



Transformational Leadership And Organizational Culture: Effects On Employee Performance And Innovation

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ABSTRACT

The study research looks at the relationships between corporate culture, transformative leadership, employee performance, and innovation in contemporary organizations. The research uses a cross-sectional survey with 300 participants using a quantitative study approach employees across different industries to understand how these constructs interact to influence organizational outcomes. The findings show that transformational leadership has a strong positive effect on organizational culture and thus employee performance and innovation. In particular, transformational leaders set up an environment that empowers employees to be engaged, satisfied, and creative. The study also indicates that organizational culture plays a moderating influence, and how a culture of collaboration and innovation is essential for gaining the most from employee performance and gaining competitive advantage. These conclusions are supported by statistical analysis; correlation and multiple regression analyses indicate interdependences between these variables. The research highlights the need for organizations to align leadership strategies with cultural indicators that organizational culture plays a moderating influence. The implications of these insights for organizational leaders who want to improve performance and innovation through effective leadership and a supportive culture are very valuable.

Keywords: Organizational culture, Transformational leadership, Employee performance, Innovation, Quantitative research.

INTRODUCTION

Transformational leadership and organizational culture, as two rich constructs, are important to the dynamics and understanding of employee performance and innovation in contemporary organizations. In the fast-changing global environment of technological advancement and market volatility, Businesses are searching for methods to boost productivity without compromising inventiveness and originality. With its capacity for transforming organizational leaders into inspirational and motivational forces who can lead employees towards a common vision, transformational leadership has become a leader of organizational success [1]. Organizational culture, being composed of shared values, beliefs, and practices, underpinned the behavior and the organizational effectiveness of the employees [2]. The introduction seeks to explore the connection between corporate culture, transformational leadership, employee performance, and innovation and their role in the achievement of organizational excellence.

Four main characteristics define transformational leadership: intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence, Behaviors shown by leaders create a favorable environment where employees will be appraised and empowered. It ultimately results in increased levels of dedication and job satisfaction [3]. Transformational leaders have been shown to promote trust and collaboration in an atmosphere that can yield great performance in employees [4]. These leaders can express a compelling vision that is congruent with individual goals and organizational objectives, and which motivates Employees should put the organization's needs ahead of their own.[5].

Organizational culture has a huge role in forming employees' attitudes and behavior and in transformational leadership. Its scope also addresses the standards and principles that all workers in a company adhere to determines how employees relate to each other as they work [6]. A strong organizational culture can positively affect employee performance because it offers a clear behavioral framework that signals how employees should behave and what they should feel as part of an organization [7]. Contrary to a weak or misaligned culture, disengagement and the stunting of innovation [8]. Good alignment exists between leadership style and organizational culture: transformational leaders who may help form and nurture a positive culture can foster a



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fertile environment for innovation and performance [9]. Both transformational leadership and organizational culture are deeply intertwined with innovation, which is so often considered the lifeblood of competitive advantage. Transformational leaders support creativity by creating an atmosphere where employees are not fearful of trying and experimenting [10]. Organizations need to challenge the status quo and stimulate innovative thinking that is necessary for an organization to change to a circumstance in which market needs are changing [11]. A supportive organizational culture in favor of change and includes broad thoughts in an ambient will greatly support the innovation process [12]. Such organizations are more likely to be successful in developing new products and services, to continue to keep pace among their rivals.

A thorough analysis of the connections between innovation, employee performance, corporate culture, and transformational leadership is required to understand how these factors work together to affect organizational output. It has been empirically shown throughout several studies that employee performance is positively impacted by transformational leadership and innovation [13]. The intention of Zohar and Tenne-Gazit is that transformational leadership leads to the development of a safety culture, which in turn contributes to excellence in performance and successful behavior towards innovation. A meta-analysis showed that transformational leadership is correlated very strongly to innovation in various industries looking at the importance of leadership as a driving force to achieve innovative results.

More importantly, the effectiveness of transformational leaders is greatly impacted by the cultural frame of reference within which they act. Organizations that support a culture of risk-taking and experimentation are likely to benefit more [14]. The extent to which transformational leadership affects innovation could be muted in organizations whose culture values stability and conformity [15]. This means that leadership strategies should be aligned with organizational culture to achieve maximum employee performance as well as innovation.

