

Leadership for Innovation: Fostering the Culture of Creativity in Organization: A Systematic Literature Review

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Abstract

The article looks into the relationship between various leadership styles adopted by the organization to enhance and promote the culture of creativity and innovation within the organizational context and gain a competitive advantage over competitors. It also encompasses how resource availability collectively influences the organizational culture and structure, as it is essential and crucial to innovate to strive in a changing environment. This article recognizes the key elements that impacted the organization's creativity and innovative work behaviour, especially by managing effective leadership roles in a supportive organizational culture. Leadership and organizational culture further influence employee creativity and innovation, making said relationships the key concern of this article. A thorough scrutiny of the various works of literature and the theoretical assumptions that bind them enables filling research gaps and the evaluation of the association between the role of leadership and advanced work demeanour. Other studies within the confines of various sectors, industries, and geographical boundaries investigate the impacts of leadership on innovation in the organizational context and how it might be mediated. Leadership and organizational structure manipulate a tool in developing creativity and innovation. However, another covariant beyond the ambit of this investigation, like employee engagement and employee motivation, could play an even larger role in refining the survey instrument, including additional variables and exploring the role. More sophisticated models will furnish a deeper understanding of organizational innovation in the future.

Keywords: Leadership, Organizational Structure, Organizational Culture, Creativity, Innovation, Resource Availability.

Introduction

Transactional leadership has traditionally managed these transitions as organizations adapt to environmental changes. However, modern organizations require more than just transactional leadership; they also need transformational changes. This article foregrounds the implications of transformational leadership, its nature, and the essential characteristics (skills and qualities) required to implement such changes effectively (Ahmad et al., 2021; Ali et al., 2020; Ahmad, 2018).

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Transformational leadership embodies specific essential characteristics and qualities absent in transactional leadership. It gives management the necessary expertise to make structural changes more operatively (Hsu et al., 2023; Nguyen et al., 2022).

The constituent "transformational leadership" was first struck by J.V. Downton in 1973. Many authors have since written books and articles on its origination and influence on businesses. Research from the 1970s hints that companies did not have the pressure to change like they do today due to a relative lack of disruption. However, in today's constantly evolving technology and global competition, few businesses have been stable for a long time. Second, conventional leadership theories may not capture atypical attributes that must be handled by new theories/models or concepts (Hsu & Huynh, 2023; Hsu et al., 2022; Hsu et al., 2021).

On the other hand, transactional leadership is an older kind concerned with meeting personal and organizational needs and organizational requirements by making them sufficiently confident to accomplish objectives with the least effort. Transformational leadership, meanwhile, increases Inspiration and Intellectual Stimulation, telling the team that it is all about the team concept. It results in one more degree of change because it is a more intricate action, i.e., it motivates followers to do more than expected.

Background

The focus has been shifted to innovation for companies that wish to compete and remain successful in the modern global, tech-driven economy. The literature on innovation highlights the leadership style, organizational structure and resource availability in the cognition of an organization/company to promote creativity and implement newfound ideas. Each of these components plays a pivotal part in fosterage innovation, and understanding their interaction is essential for improving organizational performance and ensuring long-term success (Khosro et al., 2024; Sultana & Imran, 2024; Ahmad et al., 2023). This research pays attention to a literature review of the impacts of the role of leadership style, structure-based organization and availability of resources on the creativity and innovation of an organization based on the theories and empirical evidence (Nawaz et al., 2025).

Leadership is primary for directive business organizations and their personnel department toward achieving action plans and goals and ensuring long-term growth (Papaioannou et al., 2024). Organizational perceptiveness, viewed as the shared belief, impression, and standard that shape employee behaviour, is the foundation upon which innovation thrives. Leadership's impact on organizational culture influences innovation, which is defined as the generation and implementation of novel ideas (Soleas, 2020).

