

The Influence of Paradoxical Leadership on the Creativity of Digital Marketing Employees in Jakarta

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Abstract. Digital marketing has become an important part of current business developments. Advertising plays a role in introducing products and influencing consumers so that business success needs to be preceded by good advertising products. The presence of technology, current developments, and business competition have brought advertising into a complex job with the emergence of advertising agencies and requires special skills, one of them is creativity. Employee Creativity is a process of cognitive and behavior that shown when creating something. The need for creativity in advertising is caused by the demand that an advertisement needs to be packaged uniquely and give a different impression in order to attract attention. It is known that the main factor that creates creativity in the workplace is through the attitude of the leader, one of which is a new type of leadership, namely paradoxical leadership. Paradoxical leadership is where the leader's behavior is considered contradictory in addressing a matter because of various demands. In line with this, this study wants to know the effect of paradoxical leadership on the creativity of digital marketing employees in Jakarta using quantitative methods with instruments Paradoxical Leadership Behavior Scale where having $\alpha = 0.826$ by Zhang et al. (2015) and Creative Behavior having $\alpha = 0.789$ by George & Zhou (2001), criteria for the respondents is employees of digital marketing in agencies advertisement at Jakarta. Using accidental sampling, 177 respondents were collected and gave the result found that paradoxical leadership had a significant positive effect on creativity by 18,8%. Thus, leaders have references to behave in a varied manner simultaneously and are not worried about the decline in creativity of their employees.

Keywords: Advertising Agencies, Digital Marketing, Employees Creativity, Paradoxical Leaders.

1 Introduction

The world is experiencing a relatively rapid technological evolution, which has an impact on various aspects of human life both in individual daily and communal activities such as business matters. Exclusively in the context of business, technology affect several aspects of business including industrial methods in seeking to achieve the goals and orientation of the industry itself (1). The ways of achieving organizational desires today are more emphasized on how digital involvement is maximized, one of which is through digital marketing.

Digital marketing has played an important role and become the first step for business to achieve success today. The development of times and technology has made businesses view digital marketing as not just something simple, but complex and important because advertising has a changing impact on consumers from various aspects such as thoughts, feelings, and behavior toward a product (2). The vitality of digital marketing for businesses can be seen from the growth of advertising workers and the number of purchases of advertising services, especially in Indonesia. According to the Indonesian Central Board of Statistics (BPS) and

the Indonesian Agency for Creative Economy (BEKRAF) the number of advertising workers reached 30,360 employees in 2016 and every year this number increases (3). In addition, Nielsen, a survey organization, found that purchases of advertising services in 2021 increased by 13%, equivalent to 259 trillion rupiah (4). The data implicitly shows that advertising has been considered important for today's business development in gaining profits.

Along with the existing situation, digital marketing has developed into a job that requires special skills, especially in the digital era (5). One of the skills needed for digital marketing workers is creativity (2). The link between digital marketing and creativity can be seen from its special position in Indonesia where digital marketing has become part of the 14 sub-sectors of the creative economy that have been echoed by the government for a long time (3). In addition, the close relationship between creativity and digital marketing is driven by the current situation where the digital era makes business competition increasingly tight and dynamic (6). So that an advertisement goes through a complex process to be packaged as unique, attractive, and different so that it can give the impression that it makes other people move according to the purpose of the advertisement itself, such as starting by remembering and then thinking about the product and then buying the advertised product (2). Furthermore, according to Wirakusumah (2) the complex situation that occurs in marketing something is caused by the realization that publicity cannot only be spread, but the maximum effort is needed so that someone as the target of advertising does not just see but can be attracted to direct individual to use the promoted product.

The demand to make an advertisement attractive and the desire to succeed in getting through the challenges it faces encourages business foresight to create a service that focuses on effective product dissemination (7). Service companies that offer services in designing so that advertising goals can be achieved are called advertising agencies (8). According to Anggraeni et al. (9) currently there are as many as 400 advertising agency companies. The large number of agency companies indicates that in addition to wider challenges, demands or needs for creativity are also higher. Thus the urgency of creativity for digital marketing is very important because of the awareness that market competition is tight and individuals are increasingly selective in choosing a product.

