

UNLOCKING POTENTIAL: EXPLORING THE TRANSFORMATIVE POWER OF GENERATIVE LEADERSHIP IN FOSTERING CREATIVITY AND POSITIVE CHANGE

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Abstract

Organizations are increasingly recognizing the importance of supporting innovation and constructive change to maintain competitiveness in today's evolving business environment. Leadership plays a role in shaping the potential of teams and the organizational culture. In this research paper, we aim to explore how generative leadership can unlock creativity and drive change within organizations. By examining the principles and characteristics of leadership our study provides valuable insights into how leaders can foster an environment that stimulates innovation and cultivates a forward-thinking mindset. Through case studies, empirical evidence, and relevant literature analysis, this paper comprehensively examines the impact of leadership, on driving change and promoting organizational innovation.

Keywords: Generative Leadership, Creativity, Positive Change, Organizational Culture, Employee Engagement, Innovation

1. Introduction

Currently, the business environment is going through a transformation as there is growing recognition of the role played by creativity and positive change. Creativity is acknowledged as a driver, for transformations within companies helping them address fundamental challenges such as organizational changes, innovation, financial growth, and establishing a unique identity (Awan et. al., 2019; Li et. al., 2022). Empirical studies have consistently demonstrated a relationship between creativity and revenue growth for businesses. This highlights the importance of generating meaningful ideas that are vital for corporate progress (Li et. al., 2022).

In times generative leadership has emerged as a style that profoundly impacts how organizations function by fostering creativity and facilitating positive change (Pavez & Neves 2023).

Generative leaders possess qualities such as having a vision for the future while promoting inclusivity and sustainability. They focus on revising and remodelling businesses in ways that help all participants involved (Afridi et. al., 2023; Al-Zoubi et. al., 2023). In the current business climate, taking generative leadership complies with the increasing significance placed on creativity and positive change. It provides a leadership approach that emphasizes practices of innovation-driven strategies and the general success of an organization. (Afridi et. al.

2023).

The leaders are those who encourage thinking and innovation, among their teams (Al-Zoubi et. al., 2023). Top-level managers are also increasingly supporting the use of AI to simplify workflows to increase output productivity and insights for better decision-making purposes (Chui et al., 2023). The blend of leadership and generative artificial intelligence brings immense value by adopting a culture of modernization empowering staff and continuously shifting to the dynamics of the corporate world (Dhoni, 2023; Lim et. al., 2023). These are multiple industries where effective management is visible like agriculture, hospitality, and technology (Bower et. al., 2021; Afridi et. al., 2023; Mrusek et. al., 2021). In this area, generative leadership is crucial in creating innovative strategies and inspiring others by highlighting ability (Bower et. al., 2021). In hospitality settings, it inspires creative thinking encourages ideas, and sustainability, and generates innovation (Afridi et. al., 2023). The top managers from across the industry have also begun to use Artificial intelligence as an innovative approach to management (Dhoni, 2023). In the long run, the change and atmosphere that encourages creativity by connecting the possibilities of AI technology with leaders can effectively encourage innovation (Lim et. al., 2023).

2. Literature Review

The following summary of the literature examines various kinds of leadership and discusses how they promote leadership development in educational institutions. Also, how it led to transformative, changes in the lives of people and health organisations. Each study investigates the insights that expand comprehension and utilisation of leadership in many kinds of environments.

2.1 Studies related to generative leadership

A study conducted by Afzidi and their associates (2023) looked at how performance in the tourism sector of Pakistan was impacted by leadership. Their findings advocate that work behaviour and friendly techniques impact on relationship between leadership and sustainable performance. This research improves our knowledge about how leadership can contribute to supporting sustainability within the travel and tourism industry.

The function investigated by Afzidi et.al. (2023) of Generative Leadership in promoting innovation in the hotel industry. Elements such as a supportive environment approach and a strong commitment to sustainability act as mediators that encourage employees to engage in the activities these are the pioneering findings of the study that strongly stimulate leadership. The results of this study guide how creative leadership plays a role in reducing environmental footprints in the travel and hospitality sector.

Calli et. al., (2022) investigated how maturity level in macro enterprises is influenced by literacy and generative leadership. The study shows that both help to achieve sustainable maturity levels. This study is based on the Upper Echelons Theory.