Transformational leadership, on inspiring and empowering followers, has been lauded for its potential to foster cultures of innovation. Leaders must communicate a compelling vision with their employees, cultivating a shared understanding of the organization's innovative aspirations (Azhar, 2024; Azhar & Imran, 2024; Azhar et al., 2022). Leaders who champion innovation often cultivate a culture of trust, encouraging experimentation, risk-taking, and open communication (Jakavonytė-Staškuvienė & Barkauskienė, 2023). Leaders who actively involve employees in decision-making processes, solicit their input, and provide them with opportunities for professional development create an environment where innovation can flourish (Ye et al., 2022). (Miao et al., 2020)

Noel Tichy and Mary Anne Devanna identify several key characteristics of transformational leadership:

Agent of Change: Leaders adapt to change and successfully guide people toward achieving desired goals.

Courage: Leaders can face challenges and take risks, even unpleasant ones.

Openness and Trust in Followers: Leaders build positive relationships with followers, encourage open communication, and empower them by instilling confidence.

Values-driven: Leaders establish values that guide behaviour and set goals to be achieved.

Lifelong Learning: Leaders use their experience to influence followers, helping them develop the skills and behaviours needed to handle various situations.

Handling Complexity: Leaders must be ready to face complex, ambiguous, and uncertain situations positively.

Visionary Abilities: Leaders inspire followers by focusing on the future and motivating them to achieve their goals.

In her work, Elise Walton differentiates between "Normal Leadership Roles," which are characteristic of transactional leadership, and "Leadership Roles in Major Change," which fall under transformational leadership. While regular leadership roles include building confidence, offering support, and improving processes, the role of a leader in significant changes is to empower individuals to cope with changing environments and redesign processes as needed.

Additionally, Bass and Avolio categorize the skills of transformational leaders into four components, known as the Four I:

Idealized Influence: Leaders model moral behaviour, respect, and trust, which inspires followers.

Inspirational Motivation: Leaders articulate a vision encouraging colleagues to perform beyond expectations. They understand that strong-willed individuals will not shy away from challenges and remain optimistic about future goals while being skilled in their tasks.

Intellectual Stimulation: Anxiety-free environment for followers to express thoughts and take chances in getting jobs done through leadership.

Individualized Consideration: Leaders operate by listening to their followers' fears and needs. They encourage their followers because what works for one person may not work for another; they are willing to be flexible concerning their leadership style.

Ken Parry adds that managerial ability is also essential for transformational leaders. A leader must first possess the qualities of a good manager to influence, inspire, and motivate followers. For successful implementation of transformational leadership in organizational change, leaders must have the following attributes:

Creativity: Leaders bring creative ideas and are open to considering innovative suggestions from followers.

Team Orientation: Leadership is not an independent process; teamwork should be encouraged, and leaders should provide support to solve problems collectively.

Appreciation of Others: Leaders must appreciate their followers, and communication must flow both ways, from followers to leaders, for optimal organizational success.

Coaching: Leaders provide coaching to help followers achieve outcomes and offer guidance when corrections are needed.

Responsibility: Leaders must be willing to accept risks and drive changes rather than stand aside in complex situations.

Recognition: Leaders should praise followers appropriately, fostering a sense of achievement. While various leadership styles promote empowerment, engagement, and innovation—which, in turn, contribute to higher success—transformational leadership is especially crucial during organizational change. Effective management must incorporate both transactional and transformational leadership abilities. Ultimately, transformational leadership qualities are essential for driving meaningful organizational transformation.

Leadership Style and Innovation

Leadership style has been widely studied in innovation, with two dominant leadership styles frequently discussed: transformational leadership and transactional leadership. Transformational leaders are known for their power to shake up and motivate employees, create a vision, and encourage creativity by promoting surroundings that value innovation. According

to Bass, transformational leadership fosters intrinsic motivation, stimulates intellectual curiosity, and provides individualized support, all essential for creativity and innovation. Research by Amabile found that transformational leadership significantly contributes to employee creativity by encouraging autonomy and providing a sense of purpose (Laufer et al., 2025). Transformational leadership style promotes a culture of innovation by inspiring and motivating the employees through which they create their visions and making them align with the organizational goals, whereas in transactional leadership, leaders impact the positive environment by focusing on rewards and punishment styles to enforce creativity in the organization.