According to Archianti (10) the vitality of creativity in a job is caused by the positive impact that creativity has on the business itself, therefore the industry where individuals work tends to require workers to have or strive for novelty in both the way of completing tasks and the results of a product. Definitively referring to Amabile (11) creativity is the ability to create ideas that are shown through ideas, products, and actions in work activities. In line with the definition of creativity, this is an answer to the industry's need for something new and unique today so that the industry can continue to synthesize and survive. It can be understood that creativity is a puzzle piece in completing the work needs of digital marketing and advertising agencies. Then the assumption that creativity plays an important role encourages a lot of research to find out what factors can bring up a creativity, especially in the workplace. Hughes et al. (12) found that nearly 200 publications have been conducted on studying creativity by linking to a variety of variables.

Among the many studies that have been conducted on creativity, it was found that leadership is a major factor in encouraging creativity in the workplace (13). This is considered reasonable because creativity is complex, has stages, and arises over time which requires leaders to encourage creativity so that it can appear optimally (14). In addition, Yang et al. (15) assess that leadership certainly makes a positive contribution to creativity because leaders in their activities emphasize behavior and be involved comprehensively to meet the needs of the organization and its employees so that creativity emerges. On the other hand, this argument is

reinforced by other findings that the main factor in increasing or decreasing creativity is leadership (12).

The fact that leadership is part of influence on creativity is supported by data that leadership in recent decades has received attention in scientific literature studies, especially those related to creativity. From the many views and types of leadership as form of theoretical development a popular keyword related to leadership today is paradoxical leadership (16). Paradoxical leadership begins in the context of the situation and the awareness that every leader certainly faces conflicting situations from time to time so it requires leaders to meet these demands such as being strict with rules and providing flexibility to subordinates (17). This thus leads to an understanding of the need for attitudes or skills to be able to manage situations and demands that are present from the organization as well as subordinates appropriately push the paradoxical leadership to show (18). More clearly, paradoxical leadership is a leader's attitude in dealing with various demands from two parties and showing behavior that is considered contradictory but related to one another in overcoming expectations that are faced from time to time (18). According to Yang et al. (15) paradoxical leadership over time is a new type of leadership.

Nonetheless, paradoxical leadership has been investigated with the variable creativity (Yang et al., 2021; Shao et al., 2019). But both studies focus on creativity in terms of self-image. In addition to the limitations of Yang et al. (2021) recommends the need for research to verify their research findings where paradoxical leadership affects employee creativity. Driven by the limitations of the two previous studies, the awareness of the importance of creativity today both for industries and organizations in general and influence of leadership, which is considered a major factor in generating creativity but there has been no study on this matter so that is a knowledge vacuum or gap provides enlightenment or encouragement for researchers to make these reasons the basis for conducting this study. The researcher differentiated the participants context as a recommendation of previous research to find out and verify the results of earlier findings on paradoxical leadership and employee creativity, specifically in the Indonesian cultural context of the Jakarta.

2. Literature Review

2.1 Employee Creativity

Creativity as a common concept has various of different definitions according to the emphasis or focus (13). In the same study, Zhou & Hoever (13) suggest that many researchers have tried to describe creativity. In general, invention has two tendencies, focusing on the actor or oneself and contextual or external situations of the individual. In Indonesia, creativity is considered competence in creating something unique and having an update to fill the void of a problem with a different approach (3).

As previously mentioned, the diversity in the definition of creativity can be seen from the emphasis. Bosiok & Sad (19) view creativity as a cognitive skill with an unusual alternative presence. Then Gong et al. (20) see creativity through the side of the individual image, called self-efficacy creativity, where the individual sees himself as a person who can be creative. Exploratory regarding the definition of creativity goes on to various areas, referring to the focus of research carried out, one of which is contextual. The emphasis on creativity on the contextual side is known to have been started by Amabile (11) looking at how assignments, environment, and relationships in the workplace impact creativity.

