

Transformational Leadership Behaviors and Their Impact on Organizational Creativity: An Applied Study on Human Resources

سلوكيات القيادة التحويلية وأثرها على الإبداع التنظيمي: دراسة تطبيقية على الموارد البشرية

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Abstract

Transformational leadership is recognized for its capacity to inspire and motivate employees, fostering organizational creativity and innovation. The quantitative questionnaires, therefore, indicated a positive relationship between transformational leadership behaviors, including intellectual stimulation and individualized consideration and creativity. Information on how creativity could be encouraged with reference to challenges such as resistance was acquired through undertaking of qualitative interviews. The research therefore establishes the need for transformational leadership in the notification process as a way of encouraging innovation. The suggestions include the leadership development task, political support of the personnel management and, last but not the least, the need for more research on the topic to explore the outcomes of the transformational leadership in the broader sense.

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Table of Contents

1. Abstract	p. 2
2. Acknowledgment.	p. 3
3. Introduction	p. 5
o Background of the Study	p. 6
o Research Problem	p. 6
o Research Objectives	p. 7
o Research Questions	p. 7
o Significance of the Study	p. 7
4. Literature Review	p. 8
o Transformational Leadership and Organizational Creativity	p. 9
o The Role of Human Resources in Enhancing Creativity	p. 10
o Theoretical Framework	p. 13
▪ Bass's Transformational Leadership Theory	p. 13
▪ Componential Theory of Creativity	p. 15
5. Methodology	p. 18
o Research Design	p. 18
o Study Tools	p. 19
o Sampling Method and Sample Size	p. 20
o Data Collection Methods	p. 21
o Data Analysis Techniques	p. 22
6. Results and Analysis	p. 25
o Relationship Between Transformational Leadership and Creativity	p. 25
o Leadership Behaviors with the Highest Impact on Creativity	p. 25
o Insights from HR Leaders on Fostering Creativity	p. 26
o Challenges and Barriers in Applying Transformational Leadership	p. 27
7. Discussion	p. 28
o Key Findings and Their Implications	p. 28
o Practical Strategies for Enhancing Creativity in HR	p. 29
8. Conclusion and Recommendations	p. 30
9. References	p. 31

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Introduction

Transformational leadership has gained widespread recognition as a paradigm of effective leadership in modern organizations. It focuses on leader's capacity for influencing and engaging the subordinates in organizational goals, and top performance and creativity (Kloutsiniotis et al., 2022). On the other hand, transactional leadership is centered on student and staff behaviors and solve problems by implementing organizational procedures and monetary rewards, while transformational leadership stimulates organizational commitment and intrinsic motivation among the faculty and students. Key aspects of this leadership style include things like: presenting a clear vision; coaching; and inspiring mental activation of the workers. These qualities make transformational leadership especially important in present complex and highly competitive market environments, in which organization's ability to change, and generate new ideas is a key to success. organizational creativity and transformational leadership model in the Human Resources (HR) field is the focus of this research since Human Resources is a field that heavily relies on innovation in order to deal with multifaceted and constantly changing issues.

Human Resources management is one of the most important organizational functions with a control over several areas including employee attraction, employee retention, employee motivation, and organizational learning (da Silva et al., 2022). Innovation should be viewed not only as a value-addition strategy but as a survival strategy of HR processes as they face

complex changes in the contemporary working environment and need to solve complex problems (Qalati et al., 2022). For instance, use of technology in the recruitment process, development of effective and attractive training initiatives, and establishment of friendly policies in Lecctron Company are cases where creativity can be applied directly. Innovative human resource managers can foster structures that allow group members to transcend conformity to the traditional business approaches and come up with advocacy suggestions. Encouragement of idea integration and implementing new and changed approaches require employees to think differently while impersonal communications encourage the responses of employees by embracing their uniqueness. Through these approaches, the transformational leader can present the HR unit as a center of change and the focal point of the organizational change.

