

Analysis of Positive and Negative Effects of Transformational Leadership on Creativity

Da Chen

Fuzhou University of International Studies and Trade, Fuzhou, China

Abstract

The relationship between transformational leadership and creativity is an inevitable research topic in organizational change full of competition and uncertainty. This paper summarizes the double-edged sword effect of transformational leadership on multi-dimensional creativity. From the perspective of promotion mechanism, transformational leadership promotes individual creativity from motivation, cognition and emotion mechanism, and promotes team creativity from team cognition and team interaction mechanism. From the perspective of inhibition mechanism, transformational leadership inhibits individual creativity from cognitive and emotional mechanism, and hinders team creativity from team cognition and team interaction mechanism. In addition, the complex curve relationship between transformational leadership and creativity is summarized. This research starting from the concept of equilibrium to strengthen the double effect of transformational leadership, from the perspective of system view reveals the relationship between transformational leadership and creativity, starting from the concept of integrated explore complex mechanism of transformational leadership affects creativity, starting from the concept of change discussed transformational leadership affects the boundary conditions of creativity, starting from the concept of situational to promote transformational leadership affects the cross-cultural study of creativity, from methodology to improve the transformational leadership affects the diversity of creativity and scientific level.

Keywords

Transformational leadership; Creativity; Auxo-action; Inhibiting effect.

1. Introduction

With the globalization of knowledge innovation, the integration of the world economy and the rapid development of information technology, creativity has become the core motivation for modern organizations to obtain continuous competitive advantage, and has shown different levels of states in the organizational context. Multi-level creativity refers to the bottom-up linkage between different levels of creativity, that is, the different manifestations of creativity at the level of individuals and teams. It refers to the collaboration among members in a complex social system to create products, ideas and procedures that coexist with usefulness, novelty and value. In the past, research on creativity mostly focused on the individual level, but in recent years, research on team creativity has shown a rapid rise, revealing the influencing factors and formation mechanism between the two has important theoretical and practical value. In the process of enhancing the multi-dimensional creativity of an organization, transformational leadership is a high-profile leadership style and idea. It refers to the process in which a leader communicates ideas and morals, values and inspires subordinates, including charisma or idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. In the changing environment with increasingly fierce competition, how to give full play to the role of transformational leadership in stimulating multi-dimensional creativity has become an important theme that researchers and practitioners need to face.

2. The Promotion Mechanism of Transformational Leadership on Creativity

2.1. The Promotion Mechanism of Transformational Leadership on Individual Creativity

(1) Incentive mechanism

Motivation refers to the drive to motivate individuals to engage in certain activities, which is an important factor influencing employees' work behavior and performance, as well as a key factor affecting creativity. A large number of studies have found that motivation mechanism is the most basic way to explain why transformational leadership can affect individual creativity.

The motivation transmission mechanism between transformational leadership and individual creativity mainly includes the following three aspects: ① internal motivation. It refers to the internal motivation for individuals to participate in an activity due to their strong interest or attraction to the task itself, rather than external rewards and rewards. Transformational leaders encourage employees to challenge themselves and complete tasks in a creative way, thus bringing them self-satisfaction and enhancing their intrinsic motivation for innovation. Individuals with intrinsic innovation motivation show higher cognitive resilience when facing challenging tasks, and are willing to seriously consider and invest more time and energy to seek innovative solutions. At the same time, individuals with intrinsic innovation motivation have higher cognitive flexibility. They work in a more flexible way and can apply innovative knowledge more flexibly, thus showing high level of creativity. ② promote focus. According to the regulation focus theory, there are two kinds of self-regulation tendency in the process of realizing goals, namely, promotion focus and defense focus. Promote a focus on development needs, the pursuit of excellence, and the desire for achievement, while a defense focus focuses on security needs, the pursuit of security, and the vigilance of risk. Transformational leadership as maker "meaning", through vision paints and charisma to motivate subordinates to promote focus easily, inspired to put forward new ideas and actively seek the new way to solve the problem, when faced with a challenging task to have the courage to explore and actively pursue higher goals, resulting in a stronger innovation will, show the higher creativity. ③ psychological empowerment. From the perspective of positive psychology, psychological empowerment is not only a task motivation, but also a source of creativity. It is a self-motivation mechanism of individuals. Transformational leaders provide meaningful and challenging work for employees by constructing organizational vision, enhance employees' sense of self-efficacy and self-confidence, enhance employees' sense of work meaning and independent decision-making right, and high psychological empowerment perception plays an important role in employees' willingness to participate in creative process. The mediating role of psychological authorization in the relationship between transformational leadership and employee creativity, transformational leadership positively affects employee psychological authorization and creativity, and employee psychological authorization plays a part in mediating role between transformational leadership and employee creativity.

