

PSYCHOLOGICAL SAFETY AND EMPLOYEE MOTIVATION AND FLOURISHING

KRISHNAMANENI JOTHSNA

Guide: Dr. Harold Andrew Patrick, Professor & Dean

Master of Business Administration (MBA)

CMS Business School, Jain University, Bangalore.

Abstract

The objective of this research is to investigate the complex relationships that exist between psychological safety, employee motivation, and flourishing in organizational settings. Specifically, the study will concentrate on developing creative work environments and analyzing the roles played by transformational and transactional leadership styles. The understanding of psychological safety as a fundamental component of an atmosphere where taking interpersonal risks is encouraged and enables staff members to freely interact, make suggestions, and work together without fear of consequences is at the heart of the inquiry. Based on positive psychology frameworks and self-determination theory, the study clarifies the several motivating factors—like relatedness, competence, and autonomy—that lead to employee thriving. It seeks to understand how these motivational elements, along with psychological safety, foster an atmosphere that is favorable to creativity and invention. The study explores the complex interrelationships between transactional and transformational leadership philosophies and how each influences psychological safety and encourages workers to come up with new ideas. The primary goal of the inquiry is to clarify how these leadership philosophies affect the individual and group creativity of employees. Through an analysis of the complex relationships between psychological safety, employee motivation, and leadership styles, the thesis seeks to provide practitioners and organizational leaders with practical advice. It is crucial to comprehend how these elements combine to influence creative work practices and inventive behaviors in today's dynamic and competitive environment, where innovation is essential to long-term success.

Keywords: Innovative work behavior, Employee creativity, Transformational leadership style and Transactional leadership style.

Introduction

In today's business environment, maintaining long-term success and establishing a competitive advantage depends not only on material assets and advertising tactics but also on the group competencies and welfare of personnel. The complex relationship between worker motivation, psychological safety, and thriving inside organizational structures is at the heart of this endeavor. With an emphasis on encouraging innovative work practices, developing employee creativity, and comprehending the effects of various leadership ideologies, this thesis undertakes a thorough investigation of these dynamic interactions.

The concept of psychological safety has become more and more prominent in academic studies as well as in real-world organizational settings. It encompasses a setting in which people are at ease taking interpersonal risks without worrying about backlash or unfavorable outcomes. Rooted in positive organizational psychology and self-determination theory, this concept underscores the significance of cultivating a workplace culture where individuals feel valued, respected, and empowered to contribute meaningfully to their roles. Psychological safety becomes increasingly important as companies work to improve employee engagement and well-being since it boosts productivity and creates an environment that is creative.

The success of a company greatly depends on its workforce's capacity for creativity and creative work practices. The willingness and ability of employees to come up with new ideas, experiment with cutting-edge techniques, and put creative solutions to problems into practice are all included in innovative work behavior. Similar to this, employee creativity entails coming up with original and beneficial concepts or solutions, which support organizational flexibility, performance enhancement, and competitive advantage. This thesis explores the fundamental processes that psychological safety uses to affect workers' propensity to adopt innovative work practices and realize their full creative potential, which in turn spurs innovation and success within the business.

It is impossible to overestimate the importance of leadership ideas in fostering psychological safety and motivating staff to produce positive results. Different leadership philosophies have different implications on employees' sense of autonomy, safety, and intrinsic drive. These philosophies range from honest and servant leadership to transformative and empowering leadership. By analyzing the effects of leadership behaviors on psychological safety and employee motivation, this research aims to provide light on effective leadership tactics that promote a culture that supports employee thriving.

Through a comprehensive analysis of extant literature and empirical investigations, the objective of this thesis is to clarify the complex interactions between worker motivation, psychological safety, and flourishing within organizational settings. Organizations may create creative work environments that encourage employee creativity, innovative work behavior, and long-term success by realizing the critical role psychological safety plays in these dynamics.

Literature Review

Innovative work behavior

Afsar, B., Masood, M. and Umrani, W.A. (2019), "The role of job crafting and knowledge sharing on the effect of transformational leadership on innovative work behavior", *Personnel Review*, Vol. 48 No. 5, pp. 1186-1208. The purpose of this paper is to examine the effect of transformational leadership on an employee's innovative work behavior through job crafting. In addition, the study explores the moderating effect of knowledge sharing behavior in the relationship between transformational leadership and innovative work behavior.