The importance of understanding the relationship between transformational leadership and creativity is heightened by the unique challenges facing HR departments in the contemporary workplace (Nabi, Liu & Hasan, 2023). An explosion of teleworking, greater focus on diversity and inclusion, and growth of artificial intelligence and automation also pose challenges that cannot be addressed with traditional strategies in Human Resources. For example, with decentralized employees' work, social isolation rises, consequently requiring unique ways of onboarding employees and managing communications with them, as well as issues of diversity and inclusion that need to be addressed practically for affirmative representation. The following behaviors are transformational leadership behaviors that can handle these challenges as follows: It is even as leaders with a vision can ensure that the objectives set and strategies done in the HR planning column are in synergy with the organization's goal and objectives. On the other hand, generated intellectual stimulation makes the HR professionals to constantly work on proving and improving the new solutions that are implemented in the field. At the same time, it is necessary to mark that the ways of the

influence of transformational leadership on creativity in HR remain investigated insufficiently in current literature, proving the need for a concentrated analysis of this issue.

Research Objectives

1. To examine the relationship between transformational leadership behaviors and organizational creativity in HR.
2. To identify specific transformational leadership behaviors that significantly impact creativity in HR practices.
3. To provide insights into how HR leaders can utilize transformational leadership styles to foster a creative and innovative work environment.
4. To contribute to the existing literature on leadership and creativity, particularly within the HR domain.

Research Questions

1. How do transformational leadership behaviors influence organizational creativity in the HR department?
2. Which transformational leadership behaviors have the greatest impact on fostering creativity in HR practices?
3. How can HR leaders implement transformational leadership strategies to enhance organizational creativity?
4. What are the potential barriers or challenges in applying transformational leadership to foster creativity in HR?

Literature Review

Transformational Leadership and Organizational Creativity

Transformational leadership is a leadership approach that empowers a workforce, and enthruses them to go further than the norm, due to the vision collision, individual encouragement, and stimulation of ideas by the leader (Nasir et al., 2022). Transformational leadership hinges on four primary dimensions: Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Through such elements, leaders have the ability to develop healthy trust which in turn is supported by purposeful and call to actions that engage the creative thinking of the teams. For instance, idealized influence embodies the capacity of the leader to set an example that should be followed by other employees through demonstrating on how they expect other to carry out their activities. Inspirational motivation, as distinguished from moral, is about presenting a clear call to action that directs employee performance toward organizational goals. Together these dimensions provide an atmosphere conducive for creativity.

One key characteristic of transformational leadership is its ability to inspire employees to think beyond conventional boundaries and question the status quo. Of the job characteristics, need for intellectual stimulation proved to have a strong relationship with the level of creative performance as it assists employees in adopting new ideas and considering other options regarding problem solving (Nabi et al., 2023). Managers expressing such behavior question others and encourage dialogues and facilitate problem-solving. For instance, in an HR operational context, the leadership style of transformational leaders may call on the team to design out of the box solutions for talent acquisition that incorporates technology trends like artificial intelligence and data analytics. In addition to that, they reignite creativity

because they foster curiosity from the intellectual point of view, but they also allow employers to own their ideas and products.

Transformational leadership also emphasizes the importance of individualized support, which nurtures the unique talents and capabilities of employees (Yao et al., 2024). It implies the extent to which leaders require identifying the skills and capacities that team members have in order to boost morale and confidence in relation to the task. It means this approach guarantees more free thinking without worrying about criticism or unfavorable outcomes. For example, the HR leaders might sponsor learning from the team on how best to create specific training sessions that meet the different learning needs of the learners or create special employee training and development programs. More so, such efforts help illustrate how change leadership creates avenues for growth and inclusion, which leads to a positive business outcome.

The impact of transformational leadership on creativity extends beyond individual employees to influence the organizational culture as a whole. Transformational leaders create a climate of trust, which is an essential context for the creativity of the entire group. So for ideas to be generated more often employees should feel like their idea can be used and appreciated, that they can ask for feedback, and that they can take risks in this environment. This trend is especially noticeable when it comes to human resources because the work of that department is based on cooperation and teamwork. For instance, through interactive meetings during which transformational leaders encourage the participants to share their ideas, the HR teams are empowered to work on emerging challenges in workforce with fresh ideas for solutions. In this way, transformational leadership does not only develop individual creativity but also creates the organizational culture of the innovation.