Also, Demirbilek (2022) explores the correlation between leadership, management practices, and entrepreneurial skills among school principals play a crucial role in promoting effective management practices and effective leadership.

Edward Groves and Ronnerman (2021), in action research for teacher professional growth, focussed on the key aspect between learning and leadership practices. The study shed light on the understanding of how long-term action programs influence the teacher's professional

growth.

Surie and Hazy (2020) highlighted how innovative leadership studies differ from traditional leadership research. It focuses on its ability to generate innovation in complex organisations and find a balance between connectedness and interaction among individuals and communities.

Castillo et. al. (2019) addressed the issues created by uncertain conditions (VUCA) in an organization. They propose a leadership approach that prioritizes generative capabilities. By incorporating knowledge from fields and complex adaptive systems the paper offers guidance for leaders aiming to enhance organizational effectiveness, in challenging and uncertain environments.

Cetin & Demirbilek (2019) aimed to develop a reliable measure of leadership behaviours exhibited by school administrators. The scale, called "Revealing Creative Dynamics" and "Innovation Generating Capacity" is a tool for evaluating and studying leadership in educational settings.

Monroe (2017) analyzed four texts that intertwine the concept of leadership into a coherent framework. The review covered topics such as mirror neurons, empathy, relationships, and the significance of learning. These texts provide insights for individuals aspiring to embody generative leadership qualities and enhance their leadership abilities.

Callens (2017) introduced the notion of Generative Leadership, within the Transformational Transactional Charismatic Interaction (TCI) framework. The paper explored how generative leadership contributed to transformative leadership practices while shedding light on the dynamics of leadership interactions.

Macaux (2016) presented a manifesto for transformative change in framing leadership challenges and norms. The paper advocated for a lifespan approach to leadership, emphasizing the need for developmental change in how leadership capabilities are conceptualized and assessed at all organizational levels. This perspective on leadership as a response to sustainability challenges adds depth to the discourse on responsible leadership.

Below is a comparative table of Generative Leadership Literature.

Table 1. Comparative table of studies related to generative leadership

Title/Author(s)	Methodology	Focus	Key Findings	Contribution
Afzidi et al. (2023)	Empirical study	Leadership that is generative and long-lasting performance	GL uses green work practices and green passion to impact sustainable performance.	Significance of generative leadership for sustainability in tourism.
Afzidi et al. (2023)	Empirical study	Generative leadership and green creativity	GL fosters green creativity, mediated by green climate and commitment.	Reduces environmental footprints through generative leadership in hospitality.

Title/Author(s)	Methodology	Focus	Key Findings	Contribution
Çallı et al. (2022)	Empirical study	Leadership that is generative and digital maturity	Digital literacy mediates; GL and digital literacy both contribute to the thriving state of digital maturity.	Digital maturity is facilitated in micro and small organizations by generative leadership.
Demirbilek (2022)	Empirical study	Skills related to entrepreneurship, sustainability, and generative leadership	Sustainable management and generative leadership are influenced by entrepreneurial competencies.	Highlights the importance of entrepreneurial skills for generative leadership and sustainability.
Edwards-Groves & Rönnerman (2021)	Book analysis	Action research and professional development	Generative nature of leading practices in teacher development.	Understanding long-term impacts of action research on learning and leadership.
Surie & Hazy (2020)	Theoretical framework	Foundation for Generative Leadership	Manages complexity and institutionalizes innovation.	Novel research directions and practical management implications.
Castillo et al. (2019)	Theoretical model	Leading in VUCA environments	Absorptive, adaptive, and generative capacities for organizational effectiveness.	A practical roadmap for leaders in volatile, uncertain, complex, and ambiguous situations.
Çetin & Demirbilek (2019)	Scale development	Measuring generative leadership in schools	"Revealing Creative Dynamics" and "Innovation Generating Capacity" scales.	Reliable and valid tool for assessing generative leadership in education.
Monroe (2017)	Thematic review	Generative leadership qualities	Mirror neurons, empathy, relationships, and experience.	Insights for emulating generative leadership and building capacity.
Callens (2017)	Theoretical essay	Generative leadership within the TCI framework	Contribution to transformative leadership and dynamics of leadership interactions.	Expands understanding of generative leadership and its connection to other leadership styles.
Macaux (2016)	Manifesto	Lifespan approach to leadership	Transformative change in framing leadership; developmental focus.	Reimagining leadership challenges and norms at all organizational levels.

