

IMPACT OF PERCEIVED STRATEGIC LEADERSHIP ON EMPLOYEE'S INNOVATIVE BEHAVIOR RESEARCH CREATIVE SELF-EFFICACY

Yanyun Yang ¹, Ling Qian ^{2*}, Lei Wang ³, Zhihui Li ⁴, Suprawin Nachiangmai ⁵

^{1 2 3 4 5} Innovation College, North-Chiang Mai University

* Corresponding Author, E-mail: ling.qian@northcm.ac.th

Abstract: This study constructed a core conceptual framework using strategic leadership, employee creative behavior, and employee creative self-efficacy as variables by introducing the following demographic company founding time, company size, gender, and on-the-job time variables. Attempting to analyze the differences in the mean values of the respondents' perceptions of the demographic variables grouped in each variable of strategic leadership, employee innovation behavior, and employee creative self-efficacy and the influence of the independent variables on the dependent variables, this study proposes the following research hypotheses: Hypothesis 1 (H1): Strategic leadership is positively correlated with employee innovation behavior. Hypothesis 2 (H2): Strategic leadership is positively correlated with employees' creative self-efficacy. Hypothesis 3 (H3): Employees' creative self-efficacy is positively correlated with their innovative behavior. Hypothesis 4 (H4): Creative self-efficacy mediates the impact of the innovative behavior. self-efficacy mediates the relationship between strategic leadership and employees' innovative behavior. and using the case of automation companies in Nanning City, China, 500 questionnaires were distributed in this study, utilizing the simple random sampling method to distribute the questionnaires and return the questionnaires. Random sampling method was used to distribute the questionnaires and 424 questionnaires were returned with a recovery rate of 84.8%.

This study found that strategic leadership significantly and positively affects employees' innovative behavior; strategic leadership positively and significantly affects employees' self-efficacy; employees' creative self-efficacy strongly and positively and significantly affects employees' innovative behavior; and employees' creative self-efficacy partially mediates the relationship between strategic leadership and employees' innovative behavior, which contributes to the existing body of knowledge and provides insights for subsequent related studies.

Keywords: Strategic Leadership, Employee Innovative Behavior, Employee Creative Self-Efficacy

Introduction

In today's competitive business environment, innovation and creativity become one of the key

factors for an organization's success. Today's innovative organizations are looking for ways to stimulate the creativity of their employees and teams (Anderson et al. 2014; Chen et al. 2013), and employees' creative self-efficacy is one of the important factors that promote innovation. Perceptual strategic leadership, as a leadership style, is believed to have a positive impact on employees' creative self-efficacy. However, there are still relatively few empirical studies on the relationship between perceived strategic leadership and employees' creative self-efficacy. Therefore, this study aims to refine and enrich this research field and explore the relationship between perceived strategic leadership and employees' creative self-efficacy. To explore these beliefs, we draw on Bandura's (1986) Theory of Social Cognition (SCT), which argues that creative efficacy beliefs enable workplace development to flourish creative ideas (Tierney and Farmer 2002, 2011).

An in-depth literature review of the relationship between strategic leadership, employee self-efficacy and employee innovative behavior suggests that self-efficacy may play a mediating role in the relationship between strategic leadership and employee innovative behavior. While studies have provided preliminary evidence of this relationship, the coverage and depth of the existing literature is not comprehensive. In particular, how strategic leadership affects employees' self-efficacy through specific behaviors, and how this psychological state specifically affects employees' innovative behaviors, requires further theoretical construction and empirical testing. It is necessary to further verify the mediating role of self-efficacy through structured and systematic research methods, and explore the specific influencing mechanism of strategic leadership behavior. Through these research works, we can provide more powerful theoretical support and practical guidance for organizations on how to effectively promote employees' innovative behaviors through strategic leadership.

Research Problem Statement:

In contemporary organizational contexts, understanding the Impact of Perceived Strategic Leadership on employees' innovative behavior and creative self-efficacy is crucial for fostering sustainable competitive advantage and organizational success.