Transformational leadership and organizational culture have implications beyond the individual organization and are more impactful on wider socio-economic trends. In a globalized economy, it is becoming more and more important for organizations to be able to innovate and perform effectively. In other words, transformational leaders form a positive organizational culture that increases employee performance and plays a role in overall economic growth and societal progress [16]. It appears that innovation and performance champion organizations can better respond to the complexities of sustainability as well as social responsibility to benefit the surrounding community.

The relationship between company culture, employee performance, and transformative leadership, and innovation is complex and multi-faceted. Transformational leadership acts as a way to stimulate positive organizational culture, which results in positive employee engagement, satisfaction, and performance. At the same time, creativity and innovation are supported in an environment that encourages an organization to deal with the challenges of the modern business world. Because of the importance of these constructs, additional research is needed to understand the more nuanced relationships among these constructs and their implications for organizational practice. This helps in a deeper understanding of how organizations can utilize transformational leadership and culture to improve performance and create innovation to achieve sustainable success in an ever-changing environment.

METHODOLOGY

Research Design

The correlation between the four variables that were transformational leadership, organizational culture, employee performance, and innovation was investigated using a quantitative research approach. Quantitative data was collected from employees of different organizations using a cross-sectional survey research approach. The study was again a cross-sectional one rather than a longitudinal design due to the limited time available for the study. Self-administered A sample of the target company's employees were given questionnaires organization to establish their perception of leadership style, organizational culture and performance, and Innovation. On the data collected, regression analysis was performed to make conclusions from their findings and carry out hypothesis testing. Demographic factors that may influence the dependent variable were included in the specification so that the effect of the variables of interest is highlighted. The quantitative approach was used in an attempt in order to extrapolate the findings from a population sample.

Sample Selection

To ensure variety when recruiting respondents from these industries, a stratified random sampling method was adopted. A group of 300 employees with people from technology, healthcare, financial, and other fields were included in the survey. The sampling technique permitted the attainment of the right sample that diversified with different industries and organizations for the survey. The use of stratified sampling before the actual



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random sampling compensated for the fact that systematic sampling would not give the right proportions of some specific subgroups in the population required by the research goals and objectives.

Data Collection

An administered structured questionnaire with components on organizational culture, employee relations, and transformational leadership was used to gather data performance, and innovation. Self-organizing work teams were measured using the Team Climate Inventory. Attitudes toward knowledge sharing were measured by the Organizational Culture Assessment Instrument. Employee output and progress reports were provided on the self-assessment by workers on several indicators on a 1-10 scale. The perception of innovation was determined with a scale concerning the reported number of new ideas and projects. In formulating the questions most of it was close-ended while some were constructed to be answered on the Likert scale for easy analysis.

Data Analysis

Measurement description for demographic data and main variables was done by descriptive statistics. In the present study, correlation analysis was employed to determine the relationship between the level of transformational leadership, organizational culture, employee performance, and innovation. To establish whether the two independent variables of Organizational culture and transformational leadership had adequate capability in predicting the criterion variables of employee performance and innovation, analysis of multiple regression was conducted. The quantitative data collected in the study was analyzed by using statistical software, namely SPSS and R. Using descriptive, correlational as well as regression methods facilitated the examination of the research questions in the study.

RESULTS

Demographic Profile

Table 1, the respondents were from a diverse background and different demographic parameters. The age distribution also showed a fair distribution of ages in four age groups, indicating the highest percentage (33.3%) belonged to 26-35 years of age. Just like gender representation, the participants were equally men and women as seen from the table below, which balanced the results. According to the industry distribution, all those respondents involved in the study belonged to one of these industries, namely technology, healthcare, or finance, with each of them being represented in the survey by 33.3%. Ptintly, this type of sample made the study more generalizable and enabled cross-comparison between organizations. The demographic data set the groundwork that allowed for an understanding of the change in performance and creativity concerning the employees, about the types of leadership and organizational culture, by guaranteeing that the implications can be generalized across the workforce.

Table 1: Demographic characteristics of the respondents.