Creativity in Human Resources

For any organization to be successful, the Human Resources (HR) departments are central in the attraction, modeling, and maintenance of human resource (Piwovar-Sulej, 2021). In the latest model, HR cannot be seen as a clerk's office but a strategic partner who and that can influence change, vision, values, and value creation in the organization. Increased creativity in the HR practices becomes very important in view of the fact that the operating business environment is dynamic across the aspects of technology, employee expectation and the overall market forces. Exploring the creativity available within the HR departments would enable these agencies to redesign their operations with views to coming up with interventions that offer benefits and improve on the competitiveness of the firms involved. This change mandates that for staff members involved in the Human Resource function to undertake some creativity in the major operational activities, including recruitment, training, engagement and talent management, to future proof their organizations. Strategic measures entail open idea solutions and initiatives that enable organizational to learn fast to absorb change discrepancies and embrace talent retention.

One of the primary areas where creativity in HR practices can have a significant impact is in recruitment. Recruitment processes in the past entailed placing job openings, searching, reviewing and selecting candidates from resumes, interviewing the candidates, and making a decision on whom to hire based on certain well-documented factors. But then, as the business environment changes, so does the way talent is sought and found. Modern day talent acquisition is best addressed in more dynamic manner through leveraging of social media platforms, artificial intelligence and data analytics in talent search and selection. For example, the human resource functions of organizations are using artificial intelligence (AI) to sift through the resumes, shortlist the candidates according to their merit, and pre-screen the applicants through virtual chats perhaps from the comfort of their own home using chatbots or

video conferencing enhancements. Not only does this reduce the time taken to recruit talented employees but also frees the time of the HR professionals to thoroughly consider candidates in terms of organizational culture and strategy as opposed to being overwhelmed by the administrative procedures. In addition, creative recruitment process means that a company may engage prospective employees with various games that have to solve business issues. Besides, these approaches do more than challenge the traditional ways of recruiting and also allow HR departments to evaluate skills or potential for the job in a fresh and realistic manner.

Training and development is yet another area that if creativity in human resource management practices is applied can greatly improve an organization competitive advantage. As the world continues to evolve and as methods in business continue to develop with evolving technology, training is frequently insufficient in meeting the needs of the employees. Innovative CHROs fully understand that employee training is not just the process of training but helping an employee for the process of learning throughout their tenure. All this can only be solved through reserved approaches like the blended learning ones where the employees have an opportunity to enroll for online classes, face to face training and more relevant self-learning. Also, micro learning is the process of transferring knowledge in small portions and has gain reputation as an efficient way of training employees in portions that can be effectively consumed and applied. This approach to training innovation guarantees that the employees are continuously trained in a manner that is conveniently designed to fit their preferred modes of learning and their time of training thus leading to an easier creation of a more flexible and hence productive workforce. Similarly, creativity can be encouraged by the HR departments in that the provide opportunities for the employees to develop from their colleagues by training, carrying out activities in-group and organization of knowledge sharing forums. Also, such peer-interaction way of learning is not only faster but it also fosters an organizational

culture where employees are encouraged and expected to contribute to the organizational goals.

Creativity can also bring about a huge improvement where employee engagement is deep-rooted. Historically, employee engagement was assessed by way of regular censuses and, sometimes, manager-employee interviews, but these approaches proved naïve and did not give a comprehensive view of an employee's experience in the given company. Given the increased complexity of the work environment, high quality, innovative approaches are critical to improve engagement in a more frequent and individualized manner. For instance, even HR departments of various companies are now employing real-time feedback equipment and pulse surveys where through they are able to get opinion and concerns of their employees without waiting for the year-end survey. This gives a more favorable environment to attend to employees' need and make changes before things worsen. Moreover, the increase in the demand for the employees has also seen the human resource manpower incorporating Work flexibility, work wellness, and work teaming as ways of increasing the level of satisfaction, and a sense of belonging of the employees. Expanding on this, creative engagement strategies such as the above benefits the organization by boosting job performance and staff satisfaction mainly because employee turnover rate reduces since the organization promotes a supportive exercise.