A research question is posed:

How does perceived strategic leadership influence employees' perceptions of innovation within an organization?

What role does creative self-efficacy play in the relationship between perceived strategic leadership and employees' innovative behavior?

To what extent do organizational culture and structure mediate the relationship between perceived strategic leadership and employees' innovative behavior?

How do individual differences in employees (such as personality traits or demographic factors) moderate the impact of perceived strategic leadership on innovative behavior?

What are the practical implications for organizational leaders to enhance perceived strategic

leadership and thereby promote a culture of innovation and creative self-efficacy among employees?

These questions can help guide your research and provide a framework for exploring the complex dynamics between perceived strategic leadership, innovative behavior, and creative self-efficacy within organizations.

Research Objective (s)

This study aims to explore how strategic leadership influences employees' innovative behavior through creative self-efficacy, to deepen the understanding of the relationship between strategic leadership and employee innovation, to explore the mechanism of perceived strategic leadership on employees' innovative behavior, and the mediating role of creative self-efficacy in it, aiming to reveal the influence path of strategic leadership on employees' innovative behavior, and provide theoretical and practical support for enterprises to improve employees' innovative behavior. Tested through empirical research. Quantitative research methods were used to collect data through questionnaires and statistical analysis was used to verify the relationship between hypotheses.

Objective 1: To analyze the Strategic leadership is positively related to employee innovation behavior.

Objective 2: To analyze the Strategic leadership is positively related to employees' creative self-efficacy.

Objective3: To analyze the Employees' creative self-efficacy is positively correlated with their innovative behavior.

Objective4: To analyze the Creative self-efficacy mediates between strategic leadership and employees' innovative behaviors.

Literature Review

Strategic leadership refers to a leader's ability to achieve an organization's strategic goals by influencing employees' values, perceptions, and behaviors (Finkelstein et al., 2009). This competency of a leader includes not only aspects of decision-making, action planning, and execution, but also aspects of motivating employees through vision, inspiration, and support (Berson & Avolio, 2004). Strategic leadership focuses on how leaders can steer an organization to long-term success through strategic thinking and behavior. Such leaders are often visionary and able to identify and capitalize on opportunities while addressing challenges effectively.

Definition and Characteristics of Strategic Leadership: Strategic leadership is an important concept in organizational leadership theory, which involves the role and behavior of leaders in setting the long-term goals and strategies of the organization (Boal & Hooijberg, 2001). Strategic leaders not only have the ability to look to the future and make long-term plans, but also to make strategic

adjustments in response to changes in the external environment. The traits of strategic leadership include foresight, innovation, decision-making, change management and talent development (Ireland & Hitt, 2005). The terms and definitions used in this study are: Strategic Leadership and Organizational Performance: Studies have shown that strategic leadership has a significant positive impact on organizational performance (Finkelstein & Hambrick, 1996). Through effective strategic planning and resourcing, leaders can guide organizations to adapt to change, capture opportunities, and become more competitive. The relationship between strategic leadership and employee behavior and motivation systems is receiving increasing attention from scholars. Strategic Leadership and Employee Innovation: Innovative behaviors within an organization are key to achieving and maintaining competitive advantage (Gumusluoglu & Ilsev, 2009). Strategic leadership promotes innovative behavior by shaping organizational culture, providing resource support, and setting into the ways for strategic leadership to promote innovation is to motivate employees to innovate, improve their capabilities, and create the necessary conditions for innovative behavior. Impact of self-efficacy: Employees' self-efficacy, i.e., belief in their own abilities, has been found to have a significant impact on their behavior, including innovative activities (Tierney & Farmer, 2011). Some studies have shown that strategic leadership can indirectly influence employees' innovative behavior by influencing their perception of their ability to accomplish a particular job. Leaders can enhance employee self-efficacy through positive feedback, moderate challenges, and a supportive work environment. Research Gaps and Future Directions: Although theoretical and empirical studies have begun to reveal the relationship between strategic leadership and employees' innovative behaviors, there is still a large research gap on its mechanism, especially the mediating role of psychological mechanisms such as self-efficacy. Follow-up research needs to va explore more deeply how strategic leadership can stimulate the innovation potential of employees by influencing their psychological state.