(2) Cognitive mechanism

Creativity is driven by strong motivation, but it also involves complex cognitive processes. According to the theory of creative component, the input of cognitive resources in employees' work plays an important role in their ability to show creativity. Transformational leaders influence employees' creativity by changing and influencing their psychological cognitive process.

The cognitive transmission mechanism between transformational leadership and individual creativity includes the following three aspects: ① self-efficacy of innovation. The self-efficacy of innovation refers to the belief and expectation of individuals on their own creativity

performance in innovation activities. Existing researches have reached a consensus on the positive relationship between innovation self-efficacy and employee creativity. Transformational leaders provide needed resources for employees to innovate, encourage their innovative ideas, and make them feel valued and recognized for their innovative activities, so as to generate a higher sense of innovative self-efficacy, and thus enhance creativity. ② psychological security. Psychological security means that individuals generally believe that it is safe to take interpersonal risks in the organization and believe that expressing true opinions in the organization will not be embarrassed, rejected or punished by other members. Transformational leaders trust employees' abilities and grant them decision-making power, encourage employees to focus on innovative tasks, and create an innovative atmosphere of mutual trust and support, which is conducive to stimulating employees' creative cognition and enhancing their creativity. Psychological security and reflection play a chain intermediary role between transformational leadership and employees' creative problem solving ability. Transformational leadership's leadership charm and behavioral character have an impact on employees' implementation of innovative ideas through psychological security. ③ innovative role identification. It refers to employees' evaluation of whether they have innovation ability and whether they perceive whether their behaviors in the organization are innovative or not. By making employees realize the significance of the tasks they undertake, they can stimulate their innovation motivation, affirm their innovation ability and place a high expectation on innovation, so that employees can feel the support of leaders for their innovation work, and then generate stronger identification of innovation role, and finally show a higher level of creativity. Innovative role identification plays a part of mediating role in the relationship between transformational leadership and employee creativity at the individual level.

2.2. The Promotion Mechanism of Transformational Leadership on Team's Creativity

(1) Team's cognition mechanism

Team leaders can influence the cognitive process of the whole team so as to affect team output, such as the collective sense of efficacy, team innovation atmosphere and team reflection. These variables reflect the influence of transformational leadership on team creativity, which is caused by team cognitive change, and reveal the cognitive mechanism of transformational leadership on team creativity.

The cognitive mechanism of transformational leadership to promote the development of team creativity is mainly through the following three intermediary channels: ① Collective effectiveness. It is the extension and extension of self-efficacy at the team level. Refers to the common belief of members of the team's ability to successfully complete a specific task or achieve a specific achievement. Stimulate the innovative thinking and intentions of members, and enable the team to try new ideas and processes. ② Team innovation atmosphere. It refers to the common cognition and feelings of team members about innovation, which has an important influence on the team's innovation results. ③ Team reflection. It refers to the open reflection of team members on team goals, strategies and processes, abandoning unreasonable working methods, and establishing new methods to adapt to current or expected changes according to the internal and external environment. Internal reflection in the team enables team members to exchange information and opinions, update the knowledge structure, and promote team creativity.

(2) Team's interaction mechanism

As a necessary link in the transformation of team input to output, team interaction process is also a key factor for team leaders to influence team results. That is to say, leaders change the behavior tendency of team members to make them consistent with other team members and the whole team, so as to influence team results.

In view of the team interaction mechanism of transformational leaders influencing team creativity, the following three mediation paths are summarized: ① Knowledge sharing. Team knowledge sharing, especially tacit knowledge sharing, can promote the team's in-depth processing of members' unique task-based knowledge, thereby enhancing creativity. Team knowledge sharing can play an intermediary role between transformational leadership and team creativity. ② Team learning. According to social learning theory, transformational leaders play an exemplary role in team innovation. Under the leadership of the leader, team members will actively participate in collective learning of creative knowledge and skills to enhance team creativity. Transformational leaders have a positive impact on team creativity by influencing team learning behavior. ③ Team communication. Transformational leaders provide members with the information needed for innovation, create an atmosphere that supports innovation within the team, encourage members to express different views and opinions, thereby promoting high-quality team communication and further enhancing team creativity.