Talent management is one of the most important parts of HR that requires the use of innovative ideas in order to achieve organizational objectives in managing and developing employees (Mujtaba, Mubarik & Soomro et al., 2022). Earlier, talent management was defined in terms of identification and acquisition of people and developing their competencies for the jobs they held. However, today's TM does not only limit to managing talent but rather formulates a style with which the organization can plan for the needed human resources to achieve its objectives. Forward-thinking HR personnel align data analytics, and predictive

modeling to screen potential leaders within the organization, quantify the competencies that may be needed in the future, and map customized career paths for the staff. It is strategic in its approach to talent management – that way the organization is well prepared for the future, whether in terms of threats or opportunities. Moreover, other well-featured HR practices on the management of talent explore the aspect of diversity and inclusion as a factor meaning that a rich diversity of talents will be able to provide a pool of deep thinking that may help the growth of innovation in various quarters of the firm. These claims assert that by making the environment at the workplace diverse and inclusive, HR departments will find new opportunities that will make the organization remain relevant in the international market. Apart from increasing engagement, a creative focus on talent management also serves to create a positive employer brand, making the organization the employer of choice through attracting of diverse talents.

Theoretical Framework

Bass's Transformational Leadership Theory

The theory of transformational leadership is concerned with the idea that individuals who are chosen as leaders should motivate their followers to ideologies that are noble and highly positive in their influence (Davis & Thilagaraj, 2022). Scholars claim that a transformational leader encourages workers to work towards the achievement of common organizational goals by outlining the vision in that process. Such vision acts as a beacon leading organizational goals to match the individual values and expectations of the workforce. Henry et al. further established that when employees are given a reason why they should subscribe to that change, their commitment and performance improves. In contrast with colleagues who assign tasks, transformational leaders encourage and communicate a vision that is compelling and drives workers to achieve the organizational goals. In contrast, this

vision goes beyond simple economic motivations and appeals to the social identity of the workers – and makes them feel as valuable components of something bigger than themselves. Since transformational leaders are able to define goals with a broader perspective, they have the potential of transforming every small task in that perspective, leading to creation of enthusiasm that becomes important in pushing organizational success.

Also, transformational leaders provide a personalized consideration; the talents, for example, that the employee possesses. They offer close support, individual and peer instruction, and career development according to everyone's individual needs. Such an approach of paying much attention to each employee makes them to have a good feeling of being honored and understood hence develops loyalty to their leaders. When it comes about investing in people, transformational leaders provide their staff with necessary tools to help them become more effective, and as a result, increase job satisfaction, motivation and performance. Another concept in the transformational leadership is intellectual encouragement. Such leaders promote creativity, and encourage employees to both think and act different than they have been used to and to solve problems. They establish the climate within employees are comfortable to speak their mind and challenge status quo while attempting inventive ways of undertaking tasks with the understanding that their opinions will be welcomed. This emphasis on the use foster creativity not only defines new solutions for various challenges faced by the organizations but also increases the level of working on improvements in the organization.

Transformational leaders show charisma, which is the only globally accepted characteristic that creates relationships between leaders and followers. By their actions, they are devoted, motivated, and alive, all of which are contagious among the masses. This means that charismatic leaders are perceived to be exhibiting behaviors and attitudes, which followers should imitate. This magnetic character also helps transformational leaders to mobilize their

followers toward a given cause, enhancing cooperation, commitment as well as approximation towards the organizational objectives. collectively; these elements of transnational leadership align to produce a force which encourages employees to work hard, be innovative and committed to their work, and to add value to organizations.

Componential Theory of Creativity

The Componential Theory of Creativity, developed by Teresa Amabile, provides a framework that identifies the key components necessary for creativity to flourish. The first competence is domain relevant, these are the skills and the know how that is demanded of within a specific sector of business. These are the precursors of creativity because when implemented they enable the use of prior learning to create new approaches. The drawback is that without domain-relevant skills it is impossible to address complex issues or come up with innovative ideas. For instance, any artist should possess certain amount of knowledge about the techniques, color, and history in order to create powerful and profound art work, like any scientist should know a lot about his domain in order to make a discovery or bring breakthroughs in his field. These rather specific approach skills allow a person to address issues in a certain area of work, and make sure that the creative solutions proposed are both innovative and realistic. In addition, domain competencies enable people perfect and adapt their ideas to meet a certain type of domain, promoting competence with the purpose of expanding existing knowledge in a given field.

