-change and promotes organizational stabilities and short-term goals. Resulting insights also emphasize the conclusions of previous studies by providing better understanding of the nature of relationships between specific leadership approaches and innovation and creativity, calling for leaders to be more open and permissive in leading their teams.

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