In the same journal, Amabile (11) explains and then agrees that creativity is a production that emphasizes its creations in individuals and groups. The argument is based on creativity

that is viewed objectively so that it can be considered and identified for the individual who create ideas or environmental factors that influence of creative. In other words, creativity research is starting to develop in a new direction with researchers moving to found out the involvement or implications of creativity on something contextual in terms of work-related activities.

Over time, theories of creativity have evolved and expanded. In the last decade, the most popular creativity theory was expressed by Anderson et al. (14) explained that creativity is the stage of creating ideas, working methods, and products to develop and introduce something new and useful. However, the popularity of this definition has lead to critics that it does not describe creativity comprehensively and only considers the impact of creativity (Hughes et al., 2018). According to Hughes et al. (12), creativity needs to be viewed as a cognitive and behavioral process shown by individuals in the workplace when creating new ideas, notions, or ways of working. Because the novelty of ideas needs to be released from usefulness to remain in the context of creativity. In this study, creativity refers to the explanation by Hughes et al. (12) where creativity is a cognitive and behavioral process shown when creating new ideas.

2.2 Paradoxical Leadership

Changes carried out collectively require someone to manage, organize, and mobilize others to move by what is intended. In line with that, it is termed by Syahril (21) as a leader. According to Sunarso (22), leadership is a person's ability to influence others to do something, individually or together. More broadly, according to Syarifudin (23), leaders are able to be present in various situations, both formally and non-formally. However, Sunarso (22) further explanation that leaders in the scope of industry and organization certainly have an essential role because the direction of movement and progress includes general changes in the company and specific to employee behavior within their authority. Leaders in the scope of industry and organizations certainly have an essential role because the direction of movement and progress includes general changes in the company and specific to employee behavior within his authoritarian. Through certain ways, a leader can foster a more developed organization with high productivity and motivated employees to bring up the expected behaviors, one of which is employee creativity (19).

According to Piwowar-Sulej & Iqbal (24) leadership behavior or leadership style is a characteristic behavior or pattern of behavior of leaders in order to direct, guide, and motivate individuals until groups of work. Referring to these arguments and the dynamic current situation, there is significant development of leadership theory where if one looks further at the time range, it is found that prevalent or popular keyword is leadership with its relations to paradox (16). Generally, paradoxical leadership is often perceived as a situation faced by leaders, not a behavior shown by leaders in the workplace. Basically, paradoxical leadership is based on paradox theory, where the paradox context is an approach to understanding dynamic, competitive, and coworker behavior as a domino effect of what is or has happened.

Furthermore, it can be understood that Paradoxical leadership is born from the paradoxical situation coined by Smith & Lewis (17) where a person in an industrial situation can embrace two things considered conflicted with each other when viewed as a whole. Furthermore, the paradox in this context seeks to facilitate conflicting desires in various ways, such as attitudes and situations simultaneously, and persist over time. That awareness then continued that today's industries are faced with paradoxical challenges and opportunities, so research conducted by combining paradox and leadership theory can understand that leaders need to play multiple roles in responding to the situation at hand (25,26).

Over time, research on paradox and leadership continued to include the realm of behavior or attitudes by a leader in the organization. The study was conducted by Zhang et al. (18), who leadership style or behavior. Paradoxical leader behavior is an individual behavior that, when viewed separately, can be considered to make sense, but on the contrary, if the two behaviors are combined, they will conflict with each other (18). Paradoxical leadership does not choose between two behavioral options but embraces both to be demonstrated in the workplace over time. The paradoxical leadership approach ultimately emphasizes synchronized paradoxes and behaviors.

3 Method

This study formulates two assumptions proposed as hypotheses, namely the alternative hypothesis (Ha) that there is an influence between paradoxical leadership on the creativity of digital marketing employees in Jakarta and the null hypothesis (Ho) that there is no effect between paradoxical leadership on the creativity of digital marketing employees in Jakarta.