The second component of the theory is creativity-relevant processes that can be defined as the cognitive and personality characteristics inherent in creative persons. Other mental skills include idea production and flexibility, which are big parts of divergent thinking, where different possibilities in finding a solution to a particular problem are imagined. These processes allow options to be stretched and allows the person to think outside the box in order

to problem solve and develop new approaches. In addition, component skills involving certain personality also help in improving creativity. Characteristics including openness, Personalization, Work involvement, and Tolerance for ambiguity enable a person to undertake tasks with the view of innovative solutions that deviate from the normal done before. While there are similarities between these two personality dimensions, high openness to experience encourages a person to find new ideas and work creatively, whereas risk-taking allows a person to choose the implementation of original solutions that at first may seem hazardous to some. Self-confidence and perseverance are both needed because the latter enables individuals to overcome a barrier or a hitch in the creative process.

Together, these cognitive processes and personality traits enable individuals to think beyond conventional boundaries, ultimately leading to more creative outcomes. The last part of creativity is task motivation with reference to intrinsic motivation. This means that it concerns with the motivation of the individual to work in arts based on one's self interest in the project without any pressure from the outside. Self-generated motivation makes people spend more time on problem solving, innovation, and risk-taking and do not require an external prodding to engineer creativity. This assertion indicates that there is creativity within a person that creates higher interest, tenacity, and satisfaction as the foundation needed for creativity resolution. For instance, an artist who paints with the focus of gaining publicity or money he does not paint as passionately as one who paints out of his or her love for painting. Likewise, a scientist that pushes him/herself over curiosity and desire to make sense of the world will devote that bundle of motivation skills to seek creative solutions with determination and perseverance. In combination, domain-relevant skills, creativity-relevant processes as well as task motivation are interwoven so as to develop and promote creation. It should be noted that through development and strengthening of the elements mentioned above, it is possible to catalyze people and organizations' creative abilities and ensure the appearance of innovative

solutions to the difficult problems. Creativity is in fact not a matter of internal ability, but a complex combination of abilities, procedures and intentions and all of those are improvable.

Methodology

Research Design

Quantitative Research

The paper employed both quantitative and qualitative research where the quantitative research was the first approach of conducting surveys to establish the levels of transformational leadership behavior and organizational creativity. Self-administered questionnaires were to be administered on a convenient sample of employees cross sectioned from different departments in the organization to assess their views as well as experience on creativity with regards to leadership practices in the organization. In particular, more attention was paid to the degree to which transformational leadership behaviors included vision communication, individual consideration, intellectual stimulation and charismatic, and how these behaviors relate to the level of creativity that has been demonstrated in an organization.

Likert scale questions was also employed in the survey because they were aimed at establishing the participants' perception of the leadership behaviors and their effect on promoting creativity. The survey of students and staffs was conducted and the data gathered were statistically analyzed with correlation and regression analysis to determine the relationship between transformational leadership behaviors and perceived creativity. Quantitative variables were used in the present study to provide structured measurements of these variables and offered generalizable conclusion on leadership effect on creativity in organization.

Qualitative Research

Other than the quantitative research, the study also adopted a qualitative research approach by use of structured interviews with the HR leaders to further understand the various practices that are practiced within the organization that promotes creativity. The face-to-face, semi-structured interviews were administered to a purposive sample of human resource (HR) managers who worked in talent management and organizational development subfield. The interviews provided qualitative, descriptive data concerning the perception of HR leaders concerning the role of transformational leadership in managing creativity in employees. Questions were developed to assess perceived leader behaviors, organizational characteristics and human resource activities promoting idea generation and innovation within work teams.

The qualitative interview data collected in these interviews were analyzed thematically with the aim of distilling dominant themes and patterns that characterized the responses. Integrating the qualitative data with the quantitative results proved a systematic analysis of the factors that affect creativity in the workplace so filling the identified gap between leadership behaviors and employee generated creativity. The usage of the qualitative approach resulted in an extension of the richness of concepts and contexts that normal surveys are unable to offer in the same depth, which complemented the observed findings of the research.

