

Application of Transformational Leadership Style and Employee Creativity

Attiqah¹, Afriyanti Hasanah²

{atika2015.ak@gmail.com¹, afriyanti@polibatam.ac.id²}

Politeknik Negeri Batam, Management and Business Department, Batam City, Indonesia¹²

Abstract. This study aims to determine the application of transformational leadership and employee creativity of PT Dunia Rajawali Makmur. The method used is descriptive qualitative through interviews, data collected from 38 employees of PT Dunia Rajawali Makmur. The results of this study are: (1) the application of transformational leadership style has been running very well and effectively, this is evidenced that the leader has implemented transformational leadership indicators, namely idealistic influence, inspirational motivation, intellectual stimulation, and individual attention; (2) employees have new ways to get the job done faster and have new ideas to improve the quality of procedures to achieve company goals, but there are some employees who are afraid to take risks and need decisions or directions from the leadership.

Keywords: transformational leadership, employee creativity

1 Introduction

Human resources are company assets that play an important role as planners, implementers, and managers of company activities. Managing employees in the workplace is an integral part of the management process. Employee development is the most influential element of all elements of the production process, so the human element is the most important tangible resource that affects the efficiency and effectiveness of an organization. In the current pandemic era, many companies are experiencing difficult times and economic crises. However, because the company has potential and talented employees, the company can survive the crisis.

Companies must manage and ensure the welfare of their employees, one of which is by providing motivation. Motivation can affect employee productivity, to increase it, the company must provide motivation to these employees, especially motivation that can create good communication between employees and generate new ideas, because these ideas have a major impact on the company's operational activities. In addition, creating a comfortable environment will produce new innovations, then when employees feel more comfortable at work so as to minimize the occurrence of errors at work. How companies can use their employees' creativity as an innovation strategy to support daily operations. From these creative ideas must produce new innovations that are important for the company, especially in global competition with other companies.

Each employee certainly has different characteristics; therefore, the leader can provide motivation by looking at the characteristics of his employees with one another. Good leadership behavior and motivation can improve employee performance, so it is necessary to approach and

guide employees who are company assets. If the behavior and motivation of bad leadership can lead to unwanted things that can harm the company. such as, strikes, increased employee absenteeism, decreased employee performance, and others. In the end, it will reduce the performance of the company itself. Therefore, the right leadership is needed for the company.

Leadership is an important activity in a company. According to [1] that leadership is the ability of an individual to influence and motivate its members to be willing and able to participate in achieving organizational goals. An organization will be better and more focused on its various functions when it has the full support of the leader. Leaders play a role in shaping the vision, mission, and goals of the organization, and only a few leaders are able to determine different strategies to achieve them and can guide their members to achieve organizational goals.

Professional management skills are the key to effective leaders. The success of the leader in carrying out his duties depends on the characteristics of the leader himself, the conditions of the people he leads, and the development of the environment [2]. The leadership style that receives wide popularity compared to other leadership styles is the transformational leadership style, because of its different approach to motivating employee creativity and is suitable for identifying new opportunities to develop employee competencies within the company. Transformational leaders build employee trust and value. As a result, employee performance is better than expected. Research conducted by [3] states that ideal leadership, intellectual, and inspirational motivation have a positive impact on employee creativity and the relationship between transformational leadership and employee creativity increases when intrinsic motivation is high and vice versa. Other studies [4]– [9] resulted that transformational leaders have a positive effect on employee creativity.

This research is an adoption of research [3] where the previous research location was in Pakistan and the sample was taken as many as 164 pairs of managers and employees in 31 software companies. The differences between this research and previous research are the research methods, variables, locations and samples to be studied. The method in previous studies used a quantitative approach and had transformational leadership variables (X_1), intrinsic motivation (X_2) as independent variables and employee creativity (Y_1), organizational innovation (Y_2) as dependent variables, while in this study using a qualitative approach where data is obtained through interviews and then using transformational leadership variables and employee creativity.

The author is interested in researching PT Dunia Rajawali Makmur, which is one of the pet food distributor companies in Batam City. PT Dunia Rajawali Makmur was established in 2021, a company that is still relatively new has the challenge of facing competition from other distributor companies that have long been in the business world. This company had experienced a downturn due to the impact of the Covid-19 pandemic. The reason the author only examines one company is so that this research can be more focused and in-depth.