Then, this study used a quantitative approach with digital marketing workers in Jakarta as the population. The research population in this study is digital marketing workers in Jakarta with ages 18 for minimum, referring to BPS Jakarta data (2022) the number of workers categorized as information and technology with digital marketing coverage in it is 114,967 workers. Taking samples with accidental sampling technique found 177 respondents. Besides that, there are instruments and techniques analytical used. Data collection in this study used a questionnaire that consisted of statements on creative behavior scale items by George & Zhou (27). Sample items include “suggests new ways to achieve goals or objectives” and “coming up with new and practical ideas to improve performance”. The coefficients α is 0.789.

Paradoxical leader behavior scale included 5 dimensions, namely Treating subordinates uniformly while allowing individualization, Combining self-centeredness with other-centeredness, Maintaining decision control while allowing autonomy, Enforcing work requirements while allowing flexibility, and Maintaining both distance and closeness by Zhang et al., (18). Sample items include “Uses a fair approach to treat all subordinates uniformly, but also treats them as individuals” and “Manages subordinates uniformly, but considers their individualized needs”. The coefficients α is 0.826. And the data analysis technique used is the regression technique assisted by the SPSS version 25 software application.

4 Result

From the results of regression analysis using SPSS version 25, get the following results in table 1.

Tabel 1. Results Analysis Regression

Effect	Estimate	B	SE	95% CI		p
				LL	LU	
Paradoxical Leadership Behavior	0.188	0.502	0.079	0.346	0.657	0.000

Notes. CI = Confidence Interval. B = Coefficients unstandardized; R = 0.434; R² = 0.188; F = 40.642; *** p<0.001.

Based on the regression analysis in Table 1, the results of the F test section show that the F coefficient values is 40.642 (p<0.001). These results show a significant influence

between paradoxical leadership and the creativity of digital marketing employees in Jakarta. Thus, this study accepts H_a as a hypothesis and rejected H_o . Then, the contribution given which can be seen from the coefficient R square value or in the table is estimate 0.188. Referring to this, the contribution made by paradoxical leadership is 18.8% to employee creativity and 81.2% is a contribution to the influence of other variables that are not yet known by researchers.

Furthermore, the coefficients analysis section results show that paradoxical leadership has an unstandardized coefficient with B symbol is 0.502 and the probability value ($p < 0.001$). Thus, the standard error is 0.079. The value obtained reflects that the influence or contribution given by paradoxical leadership to employee creativity is positive. The table above displays findings that can be said in general that paradoxical leadership has a positive influence of 18.8%, which strengthens and means that the alternative hypothesis is accepted. In addition to the regression test, the researcher also conducted additional analysis by testing each dimension of paradoxical leadership on employee creativity as follows table 2.

Table 2. Regression Test of Paradoxical Leadership Dimensions on Employee Creativity

<i>Dimension of Paradoxical Leadership</i>	<i>Variable Y</i>	<i>F</i>	<i>R</i>	<i>R²</i>	<i>B</i>	<i>Sig.</i>
<i>Treating subordinates uniformly while allowing individualization</i>		4.922	0.165	0.027	0.135	0.028
<i>Combining self-centeredness with other-centeredness</i>		6.452	0.189	0.036	0.154	0.012
<i>Maintaining decision control while allowing autonomy</i>	<i>Employee Creativity</i>	3.696	0.144	0.021	0.117	0.056
<i>Enforcing work requirements while allowing flexibility</i>		6.327	0.187	0.035	0.152	0.013
<i>Maintaining both distance and closeness</i>		4.261	0.154	0.024	0.126	0.040

Based on table 2 which shows the results of each dimension of paradoxical leadership on employee creativity, offers several findings. First, it is known that of the five dimensions, four dimensions of paradoxical leadership show a significant contributions to producing employee creativity in the work place. The dimension of treating subordinates uniformly while allowing individualization with an coefficient of R^2 0.027 or 2.7% ($p < 0.05$). Then it is combined self-centered with contribution R^2 0.036 or 3.6% ($p < 0.05$). Furthermore, enforcing work requirements while allowing has an coefficient R^2 0.035 or 3.5% ($p < 0.05$). Last, dimension that affect employee creativity is maintaining distance and closeness, with a contribution R^2 0.024 or 2.4% ($p < 0.05$). However, in the results it was found that one dimension maintaining decision control while allowing autonomy gave an insignificant effect because the probability value (sig.) exceeded or over the significance limit ($p > 0.056$).