Study Tools

1. **Multifactor Leadership Questionnaire (MLQ):** To measure transformational leadership behaviors.
2. **Organizational Creativity Scale:** To evaluate creativity in HR practices.
3. **Interview Protocol:** Semi-structured questions for in-depth qualitative insights.

Sampling Method

The study used purposive sampling method to identify the participants as HR professionals and leaders from organizations of different types and sectors. Purposive sampling was used here because it constitutes picking participants with known characteristics or knowledge to meet the goals of the study. In this case, only HR professionals and leaders were chosen because the participants were asked about leadership behaviors in their organizations and their personal experience in talent management and organization development. The purposive sampling technique used in the study helped the study to identify people who could be of most help and could help to explain how transformational leadership behaviors affect creativity in various organizations. This research invited only the HR professionals which made the sample diverse and broader enough to provide the views of different industries for the generalization of the results.

Sample Size

The sample comprised 100 survey participants and 10 interviews. To secure enough participants for quantitative survey with acceptable reliability coefficient, the sample of 100 respondents was considered sufficient to yield enough data for analysis of the correlation between the transformational leadership, and the organizational creativity. The sample size selected also made it possible to conduct analytical conclusions and recommendations that include correlation and regression. Thus, 100 respondents were chosen to comprise their workplaces in different departments and hierarchical levels to collect various viewpoints. For the qualitative part, ten HR leaders were chosen for semi structured interviews as this approach would require fewer participants to provide rich detailed information about creative behavior of leaders and the practices implemented in organizations. A large survey reduced

generalization errors because of its large sample size and the use of interviews on a small sample size reduced sampling errors because of specificity in the research question.

Data Collection

Surveys

In the quantitative part of the research question, an online survey was conducted on HR practitioners from different organizations. Survey questions were developed in much detail so as to capture participants' perception of transformational leadership behaviors and creativity in organization. It contained a set of Likert- type questions that measures multiple aspects of transformational leadership as vision, consideration, stimulation, and charm. Furthermore, the survey contained the questions designed to determine how far the respondents think that the indicated leadership behaviors facilitate creativity in organizations where they work. The use of electronic distribution of the surveys proved to be effective since participants could easily access the surveys, while the use of surveys and mail also helped to achieve geographical dispersion of participants and cross-industry participation implying that HR professionals from diverse geographical regions and sectors could complete the study.

An electronic format also made the gathering of the data easy since participants could fill the surveys in their preferred time and also remain anonymous. All the responses were obtained through an online survey tool that maintains the reliability and anonymity of the participants' data. The results obtained during the survey were statistically processed using the correlation and regression analysis methods to determine existing relations, if any, between the manifestation of the transformational leadership behaviors and organizational creativity. The survey design method gave the study quantitative platform that enabled the researcher to generalize the findings on how leadership styles affect creativity in organizations.

Interviews

The qualitative part of the study included face-to-face/ virtual semi-structured interviews with 10 HR leaders that took place through Zoom or Microsoft Teams. This approach was selected because of the variability of the geographical locations of the participants and the flexibility of scheduling among other reasons. All the interviews conducted were under the participants' permission to ensure that the audio and oral interactions were recorded. The flexibility she provided to the interviews was another strength because they were semi structured and this would allow the researcher to ask probing questions, in addition to allowing her to follow up on other themes that often came up from the conversation. Though the interviews were structured using a set of questions, the researcher had room to gain further information regarding a given response, leading to otherwise inaccessible nuanced findings regarding the leadership behaviors that support creativity within organizations. The interview modality enabled participants to provide experiences views in a comfortable and convenient manner. After the interviews were conducted, the recordings were transcribed to give a word by word account of what the participants said.