Employee Creativity

Chen, M. H., & Kaufmann, G. (2008). Employee creativity and R&D: A critical review. *Creativity and Innovation Management*, 17(1), 71-76. Employee creativity is one of the most important components to measure a company's human capital, particularly in knowledge-intensive companies. However, the complexity of the conception of creativity means that the measurement of employee creativity has become difficult. Reflecting discussions and contributions on Creativity in R&D as presented at the 2006 R&D Management Conference held in Taiwan, this short thematic paper reviews four different and critical approaches to creativity, namely the evolutionary approach, the cross-disciplinary science approach, the social system approach and the social network approach. This paper concludes that the four approaches provide complementary contributions in understanding the measurement of creativity in an R&D context, but that the interaction of the socio-cultural context with employee creativity needs to be taken into account.

Transformational Leadership

Bass, B. M., & Avolio, B. J. (1990). Developing transformational leadership: 1992 and beyond. *Journal of European industrial training*, 14(5). European management must become more transformational with respect to its leadership if it is to address the challenges confronting the European community after 1992. The question arises, can transformational leadership be trained? The answer is affirmative. A number of successful training experiences in North America are described in this article. These experiences form the basis for a prototype training programme now being conducted in a large European conglomerate at the junior, middle and senior management level. A general overview of these programmes are provided, as well as evidence that they are having strong beneficial effects on the participants in the workshops, and in their performance back on their jobs.

Transactional Leadership style

Whittington, J. L., Coker, R. H., Goodwin, V. L., Ickes, W., & Murray, B. (2009). Transactional leadership revisited: Self–other agreement and its consequences. *Journal of Applied Social Psychology*, 39(8), 1860-1886. In a field study involving 209 leader–follower dyads, we examined leader–follower agreement regarding perceptions of the leaders' behavior style and follower outcomes of performance, organizational citizenship behavior, affective commitment, and trust in the leader. Using the self–other agreement paradigm, we found that agreement about a leader's style as transactional was positively related to these outcomes, whereas there was no relationship between agreement about a leader's transformational style and any of the outcomes. These findings support our view that a shared interpretation of the leader's transactional behavior is essential for positive follower outcomes, and may also be a necessary precondition for the effective use of transformational leader behavior. Implications for theory and future research are discussed.

Hypothesis Development

The Effect of exploring the Previous Events of Innovative Work Behavior

Previous experiences of challenging tasks, autonomy in decision-making, and supportive work environments positively influence innovative work behavior among employees. According to this theory, people who have previously been given difficult assignments are more inclined to act in new ways because they learn how to solve problems and think creatively by conquering challenges. Higher decision-making autonomy also gives workers a greater sense of freedom to try out novel concepts and strategies, which encourages more creative behavior.

Furthermore, a culture that encourages employees to take chances and explore new possibilities is fostered by a supportive work environment that is marked by open communication, collaboration, and appreciation of innovative efforts. Organizations can learn how to foster innovation in their workforce by examining the connection between these variables and creative work practices.

H1: There is no positive relationship between Employee Creativity and innovative work behaviour.

H2: There is a positive relationship between Employee Creativity and innovative work behaviour.

The Effect of understanding the Drivers of Employee Creativity

A mix of internal and external elements, such as corporate culture, leadership style, job autonomy, and intrinsic motivation, affect the drivers of employee creativity. In particular, our hypothesis states that workers are more likely to be creative when they perceive their company to have an open, collaborative, and experimental culture that empowers them. Furthermore, we anticipate that employees' creativity will be positively impacted by transformational leadership styles, which empower and inspire them to think creatively and question the status quo. Furthermore, we believe that giving workers more freedom and discretion in handling their jobs and decision-making will empower them and give them a sense of ownership, which will boost creativity.

Finally, we believe that one of the main forces behind employee creativity will be intrinsic motivation, which is fueled by a sincere interest in the work itself, a passion for problem-solving, and a desire to make significant contributions. In general, we predict that a mix of job autonomy, intrinsic motivation, organizational culture, and leadership style will have a big impact on worker innovation.

H3: Employee Creativity does not mediate the relationship between transformational and innovative work behaviour.

H4: Employee Creativity mediates the relationship between transformational and innovative work behaviour.