Definition of employee innovation behavior: Employee innovation behavior is often defined as the ability and willingness of employees to propose and implement new ideas, processes, products, or solutions at work (Janssen, 2000). It encompasses multiple aspects such as identifying problems, exploring innovative solutions, implementing innovative ideas, and continuous improvement. The Importance of Innovative Behaviors: In an increasingly competitive global business environment, employees' innovative behaviors are critical to creating and sustaining competitive advantage for organizations (Amabile, 1997).

Self-efficacy, i.e., an individual's confidence in their ability to successfully complete a task, is seen as a key motivator for personal innovation. Employees with high self-efficacy are more likely to take risks, engage in exploratory activities, and continue to experiment with innovation (Bandura, 1997). Therefore, self-efficacy may play a key mediating role between leadership behavior and innovation behavior.

Several studies have concluded that strategic behaviors and support of leaders are essential to motivate innovative behaviors in employees (Mumford et al., 2002). Specifically, elements such as a leader's vision, support, and freedom can promote employees' willingness and ability to innovate.

Creative self-efficacy is considered to be a potential mediating variable of leadership behavior affecting employees' innovation outcomes (Gong et al., 2009). Strategic leadership may increase the level of innovative behavior of employees by improving their self-efficacy (Shin & Zhou, 2007). Self-efficacy refers to an individual's confidence in their ability to accomplish a particular task. Employees with high self-efficacy are more likely to accept challenges and keep working hard, which may lead to more innovative behaviors.

Strategic leadership significantly enhances employees' innovative behaviors by fostering an environment that fosters creative self-efficacy. The innovative behavior of employees is critical to the competitiveness of an organization, especially in fast-growing markets such as China. Strategic leadership is considered a key factor in cultivating this behavior, primarily through its impact on employees' beliefs about their creative abilities. Cui, et al., (2023) conducted a survey on 500 employees, and found that the organizational innovation atmosphere has a direct impact on the innovation behavior of knowledge employees, and the positive emotions of employees are an important transmission factor for employees to perceive the innovation atmosphere and transform it into innovation behavior. Gu & Peng (2010) Through the survey of 478 employees and the statistical analysis of the questionnaire results, the direct and indirect effects of organizational innovation atmosphere on employees' innovation behavior are obtained, and the organizational innovation atmosphere affects the innovation self-efficacy of employees, and then affects

Methodology

Research population: The research population includes employees of enterprises in the Power and automation enterprises working in Guangxi, China, and is widely distributed among enterprises of different sizes and levels. The study will be conducted around a representative group of employees, and this sample size will ensure sufficient statistical validity and broad generalizability of the findings.

Sampling design: This study will adopt a cluster sampling method to select samples by enterprise or department. Cluster sampling enables research teams to collect data more efficiently and helps examine intra-team alignment and variability under the influence of the same corporate culture and strategic leadership.

The sampling procedure includes the following steps: (1) According to the public data of the Guangxi Bureau of Statistics of China, determine the total number of employees in the study population of Guangxi urban units, electric power and other enterprises is 102768, and determine the total number of qualified automation and new energy vehicle technology enterprises. (2) Select the sampling unit,

use random sampling at the regional level, first divide from the regional level, and randomly select 14 enterprises as sampling units in two cities such as Nanning and Guilin in Guangxi, including 9 automation enterprises and 5 power enterprises and departments, to ensure that the sampling sample has diversity in terms of regional and economic development level. (3) Determine the size of the cluster, and in each selected enterprise, further identify the working group or department that contains unified management and leadership. (4) Sample size calculation, according to the overall size and research needs, in which each variable represents:

$$N = ((Z^2 \times p \times (1-p)) / E^2) \times 1/D$$

N is the required sample size.

