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The Effect of Transformational Leadership on Organizational Creativity: The Mediating Role of Innovation Culture in Public Sector Organizations

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Abstract

Organizational creativity in public sector institutions remains a critical yet underexplored area, particularly in understanding how leadership behaviors shape creative outcomes within bureaucratic environments. This study aims to examine the direct effect of transformational leadership on organizational creativity, the influence of transformational leadership on innovation culture, the effect of innovation culture on organizational creativity, and the mediating role of innovation culture in the relationship between transformational leadership and organizational creativity among employees of the Land Transportation Management Center (BPTD) Class II, West Nusa Tenggara Province, Indonesia. A quantitative causal research design was employed, with data collected from 176 respondents selected through proportional stratified random sampling from a population of 312 employees using a structured questionnaire. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The findings reveal that transformational leadership exerts a significant positive direct effect on organizational creativity ($\beta = 0.221$, $p = 0.003$) and significantly influences innovation culture ($\beta = 0.862$, $p = 0.000$). Innovation culture, in turn, significantly and positively affects organizational creativity ($\beta = 0.681$, $p = 0.000$) and partially mediates the relationship between transformational leadership and organizational creativity (indirect effect = 0.587, $p = 0.000$). These results demonstrate that transformational leadership enhances organizational creativity not only through direct mechanisms but also indirectly by cultivating an innovation-oriented organizational culture. This study contributes to the public sector management literature by empirically establishing the critical mediating role of innovation culture in translating transformational leadership behaviors into creative organizational outcomes within a bureaucratic government institution.

INTRODUCTION

The rapid pace of technological disruption and the increasing expectations of the public have compelled organizations, particularly those within the government sector, to undergo significant transformation. Public organizations are no longer able to rely on rigid, traditional working methods; instead, they must be more responsive, efficient, and adaptive in delivering services (Erizona et al., 2025).

The Indonesian government has recognized the imperative of public sector reform, transitioning from a centralized to a decentralized governance system and emphasizing innovation as a mechanism to improve service quality and achieve greater transparency (Hayuningtyas et al., 2020). Various innovation-related policies, such as Government Regulation No. 38/2017 on Regional Innovation, have been enacted to encourage local governments to enhance public service

delivery. In this context, *organizational creativity* defined as the collective capacity of an organization to generate novel, original, and useful ideas in response to environmental challenges (Woodman et al., 1993; Fetrati et al., 2022) has emerged as a fundamental prerequisite for public sector excellence.

Research suggests that organizational creativity is shaped by the interaction of individual characteristics, team dynamics, and the broader organizational environment (Amabile, 1996). Among organizational-level determinants, *transformational leadership* has received substantial empirical attention as a key driver of creativity and innovation. Characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1990; Alessa, 2021), transformational leadership has been consistently associated with positive creative and innovative outcomes across diverse organizational settings (Al-Harbi et al., 2019; Liu & Huang, 2020; Saif et al., 2024; Dong, 2023). Transformational leaders inspire followers to transcend personal interests, challenge conventional assumptions, and explore novel solutions to complex problems (Agazu et al., 2025). In the public sector context specifically, this leadership style has been shown to encourage employees to move beyond administrative compliance toward more proactive, solution-oriented work behaviors conducive to organizational creativity (Kasimıoğlu & Ammari, 2020; Chau et al., 2022). Nonetheless, the magnitude and direction of this relationship are not uniform across all settings; the influence of transformational leadership on creativity varies considerably depending on contextual factors such as bureaucratic structure, organizational culture, and individual employee characteristics (Shafi et al., 2020).