Organizational Structure and Innovation

Organizational structure is one of the essential and crucial elements in amplifying the culture of innovation as most of the centralized organizations may strive for it as their decision-making power lies in the hand of top management and employees empowered is limited, so this may create hurdles in implementing the innovative ideas (Danish et al., 2025; Mankash, et al., 2025; Hafeez et al., 2019). Higher levels of creativity and innovation come when employees have significant autonomy to bring ideas and collaborate to execute the same. Open communication and flat organizational structures are essential in implementing innovative work behaviour.

Figure 1: Driving Innovation through Effective Leadership and Resource Management

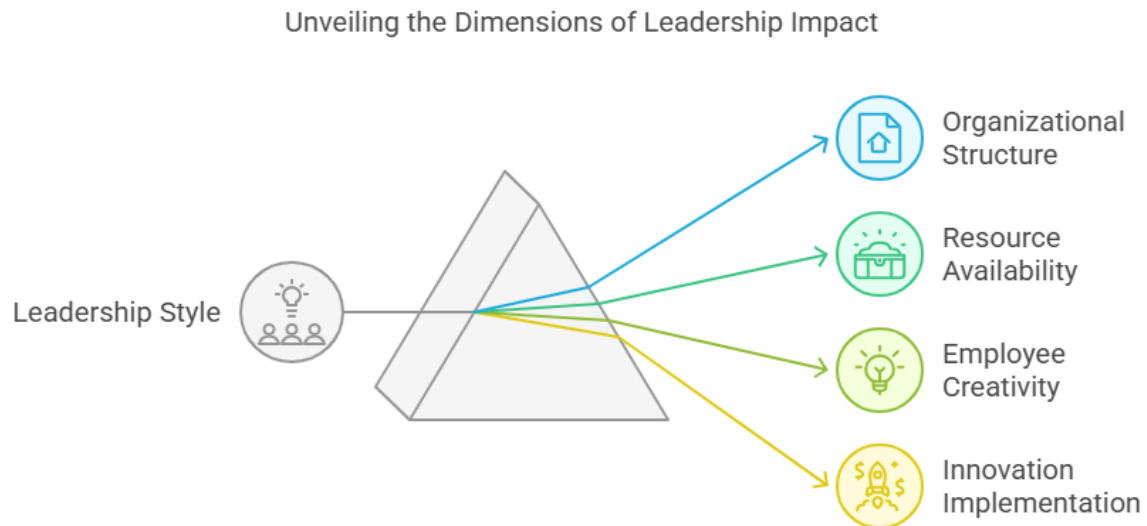


Resource Availability and Innovation

Resource availability means all the resources which is required to perform a specific task is the one of the main elements of innovation. It is not all about the funding but also includes human capital, advanced technological requirement and financial assistance as well. Employees must possess the necessary skills to generate new ideas which are further supported by allocation of resources according to the need to implement and execute the innovative ideas. Organizations

may suffer if any one of the core resources is not readily available as with adequate resources it is not possible to get the better outcome.

Figure 2: Unveiling the Dimensions of Leadership Impact



Research Methodology

Research methodology refers to the systematic process researchers use to collect and analyse existing work to address a research problem. It outlines the steps and techniques that guide the research process and provides the framework for the study. The methodology is shaped by the research objectives, the nature of the problem, and the theoretical perspectives of the researcher.

Research Approach

This is the overarching philosophy that frames the research process. For this research on "Leadership for Innovation: Cultivating Creativity in Organizations," tertiary research methodology is applied. This emphasis on prevailing microbiological theories concerning the connection between leadership and organizational form, resource availability, and creativity. The study first presents on the theoretical framework rooted from review of literature and then followed towards research question informed through collection and analysis of data (Khan et al., 2020).

Research Design

Research design is that which determines and defines the research process. The design entails macro-level accumulation of existing studies at a single point in time across studies so that it is possible to interpret the relationships between leadership and creativity in different organizational settings now. This method allows a snapshot of the variables, providing a window into current leader-follower dynamics and innovation interactions despite not tracking them over time (Fuad et al., 2022).

In a literature review context, researcher opted and customized the evidence informed methods and guidelines proposed by (Tranfield et al., 2003) having these step process.