Z is the standard normal distribution for the confidence interval, here 1.96 (corresponding to the 95% confidence level).

p is the expected ratio or frequency, in this case 50% or 0.5.

E is the permissible margin of error, usually expressed as a proportion, here 5% .

D is the design effect, which takes into account ensure that every step of the process is fair, transparent, and fully compliant with ethical and privacy protections.

In this way, This study provides insight into the innovation behavior of employees in China's power and automation companies, and provides empirical support for the strategic leadership and human resource management practices of related enterprises, using sample sampling and selecting a 95% confidence level, $p=0.5$.

The calculated result N is about 384.

The overall sample of this study is 102768 people, when we choose at 95% confidence level, $P=0.5$ we can see that the value corresponding to 102768 and corresponding to 5% is 384. To increase the accuracy of the study results and generalizability of the findings, this study enlarged the sample size and issued and collected 424 valid questionnaires.

Results

To compare the means of strategic leadership, employee creative self-efficacy and employee innovative behavior between groups with a master's degree or above and a bachelor's degree or below, an independent sample T test was used, taking into account the homogeneity of variances. The results show that in terms of strategic leadership, there is a significant difference between those with a master's degree and above and those with a bachelor's degree and below ($P = 0.009^{***}$). Specifically, those with a master's degree and above have lower strategic leadership scores. However, in terms of employee creative self-efficacy and employee innovative behavior, the differences between the two academic groups are not significant (P values are 0.134 and 0.131 respectively). Therefore, the statistical results show that master's degree and above and bachelor's degree and below are more important in employee

creative self-efficacy. There is no significant difference in sense of efficacy and employee innovative behavior, but there is a certain difference in strategic leadership.

The results of correlation analysis illustrate the relationship between strategic leadership, employee creative self-efficacy and employee innovative behavior. First, there is a significant positive relationship between strategic leadership and employees' creative self-efficacy, with a correlation coefficient of 0.673 ($p < 0.05$). This shows that in organizations with strategic leadership, employees have stronger creative self-efficacy because the guidance and support of strategic leaders inspire employees' confidence in their own creative abilities.

Secondly, there is also a significant positive relationship between strategic leadership and employee innovative behavior, with a correlation coefficient of 0.663 ($p < 0.05$). This means that organizations that adopt strategic leadership encourage employees to display more innovative behaviors, thereby bringing more creative value to the organization.

Finally, there is a very strong positive relationship between employee creative self-efficacy and employee innovative behavior, with a correlation coefficient of 0.906 ($p < 0.05$). This suggests that when employees have higher creative self-efficacy, they are more inclined to display more innovative behaviors. This suggests that employees' confidence in their own creativity may be a key factor in driving innovative behavior.

The mediation effect analysis involves a total of 3 types of models, as follows: Model 1, regression model of independent variable X and dependent variable Y: Employee innovative behavior = $1.973 + 0.542 * \text{Strategic leadership}$. Model 2, the independent variable Model 3, the independent variable

The regression model results revealed strategic leadership, employees' creative self-efficacy, and their impact on employees' innovative behavior. First, strategic leadership has a significant positive impact on employees in both aspects. The coefficient of strategic leadership on employee innovative behavior is 0.542 ($p < 0.05$), which shows that organizations that adopt a strategic leadership style are more likely to inspire employees to show more innovative behaviors. Hypothesis 1 of this article is established. At the same time, the coefficient on employees' creative self-efficacy is 0.555 ($p < 0.05$), which means that strategic leadership also has a positive impact on employees' self-evaluation. This emphasizes the dual promotion effect of strategic leadership on the construction of organizational innovation climate and positive employee evaluation. Hypothesis 3 of this article is established.

Secondly, employees' creative self-efficacy has a significant positive impact on employees' innovative behavior, with a coefficient of 0.834 ($p < 0.05$). This shows that there is a close relationship between employees' positive evaluation of themselves and their innovative behavior. Employee creative self-efficacy may act as a self-driving force, motivating employees to participate more actively in innovative activities, so hypothesis 2 of this article is established.