2.2 Studies related to the factors that influence creativity within teams and organizations.

Rumanti et al. (2023) examined the effects of organizational creativity and open innovation on the success of small and medium-sized enterprises (SMEs), filling in a significant vacuum in the research. The authors correctly point out that there is a dearth of empirical data on this topic, particularly in the context of SMEs where ideas about research and development as an expensive endeavor are still prevalent. The study used PLS-SEM to analyze the data through a sample of 206 SMEs in Indonesia, producing interesting results. The study effectively proves that open innovation and organizational creativity both have a major, positive impact on the performance of SMEs. This research stands out because it takes an approach by considering creativity, as a secondary factor. It considered aspects such as knowledge generation, internal environment, group creativity, and individual creativity. The balanced perspective has been added to the continuing debate about how open innovation and organisational creativity have an impact on small and medium-sized enterprises.

The study by Van Den Born et. al., (2023) examined recognised information regarding the leadership in Jazz bands in New York City. They found that formal leadership has minimal effect on creativity but has no effect on lifespan or popularity. Emerges as a significant factor that facilitates both creativity and popularity. This study sheds light on the balance between established hierarchies within organizations and external market representation. It suggests that connected network leaders play a role, in a team's creative output and overall success in the competitive music industry. This research provides insights, into leadership and creativity in creative industries where flexible and uncertain work structures are common. The study's findings offer implications for leaders in fields highlighting the importance of network leadership and external market representation for long-term creative success.

Tromp and Glăveanu (2023) address two paradoxes; the relationship between constraints and creativity and the association between aging and creativity. To explore the limitations on an individual's creativity the authors introduce the Model of Creative Aging (MOCA) a conceptual framework. This study has raised a challenge to the currently held belief that creativity is impaired by limitations and chooses to suggest that limitations are acting as a catalysing factor for the discovery of solutions and encouraging senior citizens to exercise their brains. The MOCA Model emphasizes the level of significance of expertise on one hand while on the other hand, it considers the individual level perspectives on aging and creativity. The approach presented by the author displays a hint of innovativeness for the promotion of creativity among individuals while making predictions at an accurate level on a parallel basis. This article has placed a

focus on the relationship between creativity and aging and seeks to know how aged people can reach their full potential, within the constraints of the limiting factors. The purpose of the MOCA Model is to encourage a dialogue on creativity and becoming old for the encouragement of artistic expression among senior citizens.

The study by Bousinakis and Halkos (2021) has performed a collection of data from 212 samples, identified from a population of the two identified commercial sectors for the conduction of an investigation of the role played by creativity on employee satisfaction and their overall development. Statistical regression testing of the raw data performed by the researchers has revealed a significant role played by creativity in the creation of a more favourable work environment which can reduce stress levels to a more manageable extent and can increase the levels of job satisfaction, experienced by the employees. This study has emphasized a few vital factors for the reduction of workload pressure, by employees taking the initiatives for this purpose and management of stress levels via accepting the new paradigms to increase the overall levels of job satisfaction, experienced by the employees. The study highlights factors such as taking initiative at work dealing with workload pressure and embracing change that affect stress levels and overall job satisfaction. This research effectively demonstrates how creativity acts as a catalyst, for improving both performance and employee well-being.

In another research conducted by Smith and Green (2020), the focus is placed on the significance of organizational creativity in driving success within professional sports organizations. The authors highlight elements including worker creativity, workplace culture, and interpersonal relationships that significantly impact innovation within these settings. By surveying offices of three sports teams the study identified that enhanced work processes along with a clearly defined vision is the pivotal factor influencing organizational innovation. The findings contributed insights into understanding the stages of the innovation process specifically within the realm of professional sports. Executives in the sports business can leverage these insights to enhance outcomes by recognizing the importance of fostering an organizational culture along, with effective work practices.