Alongside leadership, *innovation culture* broadly defined as the shared values, norms, and practices within an organization that prioritize experimentation, learning, and adaptability (Dobni, 2008; Schein, 2010) has been identified as a critical organizational mechanism mediating the relationship between leadership behavior and creative outcomes. Leaders function as the primary architects of organizational culture, embedding values and behavioral norms that determine whether innovation is treated as an institutional expectation or a peripheral aspiration (Schein, 2010). Dobni (2008) further conceptualizes innovation culture as organizational orientations and practices that directly stimulate innovative capability through changes in management principles, processes, and practices. Amabile's (1996) Componential Theory of Creativity further underscores that the organizational environment, including cultural elements, directly amplifies individuals' creativity-relevant processes and intrinsic motivation. Research demonstrates that when organizations foster a culture that supports openness to ideas, empowers employees to take calculated risks, recognizes innovative contributions, and facilitates cross-functional collaboration, employees are significantly more likely to generate and implement original ideas (Martins & Terblanche, 2003; Zeraatkar et al., 2020; Ryu, 2022). In Indonesian public sector settings, several studies have confirmed the mediating role of innovation culture in the leadership–creativity relationship (Umam & Agustina, 2025; Julianti & Frinaldi, 2025); this finding aligns with international evidence confirming that innovative organizational culture is among the strongest predictors of creative and innovative behavior in government employees (Ryu, 2022; Agyenim-Boateng & Ghansah, 2019). However, empirical evidence remains limited in specific bureaucratic contexts such as public transportation agencies, where structural constraints may substantially moderate cultural influence on employee creativity (Chau et al., 2022).

Despite a growing body of literature on transformational leadership and creativity, several research gaps remain. First, the majority of studies have been conducted in manufacturing,

healthcare, or private-sector educational contexts, leaving the public transportation bureaucracy largely unexplored (Houtgraaf et al., 2023). Second, while the direct effect of transformational leadership on organizational creativity has been established, the mediating mechanism through which this effect operates particularly via innovation culture as a collective cultural construct remains underexamined in Indonesian public sector settings (Umam & Agustina, 2025). Third, existing studies that include culture-related mediators tend to measure them using general organizational culture scales rather than scales specifically designed to capture innovation-oriented cultural dimensions (Park et al., 2021). Fourth, the BPTD Class II NTB represents a recently restructured public institution operating under bureaucratic constraints and digital transformation demands, providing a unique and underresearched contextual setting.

This study addresses these gaps by investigating the influence of transformational leadership on organizational creativity, with innovation culture as a mediating variable, among employees of the Land Transportation Management Center (BPTD) Class II of West Nusa Tenggara Province (NTB), Indonesia. Specifically, the study seeks to: (1) examine the direct effect of transformational leadership on organizational creativity; (2) examine the effect of transformational leadership on innovation culture; (3) examine the effect of innovation culture on organizational creativity; and (4) test the mediating role of innovation culture in the relationship between transformational leadership and organizational creativity. The novelty of this study is threefold. First, it applies Amabile's (1996) Componential Theory of Creativity in conjunction with transformational leadership theory to explain the cultural transmission mechanism linking leadership behavior to creative organizational outcomes. Second, it employs a multi-dimensional, innovation-specific measurement instrument for innovation culture rather than a generic organizational culture scale thereby capturing the construct with greater precision. Third, it situates this framework within the BPTD Class II NTB, a recently restructured government transportation agency undergoing active digital transformation, which represents a context that remains largely absent from the extant leadership and creativity literature in Indonesia.

METHODS

This study adopted a causal quantitative research design. The research was conducted at the Land Transportation Management Center (BPTD) Class II, West Nusa Tenggara Province, Indonesia. The population comprised all 312 employees, consisting of 166 Civil Servants (PNS), 120 Government Contract Workers (PPPK), 15 part-time PPPK, and 11 outsourced personnel. Using Slovin's formula at a 5% margin of error, the minimum sample size was calculated as 176 respondents. Proportional stratified random sampling was applied to ensure representation across all employment categories: PNS (n = 94), PPPK (n = 68), part-time PPPK (n = 8), and outsourced (n = 6).