The objectives to be achieved in this study are the application of transformational leadership style and employee creativity at PT Dunia Rajawali Makmur. It is hoped that this research can provide theoretical and practical benefits. The theoretical benefits of the results of this study are expected to help the learning process and the application of science, especially those related to human resource management related to transformational leaders and employee creativity. The practical benefits are that it can be used as an additional reference or for the development of new ideas for further research, and as a material consideration for companies or other agencies that face the same problems. Then contribute useful suggestions, thoughts and information related to transformational leader planning in increasing employee creativity.

2 Literature Review

According to social exchange theory, George G Homans in social relations there are elements of rewards, sacrifices and benefits that influence each other. People who give a lot to others seek more feedback, and people who get a lot from others are automatically under pressure to give a lot too [10]. For a person involved in an exchange, what he gives is a cost to him and what he gets is a reward. When transformational leaders encourage and care for each employee through individual assessment, it influences them to realize their creative potential and value. As a result, employees experience high levels of intrinsic motivation [11]. In addition, transformational leaders encourage employees to be creative in order to succeed in completing their tasks. Such leadership support also encourages employees to explore new intellectual paths [12].

McGregor's X and Y theories describe two views of employees in the workplace and can be used to draw two opposing management styles. Theory X states that humans tend to behave negatively, the average human has an inherent dislike of work and if possible, will avoid it, because of this human dislike of work individuals must be forced, controlled, directed and threatened with punishment in order for them to work well and to achieve organizational goals. [13]. While the Y theory basically humans tend to behave positively, assuming that individuals like to work so supervision is not necessary, individuals will have a commitment to work and organizations if they find it satisfying, humans have a tendency to want to learn, creativity and imagination are used to solve problems [13].

Results of empirical studies conducted by [14] entitled *Intrinsic or Extrinsic Motivations for Hospitality Employees' Creativity: The Moderating Role of Organization-Level Regulatory Focus in 2017*. The data for this study were collected from 62 Taiwanese international hotels in the summer and obtained 339 employees and 72 supervisors as respondents. To test the measurement model and hypotheses, confirmatory factor analysis and hierarchical linear modeling were conducted, resulting in the conclusion that transformational leadership significantly increases employee creativity and organizational promotion (intrinsic motivation) strengthens the relationship between transformational leaders and employee creativity.

Based on [15] in 2020 conducted a study entitled *Unlocking Employees' Green Creativity: The Effects of Green Transformational Leadership, Green Intrinsic, and Extrinsic Motivation*. Researchers collected data from the information technology industry located in the Technology Zone, Dalian Software Park, and Dalian High-tech Zone in Dalian, China and analyzed 289 respondents. The researcher developed the questionnaire in English. However, to collect data from Chinese respondents, the questionnaire was translated into Chinese using the backtranslation technique. The results of the study concluded first, green transformational leadership has a great influence on green intrinsic motivation and green creativity. Second, green intrinsic motivation partially mediates the relationship between green transformational leadership and green creativity.

According to [16] with a study entitled *The Impact of Transformational Leadership Style and Employee Creativity on Organizational Innovation in Universities During the Covid-19 Pandemic*, found that transformational leadership has a positive effect on organizational innovation. In addition, this study shows that transformational leadership has a positive effect on employee creativity, but individual consideration has no positive effect on employee creativity. The research findings suggest that inspirational motivation is a key factor to promote and encourage employee creativity, therefore leaders should pay more attention to it. Data were collected from 290 leaders and employees at Vietnamese Universities.

3 Research Methods

The method used in this research is a qualitative approach, data obtained through interviews. The reason for choosing a qualitative method is to get a deeper understanding of the reality behind existing phenomena. So that it will get a descriptive, detailed, and in-depth explanation of the analysis of the application of the transformational leadership style as a support for employee creativity, it is hoped that the research results obtained can describe the problems and provide solutions for the company.

The variables in this study are transformational leaders and employee creativity. According to social exchange theory, George G Homans explains that when transformational leaders perform individual stimulation and pay attention to each employee it will influence employees to realize their potential and creative value. This is in line with aspects of transformational leadership, including Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. In this study, transformational leadership variable interview questions came from research Bass & Avolio 1994. Elton Mayo's Hawthorne effect theory explains that a person's behavior changes because he is aware of being watched, so employees will work harder if they know they are being watched. As humans the need to be respected is more important to increase work productivity, having expertise and creative thinking is one of the human factors to be more respected. In this study, employee creativity variable interview questions were adapted from research [18].