Table 2. Comparative tables of the above-mentioned studies

Study	Methodology	Context	Key Findings	Contribution
Rumanti et al. (2023)	Survey, PLS-SEM	Small and Medium Enterprises (SMEs)	Open innovation and organizational creativity have a major, positive impact on SMEs' performance. Creative thinking within the organization is viewed as a secondary factor.	Fills a vacuum in the literature by offering insightful analysis and adding to the discussion of how creativity and innovation affect SMEs.
Van den Born et al. (2023)	Exploratory Study	New York City jazz bands	Formal leadership does not greatly affect popularity or longevity, although it does have a modest effect on inventiveness. Network leadership (status) is important for both popularity and inventiveness.	Offers a unique perspective on leadership's influence in creative industries, emphasizing the role of network leadership in jazz band creativity and success.
Tromp and Glaveanu (2023)	Logit Regression	Public & private sectors	Creativity reduces stress, increases organizational success, and boosts job satisfaction. Factors like workload pressure, job initiatives, and creative change influence stress and satisfaction.	Emphasizes the importance of creativity for organizational and employee well-being, offering insights into factors influencing stress and job satisfaction.
Smith and Green (2020)	Survey	Professional sport organizations	Clear vision, improved work processes, organizational culture, and work environment influence creativity. Insights for enhancing creative outcomes in sports.	Highlights the significance of organizational culture and work processes in fostering creativity in professional sports organizations, contributing to practical insights.

2.3 Studies related to the link between leadership and positive organizational change.

Soardi et al. (2023) emphasized how important leadership is to the growth of public organizations. The study used a qualitative methodology and descriptive research techniques to investigate how leadership affects the four main pillars of the process of improvement: technology utilization, resource expansion, management, and service quality. The results show that competent leaders in public organizations can inspire followers,

demonstrate emotional and skill competence, and uphold professional ethics. The study's qualitative design offers a sophisticated perspective on the complex interplay between organizational development and leadership in the public sector. By highlighting important characteristics that support effective organizational evolution, the research makes a substantial contribution to the body of knowledge on leadership and public administration.

Lennon et al. (2023) delved into the complex realm of mental health care services, exploring the introduction of

the non-conventional Open Dialogue approach. The study highlights organizational, managerial, leadership, and cultural elements that support the long-term implementation of complex systems in Australian public health care services. The writers examine themes in semi-structured interviews with managers and executives in the healthcare industry to make meaningful findings. The research emphasizes the importance of leadership in cultivating cultural change, adapting to challenges, and removing organizational obstacles to sustain innovative approaches. The study is a valuable contribution to understanding organizational change in the context of mental health services, offering practical insights for leaders and policymakers seeking sustainable transformations.

In the study titled "Walk" (2023), the author explored the impact of leader attitudes and change support, on follower resistance to change contributing to the existing body of knowledge on transformation. The research challenges the perception of leaders as initiators of change by highlighting their role as implementers. By analyzing survey data from Germany's public education system, the study revealed a relationship between leader resistance and follower resistance during change implementation shedding light on the complexities involved when leaders are responsible for carrying out change rather than initiating it. These findings deepen our understanding of how follower resistance, change support, and leader attitudes interact offering insights, for businesses undertaking change initiatives.

Maisyura et. al. (2022) Examined how transformational leadership played a critical role in corporate change. Through a literature study method, the authors delve into the characteristics of transformational leadership, presenting it as the most suitable style for spearheading organizational transformation. The paper emphasizes the charismatic and instrumental roles of transformational leaders in driving organizational change. The article contributes by presenting a comprehensive view of organizational transformation, incorporating Kotter's 8 Steps Changes Model and the 4R concept proposed by Gouillert and Kelly. By highlighting the importance of visionary leaders equipped with knowledge, expertise, and risk-taking abilities, the paper offers practical insights for organizations undergoing transformative processes.

Faupel and Sue (2019) investigated how transformational leadership affects workers throughout organizational change, looking at valence and job engagement as potential moderators. Based on survey data from employees going through a transition, the study found that valence and job engagement are important mediators of the relationship between employee behavior and transformative leadership. The conducted research provided insights, into the processes involved in change. Emphasizes the importance of leadership. It does not enhance work engagement. Also shapes employees'

perceptions of the outcomes of change. These motivational mechanisms contribute to employees displaying behavior that is valuable during times of change offering insights for leaders aiming to navigate change effectively.

Bligh et. al. (2018) investigated the relationship between mindset, error learning, and leadership style in the context of change. The study discovered that transformational leadership influences employee attitudes towards error learning across countries such as the US, China, and Europe. On the other hand, laissez-faire and unpleasant leadership styles impede error learning. By exploring how mindset (fixed versus growing) impacts attitudes toward error learning this research provides a perspective. The results highlight the role played by leadership styles in influencing learning and creativity during periods of change which has implications for leaders who want to foster a culture of embracing errors as opportunities to learn.

