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Boosting Approaches and Styles of Leaders for Employees' Creativity and Innovation: A Theoretical Perspective

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ABSTRACT

Leadership style of managers in an organization is a key factor for reaching its goals effectively and efficiently. Further, it impacts on employees' creativity and innovations in firms. However, it is not clear yet which leadership style improves employee creativity and innovation, particularly in hotel industry. Thus the main objective of this study is to systematically review existing literature to understand which leadership style is good for five star hotels to improve their employees' creativity and innovation. To attain this objective, it has done a systematic based upon the articles published in the electronic databases, EBSCO Host, Emerald, ProQuest, PsycINFO Scopus, Science Direct and Scholar databases journal from 1969 to 2016. The findings of extant literature disclosed about the leadership styles that supports employees' creativity and innovation. More specifically, the study found that there is a close relationship between transformational leadership style and employees' creativity and innovation in five star hotels in Sri Lanka. Further, transformational leadership has a positive impact on employees' creativity but not employees' innovations. Besides, leadership approaches like empowering, participative, supportive, consultative–advisory, charismatic and authoritative styles are also having a slight impact on employees' creativity and innovation. This study makes a unique contribution to the literature on leadership styles, which is well suited for hotel industry and contextualizing the various theories.

1. Introduction

It is revealed that there is a wide scope of interpretations and theoretical approaches on leadership. It is confirmed more than 3,500 interpretations for leadership [1]. Researchers usually define leadership according to their individual perspectives and aspects of the phenomenon of most interest on them [2]. Further, Researchers [1, 3] explained in their studies that there are as many interpretations of leadership as there are scholars who have attempted to interpret this notion.

Nevertheless, there are common elements in definitions of leadership: 'process', 'influence', 'followers', and 'goals' [4]. For instance, it was defined 'the behavioural process of influencing individuals or groups toward set goals' [5]. Leadership was [4] defined as 'a process whereby

an individual influences a group of individuals to achieve a common goal'. This definition shows that leadership is a significant procedure through which a reciprocally active relationship is kept between leader and follower to influence each other. Likewise, some researchers [6] explained leadership a process of influencing others towards achieving some kind of desired outcome'.

It is necessary to establish a definition of leadership to explain the range of studies dealing with this topic. [4] Leadership involves the process of influencing, stimulating and encouraging employees to work collectively toward shared goals and objectives.

In this study, leadership is defined as the exercise of effecting, stimulating and encouraging creativity and innovation, through the organization's

and employees' shared goal and objective. This study tries to find out those leadership features of supervisors and managers of five star hotels in the Sri Lankan context that improve employees' creativity and innovation.

The question posed is: which leadership approach supports five star hotels to improve its employees' creativity and innovation? Besides, it is well known leadership styles supports to improve creativity and innovations of employees in five star hotels. Answers would be found to these questions in two different ways. Both theories and empirical research methods can be used to find answers to this question [7]. In this paper, the theoretical aspect is explored to provide possible reasons which leadership style supports employees' creativity and innovation. This study is significant because, there are little efforts to identify and synthesize the different leadership styles that support employees.

The role of these theories needs to be situated in prospects in some form of realistic framework, which must then be subjected to analysis. The understanding of these theories of leadership will broaden the understanding of impact of employees' creativity and innovation. Moving forward, it also serves as a guide to five star hotels on inculcating a favorable leadership style for employees' creativity and innovation in five star hotels. This study thus critically reviews the theories of leadership approaches disclosure by firms and organizations.

2. Methodology

Thematic analysis method was used as the main method of collecting and analyzing data, because, thematic analysis helps coding the data, recognizing, and categorizing the factors relating to consensus (Table 1).