Data were collected through a structured online questionnaire distributed via Google Forms in 2026. Organizational creativity was measured by 18 items adapted from Houtgraaf et al. (2023) and Mulyani (2024), covering six indicators: originality of ideas, cognitive flexibility, idea elaboration, intellectual risk-taking, innovative solutions, and openness to new experiences. Transformational leadership was assessed using 12 items adapted from Bass (1990) and Jensen and Chaudhry (2020), corresponding to the four dimensions of Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC). Innovation culture was measured by 18 items adapted from Park et al. (2021) and Lee and Kim (2024),

encompassing leadership support for innovation, openness to ideas, employee empowerment, risk tolerance, cross-functional collaboration, and recognition of innovation. All items were rated on a 5-point Likert scale. For Transformational Leadership, the scale ranged from 1 (Very Ineffective) to 5 (Very Effective); for Innovation Culture, from 1 (Very Weak) to 5 (Very Strong); and for Organizational Creativity, from 1 (Very Low) to 5 (Very High).

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS. The analysis proceeded in two stages: (1) evaluation of the measurement model (outer model) assessing convergent validity (outer loadings and AVE), discriminant validity (HTMT), and internal consistency reliability (Cronbach's Alpha and Composite Reliability); and (2) evaluation of the structural model (inner model) examining R-square (R^2), effect size (f^2), predictive relevance (Q^2), and path coefficients through bootstrapping with 5,000 subsamples for hypothesis testing.

RESULTS AND DISCUSSION

Results Research

Table 1. Respondent Characteristics

Category	Group	Frequency	Percentage (%)
Gender	Male	126	71.6
	Female	50	28.4
Age	≤ 30 years	32	18.2
	31–40 years	67	38.1
	41–50 years	53	30.1
	> 50 years	24	13.6
Education	Diploma	28	15.9
	Bachelor's Degree	92	52.3
	Master's Degree	47	26.7
	Doctoral Degree	9	5.1
Tenure	< 5 years	39	22.2
	6–10 years	61	34.7
	11–15 years	45	25.5
	> 15 years	31	17.6
Employment Status	Civil Servant (PNS)	94	53.4
	Contract Employee (PPPK)	68	38.6

Part-Time PPPK	8	4.5
Outsourced	6	3.4

Source: Processed data (2026)

Table 1 presents the demographic profile of the 176 respondents. The majority were male (71.6%), aged 31–40 years (38.1%), held a bachelor's degree (52.3%), had a working tenure of 6–10 years (34.7%), and were Civil Servants (PNS, 53.4%). This demographic composition reflects the typical profile of employees in Indonesian government transportation agencies, where middle-aged, male, and degree-holding civil servants represent the dominant workforce category.

Measurement Model Evaluation (Outer Model)

The measurement model, commonly referred to as the outer model in PLS-SEM terminology, delineates the precise mathematical relationships between the unobserved latent variables (constructs) and their respective observed measurement indicators. The fundamental objective of evaluating the outer model is to establish unassailable empirical evidence that the survey instruments accurately, consistently, and exclusively measure the theoretical dimensions they were designed to assess. This critical validation phase must be successfully concluded before any causal structural hypotheses can be reliably tested.

Validity Test

Convergen Validity

Convergent validity was assessed through indicator outer loadings and Average Variance Extracted (AVE). An indicator is considered valid if its outer loading ≥ 0.70, and a construct meets the criterion if its AVE ≥ 0.50.(Hair et al., 2010).