Khan et. al. (2016) focus on emphasizing the role of leadership in driving change. They present a model that highlights leadership competencies such as visionary, democratic, and transformational styles. The study argues that effective leadership characterized by competence and innovative approaches is essential, for achieving change.

Based on works of literature and real-life examples study suggests that a leader who possesses these skills can effectively navigate the complexities of change thus promoting success and fostering innovation. The proposed model serves as a roadmap, for organizations aiming to adapt to evolving trends highlighting the role of leadership in driving change.

The research conducted by Yasir et. al. (2016) delved into the interconnections between change capability, employee trust, and different leadership styles within profit organizations. The study adopted an approach that considered laissez-leadership philosophies. The findings revealed a correlation between employee trust and transformational leadership as well as between organizational change capacity and both transformational and transactional leadership. Interestingly there was also a correlation between trust and the ability to bring about change in relation to laissez-faire leadership. The study highlights how employees' trust plays a mediating role in the relationship between organizational change capacity and leadership styles, with useful implications for nonprofit leadership practices.

Holten and Brenner (2015) Examined the mechanisms underlying followers' favorable responses to change by concentrating on the connection between followers' evaluations of change through manager involvement and leadership styles—transformational and transactional. 351 followers in Danish firms participated in the longitudinal survey, which found positive correlations between manager involvement, followers' assessments of change, and transformational and transactional leadership styles. Enhancing managers'

involvement and leadership style can have a favourable impact on followers' perceptions of and responses to organizational change, according to the study, which offers insights into change management.

Santhidran et. al. (2013) discussed the intricate relationships between commitment to change, preparation for change, and leadership in the context of Asian nations. Partial least squares analysis is used in the study to examine the relationships. The findings show that leadership has a favourable impact on change readiness

and that change readiness has a considerable impact on a commitment to change. Crucially, it turns out that commitment to change and transformative leadership are mediated by change preparation. This sequential influence casts doubt on accepted wisdom and highlights the necessity of a sophisticated comprehension of the leadership process for enacting organizational change. The study offers insightful information, especially when considering Asian organizational contexts.

Table 3. Comparative table of the above-mentioned studies

Study	Methodology	Context	Key Findings	Contribution
Soeardi et al. (2023)	A qualitative approach with descriptive tools	Public organizations	Effective leaders in public organizations, through motivation, competence, and ethical adherence, positively impact service quality, management, resource expansion, and technology utilization. Qualitative insights enhance understanding of leadership's role in public sector development.	A significant contribution to public administration and leadership literature by emphasizing key attributes contributing to successful organizational evolution in the public sector.
Lennon et al. (2023)	Semi-structured interviews	Australian mental health care services	The role of leadership in maintaining the Open Dialogue approach's deployment in mental health services. Organizational, management, and cultural factors are crucial for sustained change. Valuable insights for leaders and policymakers in mental health services.	An important contribution to understanding organizational change in mental health services, providing practical insights for sustained transformations in complex systems.
Walk (2023)	Survey data from the public education sector	Public education sector in Germany	Leaders as executors impact follower resistance to change. Leader attitudes and change-specific support play a role. Awareness of complexities in leader-follower dynamics during change execution.	Advances understanding of leader roles in change execution, highlighting potential negative impacts and emphasizing the interplay between leader attitudes, change-specific support, and follower resistance.