Table 1: Overall picture of the methodology used in this research

Activities			Results
Thematic analysis for exploring the factors	1	Literature Review	codes
	2	Completing the literature review	codes
	3	Qualitative data analysis by thematic analysis	Themes
	4	Research expert teams confirmation about themes	Confirmed themes

Source: Author

Thematic analysis is a tool for using information methodically. It consists of text coding, merging codes to themes, reviewing the codes and the theme eventuates to the model [8]. In the first step, a rigorous search was done to find published and unpublished samples that investigated the relationship between leadership variables with employees' creativity or innovation. To ensure completeness, the researchers used electronic databases, EBSCOHost, Emerald, ProQuest, PsycINFO, and Science Direct, which collectively consists of a wide range of management and applied psychology journals. The researchers included the search terms: lead*, creativity, creative behave*, innovate*, innovative behave*, idea generation, idea implementation, idea promotion.

Furthermore, to visualize the overall picture from the scientific relationship in the field of study, the bibliographic review was conducted. The literature review was only used for covering the interview codes. Therefore, the criterion for selecting the paper and text was a relationship with the interviews' codes. Totally, 253 articles were identified in the Scopus, ScienceDirect and Scholar databases, from which, 84 articles were recognized as the most relevant to the topic. Reviews of the related paper were continued until theoretical saturation was reached. After identifying the texts, the coding step began. At this stage, considering the general purpose of the study, the most suitable leadership style for employees' creativity and innovation were explored. At first, the texts of the articles were carefully and several times studied to create an overview of the subject under discussion. Then, taking the research question into account, those sentences which addressed the subject area of the research were marked. After recognizing these sentences, the factors were extracted from them. Then, each of the attributes mentioned was assigned a name, and the subsequent sentences were carefully investigated. If the factor mentioned in the following sentences was new, a separate name would be assigned to it, and a new category would be created. Otherwise, they would have been added to one of the previously mentioned factors. Finally, the sentences were restudied thus no variable was left unnoticed by the reader. The next step was to reexamine the codes subsequently. At this point, those codes which were similar and somehow connected were grouped to form the basic themes. This process continued in the same way until the most suitable leadership style for employees' creativity and innovation in five star hotels in Sri Lanka was identified.

3. Analysis

It was found in literature five approaches which could be found in hospitality industry. These approaches include Trait Approach, Behavioural Approach, Situational Approach, Transformational approach, and recent leadership approaches. All the found approaches are discussed below.

3.1. Leadership Approaches

As per literature [7] leadership has been formed on major approaches such as trait, behavior (e.g. Blake & Mouton 1982), situational (e.g. Hersey & Blanchard 1988), and transformational theory [cited in 8]. Previous studies of leadership dealt on the trait and contingency theories and stressed on traits, personality characteristics and skills of leaders [2]. According to the empirical studies [9, 10, 11], the influence of vision, charismatic leadership, authentic leadership, and value-based theories of leadership have attracted more attention. The next part of the study will briefly analyze the changing approaches to the study of leadership. A thorough knowledge of earlier and current theories keeps evolving the basis of this study.

3.2. Trait Approach

The personality period of leadership is considered among early theories of leadership including the Great Man and Trait approaches [12]. It is stated in the 'Great Man theory' of Thomas Carlyle, true leaders inherited leadership qualities and characteristics [7]. Nevertheless, popular and influential leaders lacked similar characters (e.g. Hitler and Gandhi), and moreover, although certain personality traits were determinants of efficient leadership they are not easy to imitate [12]. The trait approach to analyze leadership stresses the personality traits, motives, aptitudes and characteristics of leaders [2].

Despite many research that have conducted the traits of leaders, researchers have failed to confirm those traits that will pay the way to have an effective and successful leadership [3, 12, 13]. In an analysis of 124 surveys on the trait theory of leadership, it was [3] inferred that results were not decisive and questionable. Although some characteristics such as perception were known to be connected to successful leadership, roughly no complete set of traits, not a single trait, was so recalled [12, 14]. It is a restricted opinion to agree that someone has acquired the traits required to be a good leader without taking into account the vital part of training and experience.

3.3. Behavioral Approach

Disappointing and improbable outcomes from the trait approach pay the way to a move to a behavioral approach to leadership. The behavioral approach proposed a new direction to interpreting and conceptualizing a successful model of leadership. It emphasized what leaders do in their job, not what personality characteristics they are born with [13]. In contrast to trait theory, behavioral studies were concerned with leadership styles that could be instructed and sharpened [12, 15, 16].