3. The Inhibition Mechanism of Transformational Leadership on Creativity

3.1. The Inhibition Mechanism of Transformational Leadership on Individual Creativity

(1) Cognitive mechanism

The cognitive inhibition of transformational leadership on employees' creativity mainly includes the following three aspects: ① subordinate dependence. Adult attachment theory holds that even as individuals become adults, there is a need to be protected and dependent on others. Highly dependent individuals tend to accept and agree with the views of others without criticism, which leads to the inability of creativity to be directly generated. Therefore, dependence hinders creativity. Transformational leaders, with their superior ability and charismatic leadership style, tend to arouse the dependency needs of subordinates. Transformational leaders, relying on leadership charisma, will increase the dependence of subordinates and thus inhibit their creativity, but in the context of authorization, the mechanism of this dependence will be weakened. ② obstructive pressure. When leaders expect high innovation performance from subordinates, subordinates will try their best to improve their creativity after perceiving such challenging pressure. However, when transformational leaders set too high innovation goals for subordinates, and subordinates prefer stable and lasting working environment, it will lead to subordinates' perception of obstructive pressure, which will weaken their intrinsic innovation motivation, thus inhibiting employees' creativity. Some scholars also found that transformational leaders inhibited their creativity by influencing employees' stress perception. ③ leaders trust subordinates. When transformational leaders trust their subordinates and entrust them with key tasks, they will constantly change their behaviors in accordance with the expectations of their leaders, thus losing their normal working rhythm, making their work pressure multiply, thus inhibiting their creativity. When subordinates perceive a high level of trust in leaders, they will invest more resources (such as time and energy, etc.) to play their own roles well in order to live up to the high expectations of superiors.

(2) Emotional mechanism

Some researchers explored the inhibitory effect of transformational leadership on creativity from the perspective of emotional stimulation. When the level of positive emotion is high, individuals will more positively evaluate their own work performance and increase their satisfaction with the current situation, which will weaken employees' investment in creative cognition, lose exploration and forward motivation, and ultimately hinder individual creativity. Transformational leadership can significantly stimulate the positive emotions of subordinates,

which can promote creativity by enhancing individual cognitive flexibility. However, excessive positive emotions tend to make individuals satisfied with the status quo, unambitious and overly optimistic, believing that they can achieve the goal of innovation without more efforts, and ultimately hinder the development of creativity. In addition, transformational leaders tend to arouse individuals' excessively high positive emotions, leading to their reduced attention range and information processing ability. They tend to follow stereotypical thinking or habits, which is not conducive to improving their creativity.

3.2. The Inhibition Mechanism of Transformational Leadership on Team's Creativity

(1) Team's cognition mechanism

Teams that place too much trust in transformational leaders tend to seek consensus of ideas, which will lead to convergence among team members, reduce the flexibility of team cognition, and lead to the reluctance of team members to express different opinions, leading to the reduction of constructive debate within the team, and thus forming the so-called "group-centrism" state. This state will weaken the innovation consciousness of team members, produce "social leisure" behavior, resulting in the "decentralization effect", and then inhibit team creativity. Meanwhile, too high consistency of mental model will easily lead to the homogeneity of knowledge acquired by team members, and excessive homogeneity will inhibit the full exchange and collision of heterogeneous thoughts, which is not conducive to team innovation activities. Transformational leadership through vision incentive and charisma to build an innovative and constructive atmosphere in the team, but when the team atmosphere more constructive, members in the acceptance at the same time, to avoid the negative emotional conflicts from different points of view, is not conducive to team to make full use of the diversity of cognitive, in this case, members of the mind will be more and more similar, it is not conducive to improve team creativity.

(2) Team's interaction mechanism

According to social exchange theory, when a leader CARES about the development of members and considers their wishes and feelings when making decisions, members will return the leader with positive working attitude and high level of team creativity accordingly. At this time, it is easy to establish a high-quality exchange relationship between leaders and members, but this relationship is easy to generate imbalance. When the relationship imbalance is large, that is, one member of the team enjoys most of the resources, while other team members do not get any resources and support, which will lead to increased competition among members, increased conflicts and tension in the team atmosphere. In this case, the team can become an "arena" for leader-member exchanges, severely damaging the team's creativity. Transformational leadership can promote high quality leadership and members of the exchange relationship, but when the transformational leadership role play too much dependence on the leader's personal resources and its own charm, easily lead to leadership and members of the exchange relationship between different staff level of differentiation, and inhibiting team of creative atmosphere of difference, ultimately weaken team creativity.

4. Conclusion

This paper expounds the mechanism of transformational leadership promoting creativity, which has been empirically tested at both team level and individual level. As a new way of leadership theory research, transformational leadership plays an important role in promoting individual and team creativity. The research on its positive promoting effect should be applied to the practice of organizational innovation, so as to improve the level of creativity. However, the research on its inhibitory effect is relatively weak. The conclusion relies on the cooperation

of other mediating variables, lacks more direct and strong research evidence support, and its application scope is relatively narrow, which needs to be further explored and prevented in management practice.

In addition, the research on the nonlinear (u-shaped and u-shaped) relationship between transformational leadership and creativity covers the hypothesis of activation and suppression at the theoretical level, which is quite unique and innovative. The future research on the influence relationship between transformational leadership and creativity should be conducted from the perspectives of balance, system, integration, contingency, situation and methodology to comprehensively focus on the double-edged sword effect of transformational leadership on creativity.

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