Demographic Variable	Frequency	Percentage (%)
Age		
18-25	50	16.7
26-35	100	33.3
36-45	80	26.7
46 and above	70	23.3
Gender		
Male	150	50.0
Female	150	50.0
Industry		
Technology	100	33.3



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Healthcare	100	33.3
Finance	100	33.3

Descriptive Statistics

The descriptives of Table 2 displays the variables of interest. It covered company culture, transformational leadership means and standard deviations, and employees performance, and innovation. On average, Transformational leadership got a mean score of 4.2, which implies that the respondents offered a slightly positive perception of their leaders' abilities to inspire and motivate. The mean score for organizational culture was considered to be 4.0 and above which indicates that the organization does promote the positive culture of its employees to involve themselves with other employees in the workplace. The results of the employee performance were obtained by answering a ten-item scale that had an average of 7.5 self-organizing and self-managing work teams The respondents rated their effectiveness highly. Lastly, innovation was also computed with a mean of 6.8 to show the relatively moderate number of innovative ideas and initiatives that have been implemented in the organizations, thus creating the foundation for the next level of analysis. The table presented an arithmetic measure of the major factors, pointing out areas of excellence in addition to opportunities to enhance the impact of transformational leadership, cultural change, human performance, and innovation.

Table 2: Mean and standard deviation of the key variables.

Variable	Mean	Standard Deviation
Transformational Leadership	4.2	0.75
Organizational Culture	4.0	0.80
Employee Performance	7.5	1.30
Innovation	6.8	1.50

Correlation Analysis

Table 3 revealed the coefficients of the main study variables by establishing the correlation between the four main variables of focus, including transformational leadership, organizational culture, employee performance, and innovation. The coefficients obtained in all the cases were positive and well significant at 0.01 level of significance. Now looking at the correlation coefficients, a close and significant A correlation between transformational leadership and innovation ($r = 0.58$), 0.05 significance level). Similarly, results for transformational leadership indicated a strong positive relationship with employee performance, though lower than that of transactional leadership, to the effect that inspiring leadership improves employee performance. Organizational culture had a positive relationship with both employee performance, $r = 0.49$, and innovation, $r = 0.53$ this finding shows the impact of culture on the improvement of the concerned subject. These outcomes highlighted the interaction of the examined variables. Table 3's correlations demonstrate how the four variables are related to one another in the formula proved the positive and direct associations of transformational leadership, culture, performance, and innovation in organizations.

Table 3: Correlation coefficients among the main variables.

Variables	Transformational Leadership	Organizational Culture	Employee Performance	Innovation
Transformational Leadership	1	0.62**	0.54**	0.58**
Organizational Culture	0.62**	1	0.49**	0.53**
Employee Performance	0.54**	0.49**	1	0.60**



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Innovation	0.58**	0.53**	0.60**	1
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Note: Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

In Table 4 a multiple regression analysis was performed, and the impact of the reliability of transformational leadership and the strength of corporate culture on workers productivity and creativity were investigated. Both dependent variables were thus affected by transformational leadership to varying degrees as shown by the analysis. The result revealed the presence of a beta coefficient of 0.34 for effects on employee performance and 0.31 for effects on innovation. The organizational culture too affected the outcome as evidenced by the results which indicated that it had a beta of 0.24 on performance and 0.25 on the tendency to innovate. That was why these results stressed that such factors as transformational leadership and organizational culture were instrumental in increasing staff performance and encouraging the innovativeness of employees in the past. The p-values estimated raised all the values below 0.001 to support these past findings, and that the organizations should have paid attention to these aspects to enhance the generic performance as well as innovative competence. Concisely, results revealed that the proposed transformational leadership has positive and significant relations with the culture, employee performance, and innovative practices indicating the significance of the concept for the organizations.

Table 4: Results of the multiple regression analysis.

Dependent Variable	Independent Variables	Beta Coefficient	p-value
Employee Performance	Transformational Leadership	0.34	<0.001
	Organizational Culture	0.24	<0.001
Innovation	Transformational Leadership	0.31	<0.001
	Organizational Culture	0.25	<0.001

Conceptual Framework of Transformational Leadership, Organizational Culture, Employee Performance, and Innovation