Study	Methodology	Context	Key Findings	Contribution
Maisyura et al. (2022)	Literature study method	Organizational change	<p>Transformational leadership's role in organizational transformation. Charismatic and instrumental roles are highlighted.</p> <p>Comprehensive view incorporating Kotter's model and 4R concept.</p> <p>Practical insights for transformative processes.</p>	<p>Significant contribution by presenting a comprehensive view of organizational transformation, incorporating established models, and emphasizing the importance of visionary leaders in driving successful change.</p>
Faupel and Süß (2019)	Survey data from employees undergoing change	Not specified	<p>The effect of transformational leadership on staff members during transition. Relations are mediated by valence and work engagement. During times of change, helpful conduct is influenced by motivational processes.</p>	<p>Expands on the understanding of the motivational factors at play in the interaction between employee behavior during organizational change and transformational leadership. Practical implications for leaders navigating change effectively.</p>
Bligh et al. (2018)	Cross-cultural study across Europe, China, US	Organizational change	<p>Transformational leadership positively influences attitudes toward error learning. Mindset (Fixed versus growth) influences error learning. Leadership styles shape organizational learning and innovation.</p>	<p>A distinct viewpoint on how attitude, error learning, and leadership style interact while an organization is changing. Implications for developing a culture that values error-learning in practice.</p>
Khan et al. (2016)	Literature review and real cases	Organizational change	<p>Leadership competencies (visionary, democratic, and transformational styles) are crucial for successful change. Effective leadership navigates complexities, fostering sustainable success and innovation.</p>	<p>Offers a practical guide for organizations changing, emphasizing the centrality of leadership and competencies in navigating complexities and ensuring successful organizational change.</p>

3. Research Gap

A research gap is the limited exploration of generative leadership principles and their specific impact on promoting creativity, positive change, and adaptive cultures within organizations. Current literature lacks an in-depth analysis of how the principles of generative leadership are applied in real-world settings, especially in fostering team creativity. Additionally, there is a lack of research on whether generative leadership directly contributes to positive organizational change and the mechanisms through which it influences cultural change. The specific relationship between generative leadership and the development of a positive adaptive culture remains understudied, requiring intensive research to bridge this gap in understanding and make a valuable contribution to leadership research.

4. Objectives of study

1. To investigate the principles of generative leadership and their influence on promoting creativity and positive change.
2. To explore how generative leadership contributes to cultivating a culture of positive adaptation.

5. Hypotheses

H1: The implementation of Generative leadership principles is positively correlated with increased levels of team creativity.

H0: There is no significant correlation between the implementation of generative leadership principles and increased levels of team creativity.

H2: The development of positive adaptability within an organization and generative leadership approaches are significantly correlated.

H0: The development of positive adaptability within an organization and generative leadership techniques do not significantly correlate.

6. Methodology

6.1 Research Design

This study uses a quantitative, cross-sectional survey research design. The nature of the research is descriptive and correlational, aiming to understand the relationships between generative leadership and various organizational aspects. The primary objective is to assess the perceived influence of generative leadership across a spectrum of organizational dimensions. These include communication, innovation, employee development, goal alignment, creativity, purpose, feedback culture, adaptability, collaboration, shared responsibility, recognition, resource provision, external responsiveness, risk-taking, vision communication, sense of ownership, talent development, well-being, and organizational culture.

6.2 Population and Sample

The study's target population consists of the organization's personnel. The participants will be chosen using a random sampling method. A 95% confidence level and a 5% margin of error will be used to calculate the sample size, which will come out to 150 participants.

6.3 Instrumentation

A structured questionnaire created using the responses supplied on the Likert scale will be used to gather data. Content validity will be ensured through expert review, and the questionnaire's reliability will be assessed using techniques like Cronbach's alpha through a pilot test.

6.4 Variables

The independent variable in focus is generative leadership behaviors. Dependent variables encompass perceptions of communication, innovation, employee development, goal alignment, creativity, purpose, feedback culture, adaptability, collaboration, shared responsibility, recognition, resource provision, external responsiveness, risk-taking, vision communication, sense of ownership, talent development, well-being, and organizational culture.

6.5 Data Collection

For the conducted research, the questionnaire was disseminated both electronically and in person to participants. Responses were systematically collected over a designated timeframe, emphasizing the importance of maintaining participant anonymity to foster candid and unbiased responses. Before participation, each respondent provided informed consent, which explicitly communicated the study's objectives and underscored the voluntary nature of their involvement.

6.6 Data Analysis

After collecting the data, we moved on to the analysis phase. To get an overview of how participants responded we used measures, like calculating mean scores for each statement. Kruskal Wallis test or ANOVA test is used to find any discrepancies between hypotheses. Kruskal wallies test for testing medians of three or more groups. This thorough analysis offers insights into the dynamics and influence of leadership drawing from research study findings.