The three major approaches namely; the Ohio State studies, the University of Michigan studies and Blake and Mouton's managerial leadership grid explain leadership effectiveness from the leadership behavior or style perspective [4]. According to the Ohio State studies, two major concepts emerged such as initiating leadership or task-oriented and people-oriented leadership [4, 12, 17]. Task-oriented behavior (addressing task accomplishment and organizational goal achievement) and relationship-oriented behavior (promoting interpersonal relationships and concern for individuals) influenced several subsequent theories such as path-goal, high-high theory and leader substitute theory [18]. Task- and relation-oriented leadership behaviors were used by academics as the basis of a more comprehensive theory of effective leadership, but this two-factor model was not broad enough to capture effective leadership behaviors in various contexts [18, 19]. By amalgamating task-oriented, people-oriented, and change-oriented leadership, tried to believe a combined classification of leadership. Likewise, it was [20] prolonged the two-model conceptualization of leadership behaviors by attaching three groups: empowering, team-building, and leading by example. Participative leadership, empowerment and self-managed leadership have also been analyzed under the guidance of behavioural aspects to tackle leadership effectiveness [21, 22].

3.4. Situational Approach

Technique alone was powerless to create a thorough framework of successful leadership as it ignored the vital role of situation. Thus another move came up in the late 1960s due to the deficiencies of the aforesaid technique called the situational or contingency approach [14, 15].

To deal with the lapses in the behavioral reviews, the situational approach considered the role of circumstances on leadership process and success. In according with this approach, the most successful leadership technique is based on three major factors: leadership, situation and followers [4]. The major works in this area were Fiedler's contingency model (1967), path-goal theory [23],

situational leadership theory [24, 25], leadership substitute theory [26], normative theory [27], and leader-member exchange theory [28].

Even though the situational contingency approach has played a part in leadership development, it has brought up some disapproval. It was [4] attacked this approach, particularly the path-goal theory of being aware of workers as relying to their leader in achieving their tasks, and the substantial quality of the measurement model [18], it was critically looked at in his study about its intricacy and doubtful validity. Nevertheless, researchers [29] argued that in spite of scholastic disapproval and limited scholarly publications, situational leadership is worthwhile, and well-known in practice. Their research, stemming from government and private organizations in Australia, found that those who were questioned understood situational leadership as a worthy supervisory instrument with a pertinent, inherent and ordinary structure for managing people.

3.5. Transformational Era

A new stage in leadership literature came up with the development of charismatic leadership by [23]. As researchers [30] stress in their study, charismatic leadership argues that leaders enhance organizational change by effectively communicating a clear vision and creating a strong network with subordinates. It connects to transformational and transactional leadership theories initially evolved by political sociologist [31] to deal with political leadership. Even though the terms 'transformational' and 'charismatic' were connected in the organizational literature [32, 33], Bass (1996) asserted that they are discernible and that charisma is one of many elements of transformational leadership. Researchers [32] explained that the chief variation is not in the formulation of transformational and charismatic leadership: charismatic leadership theories measured perceived leaders' behaviors while transformational leadership theories were about follower's outcomes. It was [8] further studied the study of [31] adding the laissez-faire construct and labeling this new leadership model a 'full range leadership theory'. As it was [34] explained in literature, 'transformational leaders arouse in the individual a heightened awareness to key issues, to the group and organization, while enhancing the trust on followers and gradually moving them from concerns for existence to concerns for achievement, growth and development'. Transactional leaders are dealt with maintaining stability within the organization through social and economic exchanges, to satisfy both leaders' and followers' goals [35]. The least effective form of leadership in the full-range model is laissez-faire,

which is defined as 'no leadership' or lack of active leadership [36, 37]. Laissez-faire is contemplated least effective because it is not positively related to significant organizational outcomes [8, 38].

Transformational leadership gained extensive focus in research and practice; the literature reveals that researchers have found transformational leadership enhances followers' development and engagement [39, 40], creativity [41], innovation [42], motivation [30], organizational innovation [43] and organizational change [44].