Identify or Define the Research Problem:

In research, hypotheses are proposed statements that guide the inquiry process. The "high" assumptions in a study often refer to key research questions that are derived from theoretical frameworks and guide the primary research objectives. Below are the high-level questions related to the variables in the study "Leadership for Innovation: Fostering a Culture of Creativity in Organizations" (Yas et al., 2022).

Searching Strategy by Key Words

In second phase, key words have been identified according to the research question by keeping in view the title of the study. This begun by conduction a pilot search by selection of key words i.e. "Leadership", "Innovation", "Creativity" "Organization Structure" and "Organization Culture" by using simple search strings.

Selection Assessment and Refinement of Quality Work

Researcher selected only one data base namely "Emerald Insight" to identify the relevant studies where find numerous of article which seems to be relevant with our research perspective. In this step we make inclusive and exclusive criteria based on our key words and going through the abstracts. Researchers exclude articles which are more than 15 years old, and which are not fully accessed. However, at the end researcher get 30 articles which are openly and easily access and not older than 2009.

Table 1: Literature Matrix

Sr. No.	Title	Objective	Limitations	Recommendations
1	"Integration of innovative work behavior through transformational leadership in the Saudi healthcare sector: a systematic review"	Transformational leadership promote innovative work culture in Saudi healthcare sector	Lack of generalizability as Only Saudi healthcare sector is considered	Other sectors/industries along with some empirical studies may also be considered.
2	"Impacts of transformational leadership on organizational capability: a two-path mediating role of trust in leadership"	To examine how mediation role of trust influences the leadership-capability relationship	Cultural differences and assumptions can lead to inaccurate results	Cross cultural arrangements can be used to validate results
3	"Organizational culture and innovation: exploring the "black box""	To examine the relationship between organization culture and innovation	Only qualitative research has been conducted	Mixed method approaches to be used to get more validated results
4	"Servant leadership, innovative work behavior and innovative organizational culture: the mediating role of perceived organizational support"	To investigate that due to organization support, servant leadership style can not only encourage innovative work behavior but also create innovative	Self-reported data creates potential biases	Organizations should foster servant leadership practices and enhance perceived organizational support to promote innovation.

		organizational culture.		
5	“Leading early childhood education centers as professional bureaucracies”	Examine leadership's role in early childhood education management structures	Focused only on limited system of Finnish	Other educational contexts need to be study
6	“Lean innovation training and transformational leadership for employee creativity”	Explore how lean training and leadership influence innovation and creativity.	only Single organization/context has been discussed	Sampe size/context need to enhance
7	“Digital innovation drivers in retail banking: leadership, culture, techno stress”	Identify leadership and cultural enablers of digital innovation	only Specific regional context has been discussed	Other regional contexts need to be tested
8	“Transformational leadership and radical innovation for sustainability”	To analyze the impact of transformational leadership on radical innovation with mediation and moderation effects	only Specific regional context has been discussed	Other regional contexts need to be tested
9	“Nurturing innovative culture in a healthcare organization – Swedish case”	Explore how leadership supports innovative culture in healthcare	Lack of generalizability as Only Swedes healthcare sector is considered	Other sectors/industries along with some empirical studies may also be considered.
10	“The nexus of transactional leadership, knowledge sharing behavior and organizational creativity: empirical evidence from construction workers in Jakarta”	Investigate how transactional leadership impacts creativity through knowledge sharing	Focused on Construction workers only	Conduct comparative analysis with other industries
11	“Leadership and risk: a review of the literature”	to study how leadership navigate with risk	Only qualitative research has been conducted	Mixed method approaches to be used to get more validated results
12	“Transformational leadership style: a boost or hindrance to team performance in IT sector”	Analyze how team performance has been boosted by transformational leadership	Focused on IT sector only	Comparison of Cross-sectorial can be conducted
13	“Authentic and transformational leadership and innovative work behavior: the moderating	To explore how leadership styles influence creativity and innovative work	Self-reporting bias, individuals use subjective approach according to their own experiences	Include objective performance standard and parameters to validate results