7. Results and Discussion

The Likert scale (as shown in Table 4) is used to evaluate several important elements throughout the study that analyzed the dynamics of leadership within an organisation perspective also. In the discussion participants addressed the leadership approach they had encountered at the organisation. Most participants show their expression toward the leader who encourages open communication and idea sharing. Also, expression

Study	Methodology	Context	Key Findings	Contribution
Yasir et al. (2016)	Comprehensive approach considering leadership styles	Non-profit organizations	There are positive correlations between employees' trust and transformational leadership, as well as between organizational change capacity and transformational/transactional leadership. unfavorable correlation with a laissez-faire leadership style. The relationship is mediated by trust.	Focuses on the role that employees' trust plays as a mediator in the relationship between leadership styles and organizational change capacity, underscoring the significance of leadership styles in non-profit contexts. Offers useful advice regarding leadership techniques used in non-profit environments.
Holten and Brenner (2015)	Longitudinal survey involving 351 followers	Danish organizations	Positive correlations have been shown between followers' evaluation of change, manager engagement, and transformational and transactional leadership styles. The engagement of managers influences positive reactions to change.	Provides insights into how leadership styles and manager engagement positively influence followers' perceptions and reactions to organizational change. Practical implications for improving managers' leadership style to enhance positive reactions to change.
Santhidran et al. (2013)	Partial least squares technique	Asian countries	Change preparedness is positively impacted by leadership, and commitment to change is greatly impacted by this. The relationship between commitment to change and transformational leadership is mediated by change readiness.	Provides insightful information about the intricate relationships between commitment to change, change readiness, and leadership in Asian organizational contexts. Challenges conventional beliefs and emphasizes the need for a nuanced understanding of leadership processes in driving organizational change.

towards important in creating an environment to express ideas and raise their voice without fear of criticism in an innovative atmosphere. Encouragement culture of innovation and experimentation practices by leaders is acknowledged by many participants.

Also, the feedback obtained regarding the leadership indicates that it is committed to developing workers' capabilities by supporting and investing in employee development. Understanding and directing the objectives of management aligns with the goals and vision of the organization. Participants perceive leadership as driving collaboration by valuing perspectives encouraging shared responsibility and recognizing innovative contributions made by employees. Additionally, generative leaders were praised for inspiring a sense of purpose and meaning in the workplace while fostering a connec-

tion, between leadership and overall employee well-being.

Generative leadership has consistently demonstrated adaptability and responsiveness when faced with challenges or changes. It highlights the importance of promoting risks and successfully conveying a vision, for the future, which reflects a culture that values forward-looking perspectives and embraces taking chances. Survey respondents also credited the success of the business to a sense of accountability and ownership highlighting the leadership's ability to foster responsibility in team members. Finally, participants recognized the impact of leadership on creating a work environment that fosters continuous improvement emphasizing its enduring effects, on organizational culture.

Table 4. Employee Perception of Generative Leadership

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Generative leaders encourage open communication and idea-sharing.	7	15	22	67	37
I feel empowered to express my creative ideas without fear of criticism from generative leaders.	12	18	27	60	33
Generative leaders promote a culture of innovation and experimentation.	4	10	18	75	42
The leadership in our organization actively supports and invests in employee development.	9	13	21	57	49
Generative leaders provide clear goals and objectives that align with the organization's vision for positive change.	6	12	24	72	36
I think that the team's general creativity is positively impacted by generative leadership.	3	7	15	82	42
A feeling of meaning and purpose in our work is fostered by generative leaders.	11	16	22	57	43
The leadership in our organization actively seeks feedback and suggestions for improvement.	4	9	21	63	49
I perceive a strong link between generative leadership and the organization's ability to adapt to change.	6	12	25	64	42
Generative leaders foster a collaborative environment that encourages diverse perspectives.	7	13	18	71	39
I feel that generative leadership contributes to a sense of shared responsibility for achieving organizational goals.	5	11	19	68	45
The leadership in our organization values and recognizes innovative contributions from employees.	9	15	21	60	45
Generative leaders provide resources and support for implementing creative solutions.	6	13	24	61	45
I believe that generative leadership positively influences the organization's ability to respond to external challenges.	3	9	18	72	48

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Generative leaders encourage employees to take calculated risks in pursuit of positive change	9	17	24	52	48
The leadership in our organization communicates a compelling vision for the future.	5	10	19	63	53
I feel a sense of ownership and accountability for the success of the organization under generative leadership.	7	15	27	60	40
Generative leaders actively seek opportunities to develop and leverage the talents of team members.	6	12	23	64	45
I perceive a strong connection between generative leadership and the overall well-being of employees.	9	18	21	54	47
Generative leadership contributes to a positive organizational culture that fosters continuous improvement.	7	13	24	58	46