Table 1. Transformational Leadership and Employee Creativity Parameters

Parameters	Interview Questions
idealized influence	Do you/do you carry out the leader's orders as well as possible? Does the leader show discipline at work?
inspirational motivation	Does the leader respect the opinion of each subordinate? Does the leader motivate you at work? Does the leader encourage you when you experience a decline in work or company targets that are not met? Is it the supervision of the leader that makes you excited at work?
intellectual stimulation	Does the leader provide direction to employees in doing the assigned work? Do leaders always convey ideas or ideas related to work? Does the leader provide technical advice or advice related to work?
individualized consideration	Do leaders conduct new programs for employee development? Do leaders always establish good relationships and communication with employees? Do leaders provide job training to employees in the work program that will be implemented?

Source [17]

Parameters	Interview Questions
Skills	Do you enjoy suggesting new ways to achieve goals? Do you enjoy suggesting new ways to improve product/procedure quality? Are you afraid to take risks?
Thinking Creatively	Do you often have new and innovative ideas? Do you come up with creative solutions to problems?

Parameters	Interview Questions
	Do you promote your ideas to others?
	Does your leadership style influence you to be creative?

The data used is primary data, data obtained directly from direct through interviews, while the type of research used is descriptive qualitative. The reason for using this type of data is because there are efforts to describe, record, analyze and interpret the conditions and problems that exist in the company. Researchers use interview guideline research instruments.

The location that will be used in this research is PT Dunia Rajawali Makmur which is a pet food distributor company in Batam City, and employees at the company will be used as research objects. The reason for choosing the location and object is because it is in accordance with the output to be produced, namely to examine the application of transformational leadership style and employee creativity of PT Dunia Rajawali Makmur. The technique of determining the number of samples used in this study is a saturated sample technique. According to Sugiyono Saturated sample is a sampling technique when all members of the population are used as samples [19]. The population in this study were 38 staff employees of PT Dunia Rajawali Makmur. The sampling technique used is non probability sampling, namely by using purposive sampling.

Table 2. Overview of Respondents

No	Informant	Amount
1	<i>Accounting</i>	1
2	<i>Admin Accounting</i>	4
3	<i>Sales Admin</i>	6
4	<i>Sales</i>	3
5	<i>Warehouse Staf</i>	18
6	<i>Cleaning service</i>	5
7	<i>Security</i>	1
	Total	38

The data collection methods used in this research were interviews. The interview method was carried out by conducting direct questions and answers to employees of PT Dunia Rajawali Makmur. The data analysis method used is descriptive qualitative method, this method is applied to analyze the data that has been collected previously. The stages carried out in the data analysis process are first, collecting information and data related to the application of the transformational leadership style and employee creativity of PT Dunia Rajawali Makmur through interviews with company employees. Second, simplify the data, organize into patterns and sort out important data. Third, draw conclusions and provide solutions that are easily understood by others.

4 Research Results and Discussion

Interviews were conducted with informants who are employees of PT Dunia Rajawali Makmur. The questions asked to informants refer to the parameters of transformational leadership and employee creativity which can be seen in Table.1 of this study. The interview process was assisted by using tools such as smartphones and laptops. The tool is used to help the process of the interview. The smartphone is used as a tool to record the informant's voice during the

interview, with the interview process lasting approximately 15 to 20 minutes and the laptop is used to record the core answers.

The findings in the field based on interviews show that the work process of PT Dunia Rajawali Makmur has been running conductively. It can be seen from the employees completing their work well, employees are also experts with their respective job desks, besides that in terms of managerial, Mr. Willy Jekson's leadership as director of PT Dunia Rajawali Makmur is very good. The leadership style used by Mr. Willy Jekson is a transformational leadership style. This leadership style is more popular than other leadership styles because of their different approaches to encouraging employee creativity. This is reflected in the attitude of a leader such as when the leader solves problems, provides direction and work, and pays attention to his subordinates.

Mr. Willy Jekson pays close attention to each of his employees, both in terms of individual abilities and emotional care. When a leader understands the ability of his employees individually, then the delegation of tasks according to the employee's ability will be maximized. This also makes it easier for the leader to involve employees in achieving goals that are aligned with the company's vision and mission. In addition to individual attention, Mr. Willy Jekson also has an open nature that makes employees more creative who can contribute new ideas to work activities. The application of transformational leadership style can be found in the results of interviews that have been made by researchers. The characteristics of transformational leaders in carrying out their duties obtained by researchers are as follows.