	role of psychological empowerment.”	behavior, via psychological empowerment		
14	“Does transformational leadership matter for innovation in banks? The mediating role of knowledge sharing”	To examine how transformational leadership promotes innovation via knowledge sharing in banks	Limited sample size used	Cross cultural arrangements can be used to validate results
15	“Organizational culture and project management methodology: financial industry”	Examine how culture impact project methodology choice	Lack of generalizability as Only one sector is considered	Other sectors/industries may also be considered.
16	“Transformational leadership and employee voice in innovation”	investigate how leaders communicate to promote process and product innovation	Focused only on SMEs in one country	larger enterprises need to be tested
17	“Leadership, culture, intellectual capital, knowledge processes for innovativeness”	Analyze the linking mechanism among leadership, culture, and knowledge in fostering innovation	Cross-sectional data is used to conduct the study	Conduct study by using Longitudinal studies
18	“Empowering leadership, cohesiveness, learning orientation, innovative behavior”	to examine how empowering culture of leadership and teamwork drive innovation	Focus on Public sector organizations only	Cross cultural arrangements can be used to validate results
19	“Organizational culture, innovation and performance: a non-western study”	explore how innovation mediates the relationship of culture and performance	Focus on Public sector organizations only	Include comparison of private sector companies to validate results
20	"Transformational leadership and employee creativity across cultures"	Compare how TL dimensions influence creativity across Turkish and Algerian cultural contexts	Self-report, cross-sectional, cultural measures limited	Adapt leadership to cultural context, increase sample diversity, study more mediators
21	“The impact of ethical leadership on service innovation behavior. The mediating role of psychological capital”	To investigate how ethical leadership has influenced innovation via	Cross-sectional design is used to conduct the study	Conduct study by using Longitudinal studies

		psychological capital		
22	“Human capital: the link between leadership and organizational learning”	To examine the relationship between organizational learning and leadership through human capital	Self-reported data creates potential biases	Organizations can invest in developing human capital to increase the connection between leadership and learning processes.
23	“Leadership as a driver of entrepreneurship: an international exploratory study”	Examine how leaders lead entrepreneurial activities	Too Broad theoretical framework	Specific model to be developed that address different countries
24	“The role of leadership in business model innovation: a case of an entrepreneurial firm from India”	Examine how business model innovation has been influenced by leadership role	Lack of generalizability	Can be replicated to diverse industries
25	“Leadership Development: Three programs that maximize learning over time”	Identify how three leadership programs are effective	Focused on only specific programs result	Conduct comparative analysis with other sectors
26	"Organizational innovation: the role of leadership and organizational culture"	Assess how leadership and culture impact innovation in top innovative universities	Limited to academia, lacks sample clarity, cross-sectional	Extend to other sectors, adopt longitudinal/mixed methods, examine cultural dynamics
27	"Transformation leadership and creativity: Effects of employees' psychological empowerment and intrinsic motivation"	Examine how TL influences innovative behavior through psychological empowerment, intrinsic motivation, and engagement	Cross-sectional, self-report bias, sector-specific	Use longitudinal studies, test in diverse industries, explore cultural roles
28	“Transformational leadership, social capital and organizational innovation”	Analyze the relationship between innovation and leadership by mediating effect of social capital	Focused on Chinese manufacturing firm only	Can be Replicate to other sectors and in diverse economies
29	“Developing Collaborative and Innovative Leadership: Practices for Fostering a New Mindset”	Recognize those practices which promote collaborative and creative leadership	Focused on Educational sector only	Conduct study on corporate enterprises as well
30	“Global Leadership Study: A Theoretical Framework”	Propose a theoretical model of global leadership development	Only qualitative research has been conducted	Cross cultural arrangements can be used to validate results

In this step, the researcher extracts the data from 30 selected articles in Excel by classifying them as general characteristics of the study. The researcher then develops a record covering the key points of each study. While discussing the general characteristics, the researcher examines and aims to provide a general overview of the included studies, their perspectives, and the contexts where the study has been conducted. Then, the data are further classified against the keywords or variables.