The Effect of Leadership styles on Organizational behaviour

As Leadership styles affect employee motivation, engagement, and performance, various leadership styles have a substantial impact on organizational dynamics. In particular, we propose that transformational leadership enhances organizational dynamics by encouraging innovation, creating a safe and empowering work environment, and motivating staff to perform at higher levels. On the other hand, it is anticipated that authoritarian leadership will have a detrimental effect on organizational dynamics since it may impede collaboration, discourage employee engagement, and stifle creativity. Moreover, it is postulated that democratic leadership improves organizational dynamics through encouraging teamwork, a sense of ownership and accountability, and employee participation in decision making processes. In order to help firms improve their organizational dynamics and leadership strategies, we want to investigate the relationship between different leadership styles and employee satisfaction, organizational effectiveness, and overall success.

H5: There is no positive relationship between transformational leadership style and innovative work behaviour.

H6: There is a positive relationship between transformational leadership style and innovative work behaviour.

The Effect of Interrelationships among Innovative Work Behavior, Employee Creativity, and Leadership Styles

Through employee creativity as a mediator, there is a strong and positive correlation between transactional leadership styles and innovative work behavior. Particularly, workers are more likely to take part in creative work practices if they believe their bosses are using transactional leadership styles, which are defined by active management-by-exception and contingent compensation. Employee creativity acts as a mediating factor in this relationship; workers who perceive that transactional leaders give them the freedom to experiment and take chances exhibit greater levels of creative thinking and problem-solving skills, which in turn leads to more creative work practices. Furthermore, the interplay between transactional leadership styles and worker creativity may improve

performance feedback and contingent rewards' efficacy, which would encourage workers to take on more creative tasks.

Thus, we postulate that through employee creativity acting as a mediator, transactional leadership styles favourably affect innovative work behavior." This theory offers a thorough framework for investigating the relationships between creative work practices, employee creativity, and leadership styles in corporate settings.

H7: Employee Creativity does not mediate the relationship between transactional and innovative work behaviour.

H8: Employee Creativity mediates the relationship between transactional and innovative work behaviour

The Effect of understanding the Drivers of Employee Creativity

Task-oriented behaviors are prioritized under transactional leadership, which also places an emphasis on goal-setting, role clarification, and performance-based rewards and punishments. This approach could guarantee productivity and adherence to rules, but it might unintentionally discourage creative work practices. Maintaining the status quo and following established procedures are usually the top priorities for transactional leaders, which can lead to an inflexible and risk-averse business culture. The emphasis on following procedures and hitting goals may make employees feel restricted, which can prevent them from being autonomous or creative in their problem-solving. Additionally, transactional leaders could use dependent rewards or penalties as a means of incentivizing staff members, which can erode intrinsic motivation and stifle creativity and experimentation.

Consequently, workers might be less likely to participate in exploratory activities like coming up with fresh concepts, questioning accepted knowledge, or taking calculated chances to look for creative solutions. As a result, it is hypothesised that transactional leadership style and innovative work behavior are inversely correlated since it may stifle the flexibility, independence, and intrinsic drive required to promote creativity and innovation in businesses.

H3: There is no positive relationship between transactional leadership style and innovative work behaviour.

H4: There is a positive relationship between transactional leadership style and innovative work behaviour.

Research Method

This research uses a combination of primary and secondary data gathering techniques, mainly collecting quantitative data through surveys and additional information from secondary sources such as books, journals, and articles. Among the variables being examined is Innovative Work Behavior, which is measured using the Innovative Work Behavior Scale (IWBS) to gauge how engaged employees are in coming up with and putting new ideas into practice. The Multifactor Leadership Questionnaire is used to evaluate transformational leadership styles, which are defined by individual consideration and inspiring motivation (MLQ). The MLQ is also used to assess the Transactional Leadership Style, which emphasizes task success based on rewards. The moderating variable is employee creativity, which is measured by the Creative Behavior Inventory (CBI) and reflects the degree of uniqueness and willingness to defy expectations.

Data comparison and analysis are eased by the use of standardized responses from structured surveys, offering insights into the relationship between innovative work behavior and leadership styles inside firms.

Data Processing and Analysis Methods

Using Partial Least Squares A statistical technique for examining the structural relationships between latent variables, structural equation modeling (PLS-SEM) is perfect for intricate research models with small sample numbers. There are multiple steps involved: Model Specification outlines theoretical concepts and proposed

linkages; Measurement Model Assessment uses convergent and discriminant validity as well as internal consistency to assess validity and reliability. Structural Model Assessment uses R-squared values and path coefficients to analyze links between constructs. In order to estimate standard errors and confidence intervals for path coefficients—which are essential for determining the significance and resilience of proposed relationships—bootstrapping, a resampling technique, is utilized. Several bootstrap samples are created, model parameters are estimated for each sample, bootstrap confidence intervals for route coefficients are computed, and significance is determined by determining whether or not intervals include zero. This method offers a thorough examination of the relationship between innovative work behavior and elements such as employee creativity and leadership styles within the PLS-SEM framework.