After data analysis and statistical processing, the results show that there is a significant positive correlation between perceived strategic leadership and employees' creative self-efficacy. Emotional strategic leadership can improve employees' confidence and self-efficacy in their own creative abilities, which in turn promotes employees' innovative behavior and creativity. There is a significant positive correlation between perceived strategic leadership and employees' innovative behavior. Emotional strategic leadership can stimulate employees' innovation awareness and innovation ability, and then promote employees' innovative behaviors and innovative results.

Discussion

Organizational managers should pay attention to the cultivation and development of perceived strategic leadership to improve employees' creative self-efficacy. Second, leaders should focus on communication and interaction with employees, establish good working relationships, and further enhance employees' creative self-efficacy. Finally, organizational managers and leaders should provide appropriate resources and support to provide a favorable environment and conditions for employees' innovative behavior.

There is a significant positive relationship between strategic leadership and employees' innovative behavior, which is consistent with the existing literature. By setting a long-term vision, providing resources, and encouraging risk-taking, strategic leadership not only provides external conditions for employees' innovative behavior, but also communicates support and recognition for new endeavors. Especially in the technology-intensive hydropower automation industry, this leadership is critical to maintaining a company's technological leadership. The results of this study suggest that employee self-efficacy plays a significant mediating role in the relationship between strategic leadership and employee innovation behavior. This is in line with Bandura's (1997) theory that an individual's belief that their actions have an effect is a prerequisite for action. Strategic leadership makes employees more likely to adopt innovative behaviors by increasing their accountability and agency. This finding complements the understanding of the relationship between leadership behavior and employee behavior in the existing literature. For practitioners, this study highlights the need for leaders to consider how to enhance employees' self-efficacy through their behaviors in the strategic decision-making process. In day-to-day management, leaders can stimulate the intrinsic motivation and innovation potential of their employees by providing positive feedback, resources, and training support on innovation outcomes.

This study provides insights into the mediating role of strategic leadership in stimulating employee innovation and employee self-efficacy through a cluster sampling survey of Chinese hydropower automation enterprises. The research reinforces the need for effective leadership strategies to nurture and support the innovative activities of employees in a rapidly changing industrial environment. These findings have important theoretical and practical implications for promoting

organizational innovation, and provide practical guidance for managers in strategic planning and leadership development. Strategic leadership can significantly motivate employees to act innovatively, and self-efficacy plays an important role in this process. Training and development programs for relevant personnel should take this finding seriously.

Through empirical research, this paper confirms that strategic leadership can significantly promote employees' innovative behavior, and this effect is partly achieved by improving employees' self-efficacy. This provides strong evidence for the importance of leaders in fostering a culture of innovation and driving innovation in the organization. Organizations should pay more attention to the cultivation of strategic leadership skills in talent selection and leadership development, and strengthen employees' self-efficacy through positive feedback mechanisms. In practice, leaders can further promote innovative behaviors by setting reasonably challenging goals, providing adequate resources and support, and recognizing employees' innovative efforts.

Strategic leadership positively influences employees' innovative behaviors by enhancing their self-efficacy. This finding highlights the important role of leaders in shaping and sustaining an innovation-oriented organizational culture. For enterprises, attention should be paid to the cultivation of leadership, promote the strategic planning and tactical execution ability of leaders, and pay attention to enhancing the autonomy and self-efficacy of employees, so as to stimulate the innovation potential of employees. In this way, organizations are not only able to foster a spirit of innovation, but also build a self-reinforcing innovation ecosystem that lays the foundation for a sustainable competitive advantage.