3.6. Recent Leadership Theories

It is clearly identified that new approaches have continued to evolve in the leadership literature since the imperative role of leadership in organizational success. Authentic leadership is among the latest developments in leadership theories. As the word 'authentic' reflect, authentic leaders actually know themselves, their beliefs, morals, and values, and this molds and defines their interactions with others [45]. Several theories provided the conceptual bases for authentic leadership theory, including authenticity/self-identity, affective process, social perception, neo-charismatic leadership, positive psychology, and wellbeing [45].

The applicable literature shows there are different interpretations of authentic leadership. The first researchers who formally defined leadership authenticity and inauthenticity per se were researchers [47], who differentiated authentic leaders from inauthentic leaders based on 'acceptance of organizational and personal responsibility for actions, outcomes, and mistakes', 'being non-manipulative of subordinates', 'demonstrating a salience of self over role'. It has defined authentic leadership through the interactions of positive organizational behavior, full-range leadership theory and ethical perspectives [39]. Even though this definition paved the way to several approaches to build up authentic leadership in subsequent years [45, 46, 48], it has been criticized because of its multidimensionality in taking into account different domains, its multi-level functions (e.g. individual, team and organizational levels), and measurement and validity issues arising from the conceptual ambiguity of the dimensions and sub-dimensions posited in the concept [49]. Researchers [30, 46, 50] tried construct a more central, narrower conceptualization of authentic leadership. It was maintained that in spite of contrasts in its conceptualization, four common components are evident in the literature [51]: balanced processing (analyzing relevant data objectively before making decisions), internalized moral perspective (using internal moral standards to self-regulate one's

behavior), relational transparency (expressing one's authentic self), and self-awareness (an understanding of one's strengths and weakness through considering one's world view).

There are a few empirical studies examining the significant scholarly attention to the concept [48] because of measurement issues [49]. Nevertheless, there were studies examining the relationship between authentic leadership and various outcomes: job performance [52], job satisfaction and work happiness [53], work engagement and voice behavior [54], and employees' creativity [55]. Such type of empirical studies also proposed that the connection of authentic leadership and organizational climate and culture promotes positive outcomes at the employee level: their psychological well-being at work [56], and their job satisfaction [57].

It could be stated that a more value-based approach to the study of leadership started to earn more consideration. The focus drifted away from goal- and task-oriented leadership to 'value-based, spirit-centered' leadership [10]. Spiritual leadership offers a new agenda for leadership evolved by combining ethical, value based (e.g. authentic and servant leadership), transformational and charismatic theories [58]. Spiritual leadership, conceptually and empirically, has been connected to employees' productivity and commitment, their wellbeing, and corporate social responsibility [59, 60]. Spiritual leadership optimizes employees' wellbeing and organizational devotion without influencing the organization's financial performance [60].

There is a blooming model of leadership called servant leadership which emphasizes moral, ethical, and spiritual values [61], unlike many leadership styles whose main concern is performance, outcome and production. Servant leadership emphasize the noteworthiness of subordinates' holistic development [62]. It has been [63] defined the servant leader as one who is servant by nature to ascertain that other people's highest-priority needs are served. A comprehensive review [64] discovered that organizations with servant leaders (servant-led organizations) encourage leader and organization trust, organizational citizenship, and procedural justice, collaboration between members and team, and leader efficiency. Servant leadership is also discovered to affect subordinates' wellbeing by creating a positive work climate [65], and by effecting employees' engagement with and loyalty to the workplace [66].

3.7. Transformational Leadership style, employees' creativity and innovation

Transformational leadership style stimulates idea generation [67, 68]. Further, transformational leadership style facilitates managers to make their employees' more creative in overcoming issues in the workplace [67, 69]. Transformational leadership style supports them to improve their full potential [6]. Transformational leaders persuade employees' creativity and innovation by improving, and intellectually motivating their employees to raise their efforts for achieving cooperative goals and objectives [69]. As per the findings [70], transformational leadership style includes creativity improving behaviors. The Multifactor Leadership Questionnaire [36] and the Leadership Profile Inventory [71] show some unique styles of transformational leadership. The Tables 2 and 3 give the clear explanation on these two instruments (Multifactor Leadership Questionnaire and the Leadership Profile Inventory).