Results

The study highlights the meaningful relationships between psychological safety, worker motivation, thriving, and creative work practices, with a particular emphasis on transformational and transactional leadership philosophies. Interestingly, there is a positive association between employee creativity and innovative work behavior, which highlights the importance of fostering a creative workplace for organizational competitiveness. This mutual link implies that promoting creative work improves the capacity for original thought and problem-solving. Additionally, there is a modest positive link between transformational leadership styles and innovative work behavior as well as creativity, which emphasizes the critical role transformational leaders play in creating settings that support innovation and creativity. On the other hand, lesser correlations between these variables and transactional leadership imply that its ability to promote innovation and creativity is restricted. Transactional executives could put completing tasks ahead of encouraging a creative culture, which could lower employee motivation. The results of this study highlight the significance of transformational leadership in stimulating employee creativity and novel work practices, which are essential for the success of organizations and long-term expansion.

Evaluation of the Outer Model Measurement Model

Using partial least squares structural equation modeling (PLS SEM), the master's thesis's Outer Model Measurement Model efficiently evaluates the connections between three important variables: employee creativity, innovation at work behavior (IWB), and transformational and transactional leadership styles. This model provides a strong analytical framework for assessing the validity and reliability of the constructs, which is essential for high-quality empirical research. Study benefits from PLS SEM's capacity to handle latent variables and measurement errors, since it is especially well-suited for investigating complicated associations in smaller sample sizes. The model makes sure that the theoretical constructs being studied are accurately represented by carefully defining indicators for every component. This methodical approach makes it easier to comprehend how IWB, employee creativity, and leadership styles interact, which adds important new perspectives to organizational behavior and leadership studies theory and practice.

This study's PLS model is reflective, which means that latent constructs either reflect latent construct fluctuations or have an impact on the measurement values of indicators. If a construct's loading factor value is more than 0.700, it is considered valid. The fundamental concept of SEM-PLS is to use a model framework, as illustrated in Figure 2, to analyze the relationships between the variables in the structural model. The dependent and independent variables are indicated by a blue pattern. In addition, the yellow design serves as a representation of the research tool. By joining the variables and indicating the direction of the relationship between them with arrows, the structural modeling is built. Next, use the AVE value to determine the validity of the measurement model. Every construct needs to have an AVE value greater than 0.500. It is considered insufficient if the AVE is less than 0.500 because of the high number of error variances rather than the indicator variances.