5 Discussion

The results of this study found that paradoxical leadership contributed to the emergence of creativity among employees of a digital marketing advertising agency in Jakarta. In general, this study verified that leadership influences creativity in the workplace because a leader can create a situation that supports the creativity of his employee even when individuals don't have creative potential (13).

The relation between paradoxical leadership and employee creativity can be seen from the things that can make paradoxical leadership exist, after that it can be impacted for employee creativity too. Research by Zhang et al. (18) found that paradoxical leadership can arise from holistic thinking, where individuals can see and think thoroughly to be able to respond to problems appropriately and accordingly (28). The holistic thinking can be a guide for leaders, especially in paradoxical situations of dealing with people, to consider and connect the various interests and requirements for leaders to be selective if they expect their employee to behave creatively (13).

In more detail and separately, the relationship between paradoxical leadership and employee creativity can be seen in terms of dimensions of paradoxical leadership. Based on the result in this study that out of five, four dimensions have a significant contribution to employee creativity. First, treating subordinates uniformly allowing individualization, where this dimension emphasizes giving some tasks but considering employees' abilities. Employees' skill in understanding their responsibilities will bring meaning to work, which is crucial because it will make employees strive for maximum results in completing their assigned (29). In line with that, related research also produces the influence of meaningfulness at work on employee creativity.

Then the dimension of combining self-centeredness with other-centeredness with its focus on self-interest but giving some space for others' people with proportional intensity. One of these paradoxical leadership dimensions indirectly intersects with leader-member exchange (LMX). According to Wang et al. (30) the leader-member exchange is a social exchange between a leader and a subordinate. One of the things that is shown by leader-member exchange and is found in the dimension of combining self-centeredness with other-centeredness is appreciation. This will increase employee motivation in their task (31).

Next, another dimension that contributes specifically to the paradoxical leadership dimension of employee creativity is enforcing work requirements while allowing flexibility. A study conducted by Girotra et al. (32) found that employees' will show their creativity when they are given space to handle their tasks individually. These results affirm this dimension because employees' have room to manage their work specifically. The last dimension that has a significant effect on employee creativity is maintaining both distance and closeness, whereas in this dimension, what is emphasized by leaders and employees' is the relationship they have (18). The contribution of this dimension is in line with the opinion expressed by Chen et al. (33), where employees' have space to build relationships with superiors, which increases creativity.

In addition, one dimension does not significantly influence employee creativity, namely maintaining decision control while allowing autonomy. This can occur due to various factors, one of which is too intense, one of the behaviors shown by a leader towards his employees'. Autonomy from leaders can push creativity to show (34). However, when autonomy is not limited, it is feared that there will be negative things for the industry and the individuals themselves (35). However, when the leniency shown by leaders is minimized or even eliminated, employees' creativity gradually decreases (35). Leadership is needed that does not only choose one of the two things but embraces both of them in running an industry. So, paradoxical leadership can be considered important at this point because when two opposing

sides can be connected, they can produce relatively strong employee creativity behavior (15).

6 Conclusion

Referring to the results of the research that has been carried out and explained, the researcher concludes that paradoxical leadership has a positive influence on the creativity of digital marketing employees in Jakarta who work in the advertising agency field. The positive meaning of the contribution made by paradoxical leadership reflects when a leader is valued highly in his paradoxical behavior, employees will also show high creativity at work. Conversely, when a leader is rated low on paradoxical behavior, employees will also show low creativity at work.

From the known results, this research also has limitations that have not been able to be overcome. This limitation is the difficulty of finding data related to the concrete numbers of digital marketing workers in Jakarta, which has an impact on the small number of samples in this study. Therefore, future researchers can provide significant development by finding out more concrete data related to the number of digital marketing workers, especially in the agency sector. Besides that, other researchers can distinguish the context of creativity raised because in this study the emphasis on creativity is creativity which refers to an employee's behavior.

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