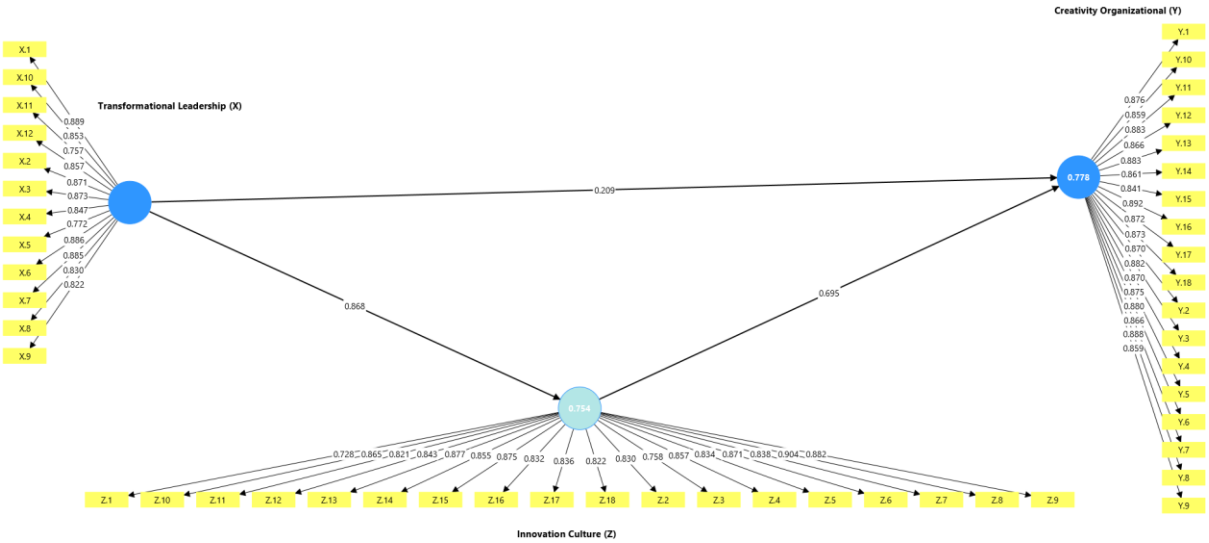

Figure 1 SEM Analysis Result
Source: Prosessed data (2026)

Based on Figure 1 all indicators across the three constructs had outer loadings exceeding 0.70. In Organizational Creativity, the highest loading was Y.16 (0.890), representing openness to new experiences. For Transformational Leadership, X.1 (0.885) was the strongest indicator, underscoring the importance of idealized influence. In Innovation Culture, Z.8 (0.888) confirmed

that employee empowerment and involvement constitute the core of an innovative culture.

The AVE values for each construct are presented in Table 3 below.

Table 2. Results of Average Variance Extracted (AVE)

Variabel	AVE
Organizational Leadership (X)	0.707
Organizational Creativity (Y)	0.752
Inovation Culture (Z)	0.702

Source: Prosessed data (2026)

Based on Table 3 above, The AVE values all exceeded 0.50. Organizational Creativity had the highest AVE (0.752), indicating that 75.2% of its indicator variance is explained by the construct. These results confirm excellent convergent validity at both the indicator and construct levels.

Discriminant Validity

Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT). A construct pair is considered to have discriminant validity if its HTMT value is below 0.90 (Henseler et al., 2015). The HTMT results for each construct pair in this study are presented in Table 4 as follows:

Table 4. HTMT Results

Variabel	Kepemimpinan Trasformasional	Creativity Organizational
Creativity Organizational	*0.832*	
Innovation Culture	*0.888*	0.890

Source: Prosessed data (2026)

As shown in Table 4, all HTMT values were below the 0.90 threshold. The HTMT value between Innovation Culture and Organizational Creativity was 0.890, between Innovation Culture and Transformational Leadership was 0.888, and between Organizational Creativity and Transformational Leadership was 0.832. Since all HTMT values fall below the 0.90 threshold, discriminant validity is confirmed for all construct pairs in this study.

Internal Consistency Reliability

Construct reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR). According to Hair et al. (2017), a construct is considered reliable if both Cronbach's Alpha and CR are ≥ 0.70. The results are presented in Table 5.