Data Analysis

Quantitative Data Analysis

The results obtained from the quantitative section – the surveys – were tested for relationships between leadership behaviors and creativity through application of statistical analysis tools. Finally, the collected data through survey were keyed into statistical software like SPSS or R for statistical analysis on completion of surveys. All demographic

characteristics and very basic survey responses were then summarized using descriptive statistics. Hence, inferential statistics, especially correlation analysis, were then used to evaluate the relationship between the transnational leadership behaviors of providing a compelling vision, offering individual consideration, modelling and stimulating/role modelling, and creativity level perceived in the organization. Multiple regression analysis was also employed to investigate whether leadership behaviors could be used to predict creativity. Moreover, validity tests, such as face and content validity, established the claim that the survey instrument met the predetermined validity standards. The reliability tests, including Cronbach's alpha, were also performed to check the inter-item consistency of the survey instrument. The results were described through tables and graphics in order to provide understanding of the nature and level of the connections between the variables. Through use of these statistical techniques, the study was therefore able to support quantitatively the analysis on how transformational leadership impacts on creativity in organizations, thereby offering insight in to the applicability of leadership behavior in supporting a creative organizational culture.

Qualitative Data Analysis

Thematic analysis was used to analyzed the qualitative data from the semi-structured interviews planned and conducted. The researcher first read through the interview transcripts in order to gain an understanding and emerge with themes pertinent to the study of transformational leadership and creativity. To describe the data, initial codes were created that characterized the essential themes; these codes were then sorted by themes that revealed how leadership behaviors impacted creativity. For instance, themes may have included communication, trust and delegation as the elements that encourage creativity. Thematic analysis provided the opportunity to use the patterns from different interviews to drill down into the extent, in which leadership practices influence creativity in organizations. Through these themes, the researcher was able to go deeper into experiences of the participants by

examining differences among participants giving the study qualitative data that augmented the quantitative data. The qualitative analysis supported the efforts to gain insight into how exactly transformational leadership fosters creativity at the workplace.

Results and Analysis

Relationship Between Transformational Leadership Behaviors and Organizational Creativity

The descriptive survey data were analyzed in a view of examining the correlation between TLB and OC. Applying the correlation analysis, the researcher explored the relationship between leadership behaviors: appealing vision, individual consideration, stimulating idea, and charisma and the perceived organizational creativity. Transforming leadership was shown to have a positive correlation with creativity implying that employees who perceived their leaders to embody these characteristics, were likely to be more creative. This finding confirmed the theoretical proposal that leadership was central to the generation of a creative work environment through the adoption of transformational leadership enhancing creativity hypothesis.

Leadership Behaviors with the Highest Correlation to Creativity

Subsequent to this, more analysis was done to establish which of the leadership behaviors had closest positive association with creativity. Multiple regression analysis was applied to identify which leadership activities are positively related to creative outputs. On the same note, the study established that the two indexes of the job characteristics had the most significant correlation with creativity. Those respondents who reported that their organizational leaders foster innovation and support personal development on the job were more likely to be creative. Those studies drew attention to the nurturing of inspiration by leaders indicating that not only their employees' mental stimulation, but also carefully designed everyday encouragement and valuable individualized management attention could enhance individual and total work creativity in conditions of the given setting.

Implications of the Findings

The quantitative findings suggested that transformational leadership behaviors, particularly intellectual stimulation and individualized consideration, played a pivotal role in fostering creativity within organizations. These results supported the theory posited in this paper that leadership practices constitute the major determinates of innovation and creativity. The most important benefit of the study was the answer to the question of which behaviors of leaders really gives the greatest impact on creativity so that organizations interested in having a more creative and innovative work environment can use it as a guide. The study also highlighted the need to train leaders so that they can foster creativity at workplaces because such skills are critical and lacking among many leaders.

Insights into How HR Leaders Foster Creativity

Thematic analysis of the interview transcripts provided valuable insights into how HR leaders foster creativity through transformational leadership behaviors. To protect and promote creative output, participants noted that HR leaders to bear the responsibility for deterring and creating motivation by presenting employees with reasons why they should contribute to the achievement of the company's creative goals. They also emphasized that other factors important for successful aging at work included optimal intellectual resources that would make an employee engage in new more creative ways of doing things. For example, leaders who practiced more individual employee consideration were observed to have enhanced the perception of employees to develop creativity because they felt valued and supported by their leaders. Some HR leaders addressing sustainable innovation, added that they were not only to motivate creators but also ensure that everyone involved in work would not be afraid to make errors in experiments.