In spite of transformational leadership, empirical studies have shown mixed outcomes [72]. Transformational leadership style has a little impact on employees' creativity [67]. There is an inverse relationship between transformational leadership style and creativity. Literature says that there is an inverse relationship between transformational leadership style and employees' creativity [e.g., 72, 77, 78, 79]. However, [68] transformational leadership style has a positive impact on employees' creativity. Having done a study by using 143 employees in Turkey, it was [70] stressed that transformational leadership style has a positive influence on employees' creativity at the individual level and on employees' innovation at the firms' level. Conducting a research on 168 chemical and automobile companies in Spain, It was [80] emphasized that transformational leadership style has a positive influence on organizational innovation. Doing a study on service sectors including hotels and restaurants in Hong Kong, it was stated [42] that transformational leadership has a positive impact on employees' creativity. Further, they stated in their study that the positive influence would be stronger when the leaders' encouragement and task supports are present [73]. German employees are more creative under transformational leadership style doing survey on R&D employees in technical and engineering industries. There is a positive impact on employees' innovation from transactional leaders at the firm's level [74]. As explained before, the researcher found that there were contradictions in the previous studies. Having taken into account the discussion, the researcher selected the transformational theory for developing the measurement.

Table 2: Transformational leadership in the Multifactor Leadership Questionnaire

Factor	Description
Idealized Influence	'These leaders are admired, respected, and trusted. Followers identify with and want to emulate their leaders. Among the things the leader does to earn credit with followers is to consider followers' needs over his or her own needs. The leader shares risks with followers and is consistent in conduct with underlying ethics, principles, and values.'
Inspirational Motivation	'Leaders behave in ways that motivate those around them by providing meaning and challenge to their followers' work. Individual and team spirit is around. Enthusiasm and optimism are displayed. The leader encourages followers to envision attractive future states, which they can ultimately envision for themselves.'
Intellectual Stimulation	'Leaders stimulate their followers' effort to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. There is no ridicule or public criticism of individual members' mistakes. New ideas and creative solutions to problems are solicited from followers, who are included in the process of addressing problems and finding solutions.'
Individualized Consideration	'Leaders pay attention to each individual's need for achievement and growth by acting as a coach or mentor. Followers are developed to successively higher levels of potential. New learning opportunities are created along with a supportive climate in which to grow. Individual differences in terms of needs and desires are recognized.'

Source: Bass et al. (2003, p. 208)

Table 3: Transformational leadership in the Leadership Profile Inventory

Factor	Description
Challenging the Process	'Leaders search for challenging opportunities to change, grow, innovate and improve and they experiment, take risks and learn from the accompanying mistakes.'
Inspiring a Shared Vision	'Leaders envision an uplifting and ennobling future and they enlist others in a common vision by appealing to their values, interests, hopes and dreams.'
Enabling Others to Act	'Leaders foster collaboration by promoting cooperative goals and building trust and they strengthen others by sharing information and power and by increasing their discretion and visibility.'
Modeling the Way	'Leaders set the example for others by behaving in ways that are consistent with their stated values and plan small wins that promote consistent progress and build commitment.'
Encouraging the Heart	'Leaders recognize individual contributions to the success of every project and celebrate team accomplishments regularly.'

Source: Kouzes and Posner (1995, p. 38)

Conducting a qualitative study using 31 semi-structured interviews with knowledge workers (employees who involved in creative and innovative tasks) in defense, banks and IT industry in Turkey, it was [75] found new dimensions of transformational leadership style namely: benevolent paternalism, employee participation and teamwork, implementation of the vision, and proactive behavior. However, it is still remained unanswered whether these findings could be generalized for the not creative and not innovative as well as knowledge intensive jobs. Therefore, further empirical studies are required to find the reliability and validity of these four transformational styles in other occupations.

4. Discussion

This paper focused on which leadership approaches support employees' creativity and innovation. Having taken into account about the information collected from the literature on leadership, seven major categories of innovation-

enhancing leadership styles were identified: empowering, participative, innovative-oriented (Transformative), supportive, consultative–advisory, charismatic and authoritative.