Table 5 Reliability Test Results

Variable	***Cronbach's Alpha***	***Composite Reliability***
Transformational Leadership (X)	0.962	0.967
Organizational Creativity (Y)	0.981	0.982
Innovation Culture (Z)	0.975	0.977

Source: Prosessed data (2026)

Based on Table 5 above, it can be seen that the composite reliability values for all variables are greater than 0.7 (Hair et al., 2010). Thus, the variables used in this study meet the composite reliability criteria and demonstrate a high level of reliability. In addition to composite reliability, reliability is further supported by Cronbach's alpha. A variable is considered reliable if the

Cronbach's alpha value exceeds 0.7 (Hair et al., 2010). The results of this study show that the Cronbach's alpha values for all variables are also greater than 0.7. Overall, both composite reliability and Cronbach's alpha values for all variables in this study meet the standard threshold of above 0.7. Therefore, it can be concluded that all construct indicators are reliable and satisfy the reliability test. These findings are also consistent with the initial reliability test conducted on 30 respondents.

Structural Model Evaluation (Inner Model)

The structural model demonstrated strong explanatory power. R^2 for organizational creativity was 0.773 (strong), indicating that transformational leadership and innovation culture jointly account for 77.3% of its variance. R^2 for innovation culture was 0.743 (strong), confirming that transformational leadership explains 74.3% of variance in innovation culture. Predictive relevance (Q^2) was 0.649 for organizational creativity and 0.730 for innovation culture, both exceeding 0.35 (large effect). These results indicate that the model has strong explanatory and predictive power.

Table 6. Structural Model Evaluation Results

Variable	R^2	Q^2
Organizational Creativity (Y)	0.773	0.649
Innovation Culture (Z)	0.743	0.730

Source: Prosessed data (2026)

Effect size (f^2) was used to assess the magnitude of the relationships between constructs. According to Cohen (1988), f^2 values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively. The f^2 results for each path are presented in Table 7 below.

Table 7. Effect Size (f^2)

Variable	Organizational Creativity	Innovation Culture
Transformational Leadership	0.056	2.884
Innovation Culture	0.526	

Source: Prosessed data (2026)

Based on Table 7 above, the effect size results revealed that Transformational Leadership had a very large effect on Innovation Culture ($f^2 = 2.884$), indicating that transformational leadership is the dominant predictor of innovation culture. Innovation Culture had a large effect on Organizational Creativity ($f^2 = 0.526$), while the direct effect of Transformational Leadership on Organizational Creativity was small ($f^2 = 0.056$). This pattern is consistent with the expected partial mediation structure, where innovation culture serves as the primary pathway through which transformational leadership influences organizational creativity.

Hypothesis Testing

The purpose of hypothesis testing is to statistically examine the validity of the proposed hypotheses or assumptions and to determine whether they should be accepted or rejected. In this study, hypothesis testing employs several criteria that must be met, namely the original sample value, the t-statistic value, and the probability value (p-value), obtained through bootstrapping in PLS. The results obtained are as follows:

Table 8. Hypothesis Testing Results

Path	β	SE	t-stat	p-value	Decision
H1: TL → OC (Direct)	0.221	0.076	2.928	0.003	Supported
H2: TL → IC (Direct)	0.862	0.028	31.153	0.000	Supported
H3: IC → OC (Direct)	0.681	0.067	10.153	0.000	Supported
H4: TL → IC → OC (Indirect)	0.587	0.064	9.154	0.000	Supported (Partial)

Source: Prosessed data (2026)

Note: TL = Transformational Leadership; IC = Innovation Culture; OC = Organizational Creativity.

The following is an explanation based on the results of hypothesis testing presented in Table 8 above:

H1: Effect of Transformational Leadership on Organizational Creativity

Transformational Leadership has a positive and significant direct effect on Organizational Creativity (β=0.221, T=2.928, p=0.003). Intellectual stimulation and individualized consideration directly foster employee creativity, though the effect size is small.

H2: Effect of Transformational Leadership on Innovation Culture

Transformational Leadership exerts a very strong and significant effect on Innovation Culture (β=0.862, T=31.153, p=0.000). Leaders serve as the principal architects of an innovative culture.