4.1 Idealized Influence

Idealistic influence is the behavior of leaders who influence subordinates so that they can admire, respect, provide insight and knowledge of tasks, arouse pride, develop respect and trust in their subordinates. The findings in the field based on the results of interviews, Mr. Willy Jekson is a leader who has a disciplined attitude at work such as coming on time this is done as a form of example so that employees follow the disciplinary nature. In addition, from the way Mr. Willy Jekson looks, he uses neat clothes so that employees admire and respect him.

"Mr. Willy is very disciplined in his work, for example he always comes on time, when we come, he comes too".

Leaders always listen and respect the opinions of each subordinate, and leaders do not hesitate to accept them if the opinion is good for the progress of the company.

"He really respects the opinions of each of his subordinates, if there are obstacles, he will definitely talk about everything, deliberate first and accommodate all suggestions".

Thus, employees feel more valued and treated with respect, because they feel involved in realizing the company's vision and mission.

4.2 Inspirational Motivation

Based on the results of the interviews, Mr. Willy Jekson is described as a leader who is eager to communicate the vision and mission of the organization with the aim of arousing the enthusiasm of his employees. Therefore, he has a strategy to motivate his employees to carry out their work and regain a sense of employee morale so that they can avoid a decrease in company targets. The leader of PT Dunia Rajawali Makmur approaches every employee who is felt to have decreased performance, or is experiencing problems and decreased morale. The interview results obtained are:

"Because at work of course there are ups and downs, so when the leadership drops there to give us the spirit of work, he often gives me motivation and gives views like "try to think if this is like this, then we can be like this" always like that".

In addition to providing motivation and enthusiasm for work, it is natural for leaders to supervise the work of their employees. The leadership of PT Dunia Rajawali Makmur conducts supervision through CCTV. Based on the results of interviews from employees, Mr. Willy Jekson very rarely supervises directly, but the supervision of the leadership does not reduce the enthusiasm of employee performance.

"He rarely supervises, at most occasionally comes. If he is directly supervised, to be honest, I'm a bit nervous, I work so clueless. But if remotely or through CCTV I don't have a problem". The reality that researchers encountered is in accordance with theory Y [13], namely the leadership considers that individuals enjoy working so that supervision is not necessary, individuals will have a commitment to work and organizations if they find it satisfying, humans have a tendency to want to learn, creativity and imagination are used to solve problems. Theory Y is more dynamic, because it gives employees the opportunity to be more creative and develop.

4.3 Intellectual Stimulation

Leaders have the right strategy to improve employee professionalism, create a conducive work atmosphere, provide encouragement, provide advice, and always try to provide direction to employees in doing the assigned work and based on the results of interviews, employees of PT Dunia Rajawali Makmur support this.

"Briefing is definitely done, because when I was a new employee, I was inexperienced, so I got a briefing from him beforehand. The language he used was easy to understand so I personally could immediately understand".

On the other hand, leaders always encourage their employees to be professional, innovative and hardworking, as well as communicate ideas and advice related to work.

"For example, market strategy. Leaders often provide good marketing strategies, such as the placement of a product. If the product whose expiration date is close, we display the product in front so that it sells quickly and provide discounts or bundling packages as well".

4.4 Individualized Consideration

Mr. Willy Jekson pays attention to his employees, by holding employee development programs with the aim that employees can develop personal strengths and be more observant to see the abilities of others and also the leader must have a strategy so that relations between employees remain harmonious.

"There is a monthly discussion or evaluation program. Here we can convey obstacles during work because our leaders will ask us one-on-one. This program is usually carried out at the end of each month, but at any time if suddenly there is an urgent problem, it can also be carried out, flexible".

Based on the results of interviews with employees of PT Dunia Rajawali Makmur, it can be concluded that Mr. Willy Jekson has and maintains good relationships with his employees. The communication process is carried out effectively and efficiently because the communication channels used are not only formal such as during meetings or joint discussions, but also use informal channels such as casual chats and WhatsApp short messages. This approach is taken by the leadership to mobilize employees so that they feel comfortable and not burdened in carrying out their work.