The Impact of Strategic Leadership on Employees' Innovative Behavior. Strategic leadership is a style of leadership that focuses primarily on the long-term development and success of an organization. They typically set clear goals, develop a strategic plan, and achieve those goals through effective decision-making. So, what is the impact of this leadership style on employees' innovative behavior? Promote the innovation consciousness of employees. Strategic leaders often encourage employees to innovate. They inspire innovation in their employees by setting clear innovation goals, providing the necessary resources and support, and building a culture that encourages innovation. This style of leadership can help employees understand the importance of innovation and increase their willingness to innovate. Strategic leaders often strive to create an organizational environment that supports innovation. They promote the organization's innovation activities by developing innovation strategies, providing innovation training, and establishing innovation incentives. This kind of environment can help employees better use their innovation ability and improve the innovation efficiency of the organization. Strategic leaders often offer a variety of opportunities and challenges to innovate. They stimulate the innovation potential of their employees by setting innovative tasks, providing innovative projects, and providing innovative competitions. This style of leadership can help

employees identify and seize opportunities for innovation and improve their innovation outcomes.

Overall, strategic leadership has a positive impact on employees' innovative behavior. They promote the innovative behavior of employees by promoting their awareness of innovation, establishing an innovative organizational environment, and providing opportunities and challenges for innovation. However, this style of leadership also requires a high degree of strategic thinking, as well as good leadership skills, in order to effectively drive the organization's innovation activities.

The Effect of Strategic Leadership on Employees' Creative Self-Efficacy. Creative self-efficacy refers to an individual's belief in his or her ability to generate and implement innovative ideas. This belief has an important impact on the innovative behavior of employees. So, what is the impact of strategic leadership on employees' creative self-efficacy? Strategic leaders often improve their employees' self-efficacy by setting clear goals, providing the necessary resources and support, and giving positive feedback. They encourage employees to challenge themselves, try new things, and learn new skills. This style of leadership can help employees build confidence in their ability to innovate and increase their motivation to innovate. Strategic leaders often strive to create an environment that supports innovation. They promote the organization's innovation activities by developing innovation strategies, providing innovation training, and establishing innovation incentives. This kind of environment can help employees better exert their innovation ability and improve their innovation efficiency. Strategic leaders often offer a variety of opportunities and challenges to innovate. They stimulate the innovation potential of their employees by setting innovative tasks, providing innovative projects, and providing innovative competitions. This style of leadership can help employees identify and seize opportunities for innovation and improve their innovation outcomes.

Overall, strategic leadership has a positive impact on employees' creative self-efficacy. They promote innovative behavior by promoting employees' self-efficacy, creating an environment that supports innovation, and providing opportunities and challenges for innovation. However, this style of leadership also requires a high degree of strategic thinking, as well as good leadership skills, in order to effectively drive the organization's innovation activities.

Conclusions

After data analysis and statistical processing, the results show that there is a significant positive relationship between perceived strategic leadership and employees' creative self-efficacy. Perceptual strategic leadership can improve employees' confidence and self-efficacy in their own creative abilities, which in turn promotes employees' innovative behavior and creativity. There is a significant positive relationship between perceived strategic leadership and employees' innovative behavior. Perceptual strategic leadership can stimulate employees' innovation awareness and innovation ability, and then promote employees' innovative behaviors and innovative results.

With the continuous development of China's hydropower automation industry and the increasingly fierce competitive environment, the findings of this study are of practical and urgent significance for understanding how to effectively mobilize employees' innovation capabilities. The findings may also influence managers' behavioral patterns, prompting them to place greater emphasis on developing strategic leadership and creating an environment in which employees can reach their full potential for innovation. This study highlights the need for future research to focus on variability within different types of organizations, such as inter-departmental and inter-team differences, and how they affect the dynamics between strategic leadership and employee behavior. In addition, future research can further investigate the universality and applicability of cross-cultural factors to this research model in the context of globalization. Future research could expand on current work to consider the relationship between strategic leadership and innovative behavior in different cultural contexts, and to explore the moderating role of different countries and cultures in these relationships. At the same time, the study can further analyze how the organizational environment and team climate affect the relationship between strategic leadership and employees' innovative behavior, such as factors such as organizational support, team diversity, and internal communication channels

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