H3: Effect of Innovation Culture on Organizational Creativity

Innovation Culture positively and significantly affects Organizational Creativity (β=0.681, T=10.153, p=0.000). A culture that tolerates risk and empowers employees directly drives organizational creativity.

H4: Mediating Role of Innovation Culture

Innovation culture partially mediates the relationship between transformational leadership and organizational creativity (β indirect = 0.587, t = 9.154, p = 0.000), supporting H4. Because both the direct effect (H1) and the indirect effect (H4) are statistically significant, partial mediation is confirmed following Hair et al.'s (2017) criteria. The indirect path (β = 0.587) is substantially larger than the direct path (β = 0.221), indicating that innovation culture is the dominant transmission mechanism through which transformational leadership elevates organizational creativity.

DISCUSSION

The Direct Effect of Transformational Leadership on Organizational Creativity

Transformational leadership positively and significantly influences organizational creativity, confirming H1. Theoretically, this is explained by Amabile's (1996) Componential Theory of Creativity, which positions the social environment shaped by leadership as a direct activator of intrinsic motivation and creativity-relevant processes. In the BPTD context, where civil servants operate under bureaucratic constraints and standardized service protocols, transformational leaders who provide intellectual stimulation and individualized consideration create the psychological conditions necessary for employees to deviate productively from routine, challenge established assumptions, and propose novel approaches to service delivery. Inspirational motivation and idealized influence further elevate employees' sense of shared purpose a prerequisite for sustained creative engagement at the organizational level (Jensen & Chaudhry, 2020).

This finding is consistent with Al-Harbi et al. (2019), Kasımıoğlu & Ammari (2020), Liu & Huang (2020), and Shafi et al. (2020), who collectively confirm that transformational leadership is a direct and positive driver of creativity across diverse organizational settings. Notably, the relatively modest magnitude of this direct effect in the present study compared to the mediated pathway suggests that in bureaucratic public sector environments, leadership's creative influence is more potent when embedded in institutional cultural change than when exercised through individual dyadic interactions alone, a pattern consistent with Sethibe & Steyn (2018) and Umam & Agustina (2025).

The Effect of Transformational Leadership on Innovation Culture

Transformational leadership significantly and positively influences innovation culture, supporting H2. Schein (2010) posits that leaders function as the primary architects of organizational culture, and in the BPTD context an institution in a formative stage following its restructuring under Ministerial Regulation No. 6/2023 this architectonic role is particularly decisive. Through inspirational motivation, transformational leaders position innovation as a collective organizational goal rather than an individual discretion. Intellectual stimulation normalizes questioning and experimentation within the bureaucratic environment, while individualized consideration reduces the fear of failure that most inhibits innovation-oriented behavior in public sector organizations (Lee & Kim, 2024). When cultural norms are still malleable, as is the case in newly established agencies, the leader's behavioral style becomes the primary signal from which employees construct their understanding of what is valued, rewarded, and expected.

This finding resonates with Agyenim-Boateng & Ghansah (2019), Umam & Agustina (2025), and Habibani & Frinaldi (2025), who confirm strong positive relationships between transformational leadership and innovation culture, particularly in organizations undergoing institutional transition. Bass (1990) theorized that transformational leaders generate a psychological climate of openness and continuous learning a proposition clearly supported by the present study. The strong effect observed in this study underscores that when an organization lacks entrenched cultural inertia, leadership style becomes the dominant force shaping whether innovation becomes an institutionalized norm or remains a peripheral aspiration.

The Effect of Innovation Culture on Organizational Creativity

Innovation culture exerts a significant positive effect on organizational creativity, supporting H3. Grounded in Amabile's (1996) Componential Theory, this finding demonstrates that the organizational work environment operationalized as innovation culture directly amplifies individuals' creativity-relevant processes and intrinsic task motivation. When employees at BPTD perceive their organization as psychologically safe, tolerant of reasonable risk, and genuinely appreciative of novel ideas, they are more willing to challenge standardized operating procedures, generate context-relevant solutions to service problems, and engage in the kind of intellectual risk-taking that creative work demands. In this sense, innovation culture transforms individual creative potential into collective creative output by removing the social and institutional barriers that bureaucratic environments typically impose on non-conforming behavior (Martins & Terblanche, 2003).