Identification of Challenges and Barriers

The thematic analysis also highlighted several potential difficulties and obstacles of which the HR leaders are aware in practice of these transformational leadership behaviors. An important issue highlighted was a lack of readiness to adopt change on behalf of the organization: some of the employees or even managers did not want to give up their previous mind-set or modes of operation. However, some of the participants complained of insufficient capital, including time and training, to invest in creativity. The final organizational obstacle which was indicated was the inability to sustain transformational leadership behaviors across organizational hierarchies, particularly when the targets were large or complex organizations. These challenges showed that leadership creativity was not easy to implement because of the challenges involved.

Discussion

The integration of both quantitative and qualitative findings revealed a clear link between transformational leadership behaviors and enhanced creativity within HR departments. The result of the survey was close relationship between leadership styles, which are the Intellectual stimulation, individual consideration and creative improvement perceived with the organization. The purpose that was set and the procedures for achieving the goals that were made were headed and encouraged by HR leaders that elicited passion in their team members, motivating them to be creative. Even more, quality interviews supported these findings, revealing that the majority of the HR leaders explained how they involved their teams in creative behaviors through offering them intellectual stimuli and facilitating the personalized support which was reported during quantitative. By comparing both datasets, it was possible to establish that while working on creative processes, transformative level is of immense importance for leadership.

Practical strategies for HR leaders to foster innovative environments include emphasizing open communication, encouraging risk-taking, and promoting continuous learning. It is important that HR leaders provide environments where ideas can be exchanged – and employees do not feel that if they put forward an idea and it does not work, that they will be punished for it. Further, it is creativity stimulating to provide specific development experiences to match creative talents to the abilities of employees as well as to offer feedback and encouragement for innovation. The above strategies reflect the findings from the survey, where the two most effective leadership behaviors were identified as intellectual stimulation and employee individual consideration.

On the other hand, quantitative data revealed creativity constraining factors as; organizational culture that does not support change, lack of resources, and inconsistent

leadership behavior which came out from the qualitative data. This is a key challenge to organizations today and to HR leaders in particular, who must therefore ensure that the culture of the organizations they lead is creativity orientated and adjusts readily to change. They should arrange sufficient materials and days so that the employees will innovate, and at the same time, leadership behaviors must be standardized and set at par with organizational standards. These barriers need to be addressed comprehensively — and many believe that HR leaders are responsible for both managing and maintaining creativity.

Implications for HR Leadership

HR leaders have a great potential in stimulating creativity by supporting free speech and information exchange at all organizational levels. Finally, if managers provide the environment where employees will be free to disclose best and unique ideas and solutions to problems, more ideas will be produced. Sustaining providing useful feedback and development support to employees allows the employees to unleash their creativity to the maximum potential. Furthermore, through the System Awards encouraging employees to experiment and learn from the outcomes that will occur because of their company risk-taking and creativity, is possible. These strategies will assist the HR leaders in creating a culture of the improvement continuous and change organization, factors that are crucial for organizational success in the future.

Conclusion and Recommendations

In conclusion, transformational leadership behaviors are crucial in fostering organizational creativity, particularly within HR departments. The everyday leader who provides challenge and support – encouragement for thinking and action – and a challenging vigorous worthwhile goal similarly helps to foster creativity. These leadership behaviors are then cumulative to increase creativity because employee feels encouraged to come up with new ideas and or solutions. This study's quantitative and qualitative data support the hypothesis that leadership influences creative outputs within organizations.

Based on these insights, it is recommended that organizations implement leadership development programs that focus specifically on transformational leadership behaviors. Such programs may be beneficial to the HR heads, in that; they assist in building focal competencies to foster creativity and innovation in the teams. Further, organizations should develop the positive HR policies that will encourage the creative performances among the human capital and create the conditions that will foster innovativeness among the people. Last, more longitudinal studies should be pursued to examine the effects of transformational leadership on creativity in order to enrich and develop leadership processes that advance creativity.

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