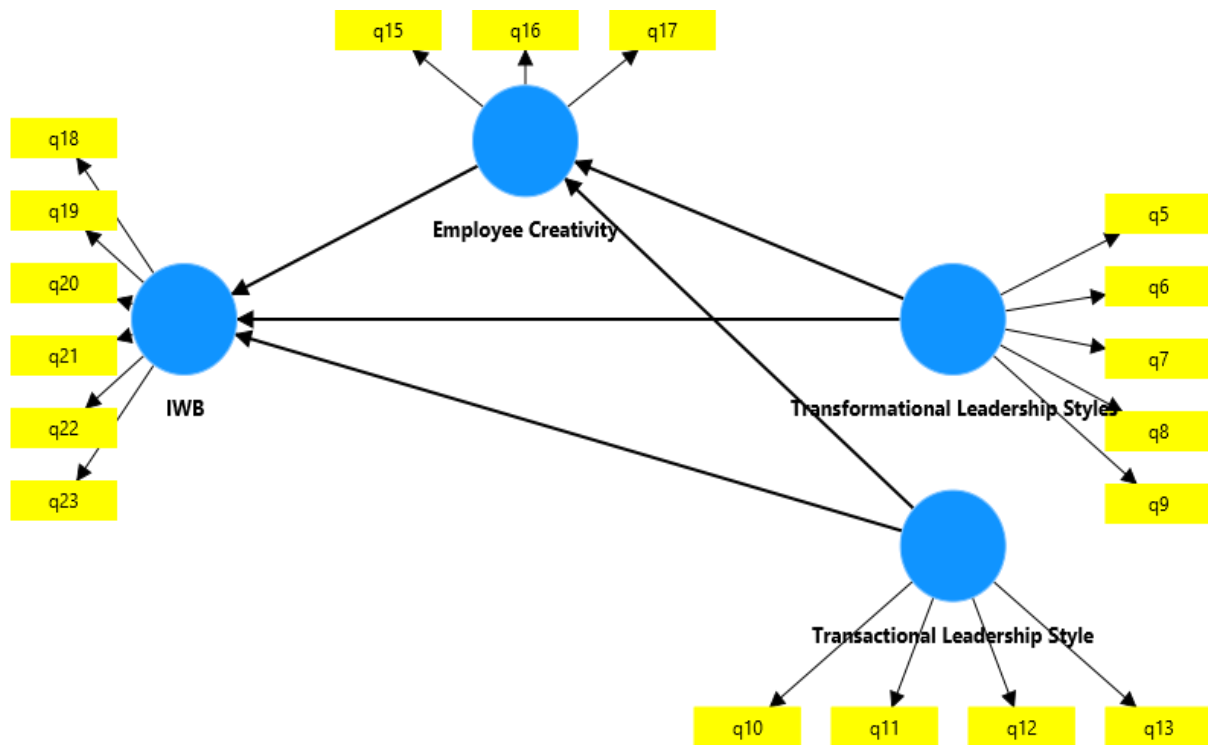


Figure 1

Table 1. Output Test of Reliability and Construct Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Creativity	0.574	0.776	0.712	0.468
IWB	0.575	0.834	0.738	0.378
Transactional Leadership Style	0.785	0.815	0.854	0.596
Transformational Leadership Styles	0.850	0.878	0.895	0.633

Different levels of internal consistency and validity are revealed by the Outer Model Measurement Model's assessment of employee creativity. The composite reliability rating of 0.776 indicates good internal consistency, indicating reliable measurement, but the Cronbach's alpha of 0.574 indicates moderate consistency among the items evaluating creativity, showing considerable heterogeneity in capturing its aspects. The composite reliability score of 0.712, on the other hand, suggests only a moderate consistency and raises the possibility of measurement variability inside the SEM framework. The latent construct accounts for roughly 46.8% of the variance in the observable variables related to creativity, as indicated by the AVE value of 0.468, which indicates moderate convergent validity. Overall, although the model offers a trustworthy way to gauge employee creativity, its ability to fully capture its dimensions and strengthen convergent validity may be improved.

Table 2. Path coefficients

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Employee Creativity -> IWB	0.838	0.840	0.050	16.792	0.000
Transactional Leadership Style -> Employee Creativity	0.042	0.061	0.114	0.371	0.710
Transactional Leadership Style -> IWB	0.037	0.031	0.082	0.446	0.656
Transformational Leadership Styles -> Employee Creativity	0.441	0.445	0.099	4.442	0.000
Transformational Leadership Styles -> IWB	-0.038	-0.034	0.082	0.470	0.638

The Outer Model Measurement Model yields important insights into worker creativity, creative work practices, and leadership philosophies. Employee creativity and creative work behavior have a strong positive link (path coefficient = 0.838), which is backed by a high sample mean (0.840) and low variability (standard deviation = 0.050). On the other hand, transactional leadership styles show little effect on the creative work behavior and creativity of employees; the results are statistically insignificant ($p > 0.05$) and the positive connections are weak. In contrast, transformational leadership styles show moderate positive associations with employee creativity (path coefficient = 0.441), yet unexpectedly weak negative ties with innovative work behavior (path coefficient = -0.038), the latter lacking statistical significance.

These results demonstrate how diverse leadership styles have an impact on organizational dynamics. They also show how transformational leadership significantly influences employee creativity while pointing to more complex linkages including creative work practices. To fully understand the intricacies behind these interactions in organizational settings, more research is necessary.

Table 3. Total indirect effects

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Transactional Leadership Style -> IWB	0.035	0.050	0.095	0.373	0.709
Transformational Leadership Styles -> IWB	0.369	0.373	0.085	4.348	0.000

The path coefficient of 0.035 suggests a weak relationship between transactional leadership style and innovative work behavior, mediated by employee creativity. The sample mean of 0.050 indicates the average score of the path, while the standard deviation of 0.095 highlights variability within the dataset. The T statistic of 0.373 and p-value of 0.709 indicate no significance. Conversely, the path coefficient of 0.369 for transformational leadership styles

indicates a stronger relationship with innovative work behavior via employee creativity. With a sample mean of 0.373 and standard deviation of 0.085, this path exhibits less variability. A T statistic of 4.348 and a p-value of 0.000 demonstrate statistical significance, supporting the rejection of the null hypothesis and confirming the importance of transformational leadership styles in fostering innovative work behavior through employee creativity.