These results align with Zeraatkar et al. (2020), Zhang et al. (2023), Julianti & Frinaldi (2025), and Habibani & Frinaldi (2025), all of whom establish innovation culture as a direct and robust predictor of creative performance. The evidence from this study reinforces that

organizational creativity in the public sector is fundamentally an environmental outcome — one that emerges most reliably when cultural conditions systematically facilitate, reward, and celebrate creative contribution, rather than depending solely on the intrinsic motivation of individual employees (Slåtten et al., 2020).

The Mediating Role of Innovation Culture in the Transformational Leadership–Creativity Relationship

The confirmed partial mediation indicates that transformational leadership shapes organizational creativity through a dual pathway, supporting H4. The direct path reflects the immediate influence of leadership behavior on individual employees through inspiration, intellectual challenge, and personalized support. The indirect path, which proved substantially stronger, reflects a more systemic and durable influence: leaders who succeed in embedding innovation as a core cultural value create an organizational environment where creativity becomes self-sustaining through shared norms and institutional practices, rather than remaining contingent on any single leader's direct presence (Amabile, 1996; Northouse, 2021). This distinction is especially significant in bureaucratic public sector organizations such as BPTD, where hierarchical structures and regulatory mandates constrain the reach of direct leadership behavior but leave cultural development as an accessible and sustainable lever for organizational transformation.

This finding corroborates Muchtar & Qamariah (2014), Le (2020), and Umam & Agustina (2025), who identify organizational culture as the primary mediating mechanism in transformational leadership innovation relationships. It further supports the theoretical proposition that transformational leaders catalyze creativity most powerfully not through direct instruction, but by engineering organizational environments that inherently reward and normalize creative behavior (Baron & Kenny, 1986). These results confirm that for institutions like BPTD operating under bureaucratic constraints and a relatively recent institutional restructuring sustained investment in cultural transformation constitutes the most efficient and enduring strategy for enhancing organizational creativity.

CONCLUSION

This study investigated the influence of transformational leadership on organizational creativity with innovation culture as a mediating variable among 176 employees of BPTD Class II, West Nusa Tenggara Province, using PLS-SEM. All four hypotheses were supported. Transformational leadership positively and significantly affects both organizational creativity and innovation culture, innovation culture positively and significantly affects organizational creativity, and innovation culture partially mediates the relationship between transformational leadership and organizational creativity. These findings confirm that in bureaucratic public sector organizations, transformational leadership shapes creative outcomes through two complementary pathways directly through inspiration and intellectual stimulation, and indirectly through the cultivation of an organization-wide innovation culture.

Theoretically, this study extends Amabile's (1996) Componential Theory of Creativity by demonstrating that innovation culture serves as the dominant organizational mechanism linking transformational leadership to creative output in a public sector context, reinforcing Bass's (1990) argument that the Four I behaviors generate cultural, not merely motivational, conditions for creativity.

Practically, agency leaders should prioritize leadership development programs targeting the Four I behaviors, complemented by structural investments in innovation culture sincluding recognition systems, cross-functional collaboration platforms, and psychological safety mechanisms. Given that the majority of BPTD employees hold operational positions with vocational educational backgrounds, these programs should be practically oriented and integrated into daily workflow rather than confined to senior management initiatives. This study is limited by its single-organizational context and cross-sectional design. Future research should adopt longitudinal designs, multi-organizational samples, and mixed-methods approaches. Additionally, individual-level moderators such as creative self-efficacy, growth mindset, and intrinsic motivation warrant investigation as boundary conditions of the leadership–culture–creativity relationship.

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