The significant positive relationships noted between innovation-enhancing leadership and employees' creativity and innovation in the literature. Different empirical studies that dealt with the topic of creativity and innovation had suggested that leadership is one of the important environmental factors determining employees' creativity and innovation [20, 41, 76]. Local leaders who influence employees' attitude to their routine work have a crucial impact on individual creativity [74] as they shape employees' working experience by coaching, defining the scope of their authority and responsibility, impact on relationship with others in the firm, and providing resources [79]. The literature about leadership styles has promoted different leadership styles and theories as useful in understanding subordinates' innovative behavior. Transformational leadership [41, 68], participative leadership [79], empowering leadership [20], ethical leadership [9], and servant leadership [79] have all been related to employee creativity and innovation.

It was noted that a number of leadership styles influence employees' creativity and innovation: there is no one single attribute that dominates. Various styles may impact on employees' creativity and innovation, from day to day work to more specific tasks that directly promote creativity and innovation (e.g. innovative-oriented) based on the context [47]. Leadership encouraging creativity and innovation is a multi-factor phenomenon comprising more than one element.

According to the qualitative data, to stimulate successful innovation practices leadership must consider market trends and demands if they are to develop a clear and motivating vision of future and be an effective role model who leads the team by doing, not saying. [68] Charismatic leadership enhances cooperation among group members and positively influences creativity among them. Charismatic leadership behaviors, role-modeling, vision inspiration and individualized support increase the level of employees' creativity [67]. Charismatic leadership also influences team innovation, by articulating a vision and fostering a sense of team identity and commitment [62]. Both the qualitative and quantitative phases of this thesis demonstrate that charismatic leadership positively influences employees' creativity and innovation.

It was noted that empowering leadership has a significant association with employees' creativity

and innovation in the aggregated data. This showed that employees' creativity in making on-the-spot decisions and taking action can be motivated by enhancing confidence through supervisors' empowering behaviors. The outcomes of a positive association between empowering leadership behaviors and employees' creativity and innovation is in line with [68] [70], both studies of the hotel industry. There is a significant correlation between empowering leadership and employees' creativity and innovation [45]. Autonomy and flexibility are among the key factors of employee creativity in hotels [54]. In the hospitality industry staff have a major role in the success of innovative practices since they are first in responding to guests' issues [42], and thus granting relief and autonomy seems important to motivate to come up with better ideas and find ways to implement them. In hotels in China, [23] empowering leadership enhances employees' creativity. In R&D laboratories and knowledge-intensive firms there was support for the requirement of empowering leadership behaviors, granting autonomy and freedom to employees' creativity and innovation [20, 82].

Literature shows that staffs' participation in key matters of organizations and decision-making processes improves their interest to generate and implement novel ideas [13]. Participative work environment directly and positively impact on employees' innovative behavior. Interviewees in the sent study explained that in the contemporary hotel industry, bureaucracy and hierarchical decision-making should be replaced with flatter organizational structures, soliciting members' involvement in decision-making and planning.

Participative and collaborative leadership support followers' participation and involvement has been argued in the literature as a vital feature in promoting employees' creativity [69, 76]. Participative leadership is useful in the hospitality context as employees' direct contact with guests, since this management style gives the chance for employees to liaise between management and guests. The literature suggests that sharing decision-making power with employees encourages idea generation by team members [80].

Literature on leadership styles emphasized that intellectual stimulation improves employees' creativity and innovation [6]. The empirical outcomes reveal that encouraging employees' views is not sufficient to achieve successful innovative goals: leadership help to channel the ideas in the right direction and facilitate employees' access to resources is also vital.

The outcomes of empirical studies acknowledge that the construct of supportive leadership styles is

positively and significantly related to employees' creativity and innovation.

Consultative–advisory leadership is related to creativity and innovation as these roles enhance employees' knowledge, skills and information. Employees with broad knowledge of the organization's practices, and with high skills in carrying out tasks, are more likely to identify shortcomings and to display creative and innovative behavior in addressing them.