Implications

The master's thesis findings have theoretical implications that emphasize the critical roles that employee motivation, psychological safety, and flourishing play in promoting innovative work behavior (IWB) in firms. The Employee Creativity-IWB association has a strong p-value of 0, which highlights how crucial it is to foster creativity in order to spur innovation. On the other hand, non-significant p-values (0.71, 0.656) for Transactional Leadership Style highlight the importance of intrinsic motivation and show that it has no effect on encouraging creativity or IWB. On the other hand, a substantial p-value of 0 for transformational leadership styles points to their potential to stimulate innovation. However, the Transformational Leadership-IWB relationship's non-significant p-value (0.638) points to a possible weakness in the process of turning creativity into innovation. The previously mentioned implications underscore the significance of cultivating psychological safety and adopting transformational leadership as means of enabling staff members, promoting experimentation, and cultivating trust and cooperation in order to propel organizational efficacy and expansion.

The previously mentioned implications underscore the significance of cultivating psychological safety and adopting transformational leadership as means of enabling staff members, promoting experimentation, and cultivating trust and cooperation in order to propel organizational efficacy and expansion. By placing a high value on psychological safety, supporting employee innovation, and encouraging creative work practices, managers can create a positive work atmosphere. They accomplish this through encouraging frank dialogue, offering helpful criticism, and cultivating a climate of mutual respect and trust. To further boost creativity, brainstorming sessions, acknowledging creative efforts, and giving staff autonomy all help. In order to foster innovation, it is essential to encourage experimentation and risk-taking, provide venues for the exchange of ideas, and be open to change. In addition to balancing transactional tactics to offer structure and clarity, leaders should exhibit transformational leadership traits like inspiration and vision. To give managers the skills they need, organizations should fund leadership development initiatives that emphasize emotional intelligence, communication, and conflict resolution. Organizations may foster psychological safety, employee motivation, creativity, and innovative work behaviors by putting these techniques into practice. This will increase organizational performance and ensure long-term success.

Recommendations

Investigating the relationship between employee creativity, innovative work behavior (IWB), and transactional and transformational leadership philosophies. How these factors combine in corporate settings to foster creativity and innovation may be the subject of a thorough research. You might specifically look at how transformational leadership contributes to creating a welcoming atmosphere that inspires staff members to participate in IWB and express their creativity. Furthermore, comparing the influence of transactional versus transformational leadership styles on worker creativity and IWB would provide insightful information about the distinct effects of different leadership philosophies. Furthermore, taking into account contextual elements like organizational culture and structure may improve our comprehension of how these variables function in actual work environments. To conduct a thorough analysis of the correlations between these factors, you should collect data using quantitative approaches like surveys or experiments. Your thesis may advance theoretical knowledge as well as practical ramifications for companies looking to foster innovation and creativity through efficient leadership techniques by tackling these suggestions.

Conclusion

The complex links between employee creativity, transformational and transactional leadership styles, and innovation at work behavior (IWB) have been examined in this master's thesis. Important insights into the interactions between these variables in organizational contexts have been obtained by thorough study using Partial Least Squares Structural Equation Modeling (PLS SEM). The results highlight the value of transformational leadership in creating an atmosphere that encourages employee creativity and creative work practices. They also highlight the significance of individual attention, intellectual stimulation, and inspirational motivation. Furthermore, it has been demonstrated that transactional leadership complements other leadership styles by offering direction and structure, which facilitates the adoption of creative ideas. Additionally, the study emphasizes how psychological safety acts as a mediator in the relationship between employee outcomes and leadership styles, underscoring the critical role that psychological safety plays in fostering an innovative and creative culture. In order to effectively foster employee creativity and innovation, businesses should use these insights going ahead to design leadership development programs that place a strong emphasis on transformational behaviors and incorporate transactional components. By fostering an environment where employees feel psychologically safe to express their ideas and experiment with novel approaches, organizations can cultivate a culture of innovation that drives sustainable success in today's dynamic business landscape.

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