8. Analysis of findings

The analysis of Table 5 presents evidence that employees, in the organization have varied perceptions of various aspects of generative leadership. While some aspects, such as encouraging communication and valuing innovation are consistent for employees others like fostering collaboration and taking calculated risks show differences in how employees experience them. It would be valuable to investigate the reasons behind these

differences to improve the implementation and effectiveness of leadership practices within the organization. The outcomes of the one-way ANOVA test indicate variations in agreement and disagreement levels across statements ($p < 0.001$). This suggests a connection between leadership and the statements provided. These findings confirm differences in agreement and disagreement levels for statements thus reinforcing the idea that there is indeed a strong relationship, between generative leadership and the provided statements.

Table 5. Kruskal-Wallis Test

Kruskal-Wallis Test					Alpha	0.05		
DESCRIPTION								
Group	Count	Sum	Mean	Variance	SS	Std Err	Lower	Upper
Strongly disagree	20	135	6.75	6.197368	117.75	1.036264	4.692757	8.807243
Disagree	20	258	12.9	9.463158	179.8	1.036264	10.84276	14.95724
Neutral	20	433	21.65	10.13421	192.55	1.036264	19.59276	23.70724
Agree	20	1280	64	57.05263	1084	1.036264	61.94276	66.05724
Strongly agree	20	874	43.7	24.53684	466.2	1.036264	41.64276	45.75724

Table 6. ANOVA

Sources	SS	df	MS	F	P-value	Eta-sq	RMSSE	OmegaSq
Between Groups	44923.7	4	11230.93	522.9319	9.3E-64	0.956556	5.113374	0.95429
Within Groups	2040.3	95	21.47684					
Total	46964	99	474.3838					

The F-statistic and related p-value are the main points of interest, as illustrated in Table 5. When compared to the 0.05 significance level, the F-statistic of 522.9319 and the p-value of 9.3E-64 (almost zero) lead to the rejection of H0. Consequently, strong evidence points to a notable distinction in responses between males and females. The remarkably small p-value indicates that observed disparities are unlikely due to chance. Effect size measures such as Eta squared, RMSSE, and Omega Squared further affirm this significant difference. However, it's crucial to acknowledge that rejecting H0 doesn't elucidate the nature or direction of the difference; additional post-hoc tests or further analysis may be necessary for a more comprehensive understanding. Table 5 shows the results of the Kruskal-Wallis Test for five groups: Strongly Disagree, Disagree, Neutral, Agreement, and Strongly Agreement. Table 5 shows that the mean, median, and mode values for each group are different, indicating that the data in each group is not normally distributed. The standard deviation and sample variance values show that the data in each group is spread out to different degrees. The kurtosis values indicate that the data in each group is normally distributed. The count column shows the number of observations in each group, and the confidence level column indicates the precision of the mean estimates.

9. Conclusion

The overwhelmingly positive feedback regarding the leadership's active support for employee development

reflects a commitment to nurturing workforce skills. Likewise, the enthusiastic endorsement of alignment between objectives and the vision for positive transformation signifies a shared understanding and common direction within the organization. It also emphasizes the importance of creating an atmosphere where the employees freely share ideas without fear of criticism and promote innovation. Leaders who promote a culture of experimentation and innovation have favourable impact on organisational practices. Generative leadership leads to developing a culture of diversity, sharing responsibility, and recognising the contribution of employee participation in the organisation. The leader has a significant impact on inspiring a sense of purpose in the workplace. It demonstrates the strong relationship between leadership and general employee well-being. Generative leadership has continuously exemplified the successful handling of the challenges and implementation the strategies to cope with changes. It leads to the culture of welcoming risk-taking and further indicates the support measures risk and proactively looks ahead conveying a future vision. The study also demonstrated by finding that how generative leadership is effective in fostering responsibility among team members. Lastly, promoting a continuous leadership approach leads to a positive long-lasting effect on the whole workplace. To sum up, the evaluation highlights the importance of leadership in developing company culture, innovation, and collaboration in today's dynamic work environment and promoting in organization.

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