The data collection layer focuses on the technique used to collect data. The questions will measure the impact of leadership, organizational structure, and resource availability on creativity and innovation (Bagheri et al., 2022). The final step of data synthesis involves the techniques used to process and interpret the existing theories. In this study, the strength of relationships between variables is determined. This will help validate the research findings and provide insights into the factors influencing organisational creativity (Azeem et al., 2021).

Discussion

Drawing from the synthesized findings of 30 research papers that concentrated on innovation, creativity, leadership styles, organizational structure and organizational culture, the ensuing discussion highlights the main insights and trends identified from the findings:

The above review of selected articles firmly establishes that transformational leadership (TL) is a key factor in developing innovative work behaviours, creativity, and organizational innovation. Several studies found that TL, directly and indirectly, affects innovation, most commonly mediated by empowerment, trust, psychological capital, and knowledge sharing. In particular, all aspects of TL—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—are proven to predict creativity, though their magnitude differs based on cultural context.

Several studies pointed to human know-how and the support people feel from their firm as vital links between leadership and new ideas. For instance, when workers are empowered, they team up more freely; that extra give-and-take fuels creativity. Likewise, servant leaders who operate in a supportive climate spark stronger innovative behaviour and a richer culture of innovation. Ethical leaders, too, drive innovation performance, but only when their effect passes through workers' psychological capital.

Knowledge sharing is a powerful middle link, especially under transformational or transactional heads. Treading lessons lifts team creativity and fills the distance between any leadership style and real innovation results. Social networks and hands-on learning also show up as steady engines that push teams forward over the long haul.

A handful of papers focused on risk management, entrepreneurial mindset, and project efficiency, showing that leadership must align with risk plans and innovation targets to succeed. Under such alignment, leaders nudge not only idea generation and invention but also enterprising action, a learning spirit, and agility in fast-changing markets.

Even with those clear links, a few weaknesses still stand out. Most research focuses on one location or industry, so findings may not travel well. Causation is tricky because authors typically rely on cross-sectional surveys and self-reporting. Also, many papers skip long-term follow-up, leaving questions about whether the gains in innovation last.

Conclusion

Leadership styles, organizational structure, and resource availability are different. These three factors play together for creativity and innovation. Few factors have been recognized throughout history as vital in an organization's success or failure. Transformational leadership in any organization has the unique power to energize, motivate, and inspire employees to take meaningful actions that lead to tangible changes. The result is an empowered workforce,

driving the organization toward future success. When leaders pay attention to employees' needs, empower them, stimulate their minds, and involve them in reaching collective goals, the organisation's overall performance improves.

While various leadership styles promote empowerment, engagement, and innovation—which, in turn, contribute to higher success—transformational leadership is especially crucial during organizational change. Effective management must incorporate both transactional and transformational leadership abilities. Ultimately, transformational leadership qualities are essential for driving meaningful organizational transformation.

Effective leadership is necessary for bringing up a perceptiveness of innovation, which drives organizational success in ever-changing and competing environments. Inclusive leadership has a beneficial impact on innovative work behaviour (Sharma et al., 2023). Companies may find new potential for ground-breaking ideas and innovations by creating cultures that encourage innovation (Westover, 2024). This comprehensive review highlights the value of leadership in creating a culture of creativity, suggesting practical implications for organizations attempting to enhance their advanced potentiality. Leaders must be aware of the cultural values they promote and how they align with the organization's creative thinking and goals.

Future Research Recommendations

Future studies should examine how various leadership styles can promote unique creative processes and activities (Oke et al., 2008). Future studies will be conducted on the influence of adaptive leadership on the development of innovation cultures, especially in high-performance teams (Sott & Bender, 2025). Future research could look at the part human capital plays in moderating the impacts of leadership on innovation, therefore offering ideas for talent management techniques for encouraging innovation (Costa et al., 2023). Such studies might make clear how funding for employee skills and cognition boosts the determinant of leadership on productive outcomes. Future studies should examine the role of organisational structure in alleviating the connection between position and invention, revealing how various organizational forms may either raise or hamper the determining factor of leadership in the creative thinking phenomenon.

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