"I have a good relationship with Mr. Willy. For example, when there are problems I contact him, he immediately responds and listens. The problem is that if the leader does not establish a good relationship with his employees, many may have resigned anyway"

From the results of interviews that the author obtained, it can be concluded that the leader of PT Dunia Rajawali Makmur has implemented indicators of the type of transformational leadership style, namely idealic influence, inspirational motivation, intellectual stimulation and individual attention.

4.5 Skills

PT Dunia Rajawali Makmur employees enjoy suggesting new ways to achieve goals and improve existing products or procedures.

"If there are new ideas, I will convey them, meaning that we also take part in running the company, like yesterday I gave a way to make our goods sell quickly by giving discounts. Then if the expiration is close, look for ways to sell the goods quickly".

From the results of the interview, some employees of PT Dunia Rajawali Makmur are not afraid to take risks but some are still afraid to take risks and need decisions and directions from the leadership.

"Actually, if we enter the world of work, like it or not we have to dare to take risks but as much as possible we look for ways to prevent it and also if we have made a decision, we automatically have to think about the risks".

4.6 Thinking Creatively

Employees of PT Dunia Rajawali Makmur revealed that they rarely have creative and innovative ideas for the company, because the work they do every day is the same. But when facing a problem, they have creative solutions to overcome the problem.

"I don't really have creative ideas, because the work I do is the same every day, so there's not much to change. I follow the existing SOP and I feel that the current SOP is good. If there's a problem, I solve it myself. For example, yesterday there was a salesperson whose visit schedule was not fulfilled, so the solution was to divide the sales visits by region. For example, sales A is responsible for visiting customers in the Batu Aji area, sales B is responsible for the Batam Center area. But if there is a problem that must involve the leadership, we discuss it together to find a solution. But usually, every time there is a problem, I always report it to my boss".

From the results of interviews with employees of PT Dunia Rajawali Makmur, it can be concluded that they feel they lack creative and innovative ideas, but they like to promote the ideas they have to their coworkers.

"If I have a new idea, I convey it to friends first and then to the leadership, but not often"

Field findings based on interviews; it is known that the attitude of the leadership greatly influences the level of creativity of employees. This can be seen from Mr. Willy Jakson who always holds joint discussion activities to ask for his employees' opinions on the problems faced by the company, this aims to hone employees to have creative and critical thinking. The interview results obtained are:

"Very influential for me, Mr. Willy always provides support for the ideas that I convey. If we have new ideas for the company but the leader's attitude seems indifferent then we will be reluctant to convey further ideas but Mr. Willy is not like that, instead he asks us to convey creative ideas if there are"

5 Research Results and Discussion

5.1 Conclusion

Based on the results of data analysis and research discussion, regarding the application of transformational leadership style and employee creativity at PT Dunia Rajawali Makmur, it can be concluded that: First, the application of transformational leadership style at PT Dunia Rajawali Makmur has been running very well and effectively. This is evidenced that the leader applies the indicators of transformational leadership, namely: Idealistic influence, the leader has a disciplined attitude at work, listens to and respects the opinions of his subordinates so that he becomes a figure who is used as an example by his employees. Inspirational motivation, namely by always motivating and encouraging employees to always be creative and trusting their employees. Intellectual stimulation, namely by providing direction, encouraging employees to be able to be professional, innovative and able to think and provide new ideas for the progress of the company. Individual attention, namely the leader establishes a good relationship with employees and pays attention to employees by holding a gathering program or outbound training.

Second, Employees of PT Dunia Rajawali Makmur are certainly experts in doing their jobs. They have new ways to get the job done faster and have ideas to improve the quality of procedures to achieve company goals. But there are some employees who are still afraid to take risks and need decisions or directions from the leadership. They also feel that they rarely have creative and innovative ideas for the company because the work they do is the same every day, but when they are facing a problem, they try to solve it themselves and have creative solutions to overcome the problem. Leadership style greatly influences employees to be creative, employees feel that their leaders are supportive and good listeners so they like to convey creative ideas to solve company problems.

5.2 Suggestions

Some suggestions that can be given based on the conclusions, interviews are as follows: First, the leader of PT Dunia Rajawali Makmur can provide rewards and recognition for the work or achievement of employee targets in the company. Second, the management of PT Dunia Rajawali Makmur can include its employees in job training or seminars to hone employee abilities, optimize the empowerment of human resources and adapt to the introduction of new technology. Third, the communication process that is implemented has been running effectively and efficiently, it is hoped that the process can continue in the future.

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