Consultative–advisory leadership is significantly related to success in implementing innovations [26]. Consultative–advisory leadership is defined as clarifying specific task objectives: how employees are expected to do their tasks; and as giving feedback in regard to performance [19]. This leadership style is task-oriented, and focuses on procedures and results by providing guidelines for subordinates to follow and generating feedback on outcomes. Despite these high ideals [26], subordinates might perceive consultative–advisory leadership behaviors as patronizing, causing conflict in relationships. Leadership behaviors that are directive and emphasize task requirements and assessments may not enhance employees' idea generation and implementation, although clarifying roles and providing constructive feedback are a task of managers. In the context of the hospitality industry, employees need to be responsive to customers' problems and have a well-documented, important role in organizational innovation [42] and task-oriented leadership that clarifies what employees need to do and how to do it is believed to discourage their participation and empowerment [53].

Strong emphasis on task-related issues and on assessing the performance of employees against them may discourage idea generation and examining something new in an organization. Clarifying roles can narrow the employees' perception of the organization's goals and objectives, and they may find their tasks as a benchmark to perform against, not beyond. Additionally, clarifying roles, performance reviews and feedback are an everyday part of the leader's role and do not differentiate innovative leaders from others; perhaps this is another reason why clarifying roles does not demonstrate any significant influence on employees' creativity and innovation in the second phase of this thesis. Further research is needed to address the association of consultative–advisory leadership and creativity and innovation in the context of hotels and resorts industry, to obtain a more comprehensive understanding in this regard.

Authoritative leadership refers to setting non-negotiable rules and regulations, centralizing decision-making power on managers, and expecting followers to carry out decisions [81]. Authoritarianism is a leadership style stressing authority and control over subordinates.

This outcome is in contrast with studies [54] which demonstrated a negative influence of authoritative leadership on creativity and innovation. However, according to empirical studies [82] an autocratic management style might be preferred in the hotels industry given the staff's high workload: decision-making might be considered an additional responsibility by employees.

The literature shows that national culture may affect the way authoritative leadership is perceived, and that it may not always be thought to negatively influence organizational and individual behavior [54]. In different national cultures there are differences among employees' reactions to the same leadership style [54]. Although authoritarianism constrains the generation of exploitative innovation, it is positively related to innovative performance in the implementation phase. As discussed earlier in this thesis, leadership is a context-based phenomenon [80] and several factors need to be considered before deciding on an appropriate leadership style and practice. Future research is required to examine the influence of authoritative leadership on employees' creativity and innovation in the hotel industry. It has been emphasized in the literature that research on leadership and employees' innovative behavior has been limited [20] and more comprehensive studies are required to capture the most important qualities and characteristics relevant to employees' innovative behavior [20]. This paper, by developing a construct of innovation-enhancing leadership behaviors, contributes to the leadership and innovation literature in hotel industry in Sri Lanka.

5. Conclusion

The finding of the study of existing studies in the field of leadership and innovation fills a gap in the literature, which lacks sufficient exploratory studies to allow a full understanding of leadership behaviors associated with followers' creativity and innovation. Nevertheless, several studies test the relationship between leadership theories and employees' innovation; few have considered what leadership styles matter most in particular contexts to enhance individual creative and innovative efforts. The need to design a new phase of research to have a good understanding about the nature of leadership for innovation purposes [20]. By implementing, the critical literature review, this

study has responded to this gap in the literature of leadership and innovation. The contribution of this study comes from carrying out an exploratory analysis of the dimensions of leadership in hotel settings in Sri Lanka that are conducive to individual creativity and innovation.

It was noted that transformational leadership style impact on employees' creativity and innovation in hotel industry in Sri Lanka. Even though leadership approaches are usually found to be key predictors of individual creativity and innovation, it is useful to investigate the specific conditions under which specific leadership behaviors work most effectively.

Although the tourism industry is considered one of the most profitable and effectively developing sectors of the world economy, little research has addressed the topic of creativity and innovation in this context, particularly in Sri Lanka. This study extends the body of knowledge regarding innovative practices in hotels in Sri Lanka. Most studies have focused on European and Asian countries such as Spain, Germany, Hong Kong and China [10].

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