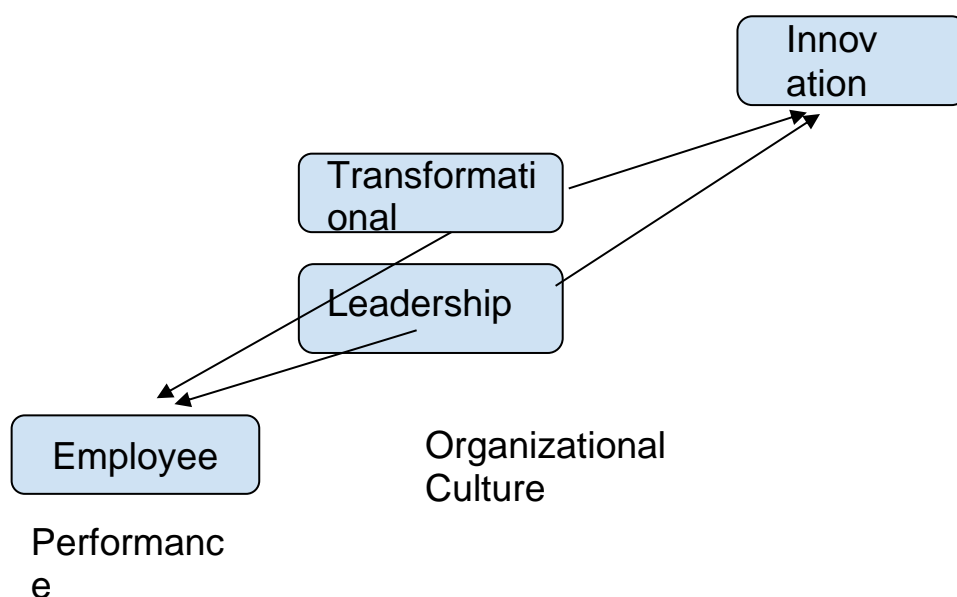


Figure 1: Conceptual Framework.



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Figure 1 present theoretical framework, which maps the relationship between transformative leadership, organizational culture, employee performance, and creativity. It offered four significant constructs labeled as nodes. At the center, transformational leadership was located, which stressed it as an independent variable that shapes the organizational culture as well as the outcome of the employees. Leadership transformation had a direct and positive association with employees' performance and innovation, and arrows were drawn from transformational leadership to performance and innovation. In the case of the second component within the hypothesis organizational culture, when combined with transformational leadership, directed to employee performance and innovation, as asserted by the current model, acted as the supporting element in the creation of a proper climate for the mentioned outcomes. One of the prominent ideas of the given framework was the relationship between leadership and culture as complementary factors providing the improvement of employee outcomes and stimulating innovative processes in organizations. This helped to give a clear and simple improvement of the hypotheses and the theories that were formed at the time of the study.

Regression Model Results: Impact of Transformational Leadership and Organizational Culture on Employee Performance and Innovation

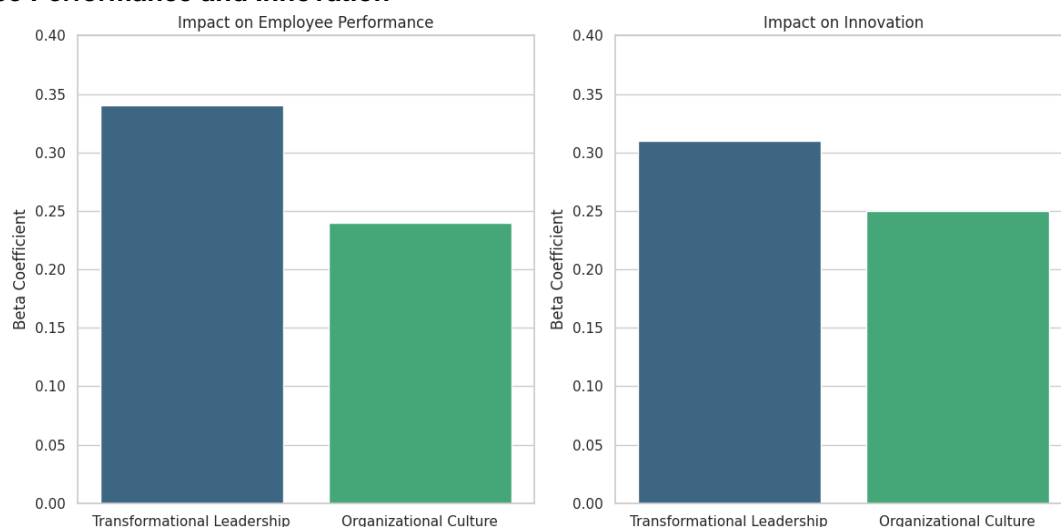


Figure 2: Regression Model Results.

The regression model findings were presented in Figure 2, whereby beta coefficients of culture and transformative leadership on output and innovation were identified. The figure was made of two bar plots each of which depicted the extent of the relationships obtained from the regression analysis. The left plot described the effect on employee performance and it stated that the transformed displayed a beta coefficient of 0.34 which is highly positive. After organizational culture with a coefficient of 0.24, the subsequent variable continued to have a moderate influence on enhancing workers' performance. The right plot was concerned with innovation, and it established a beta coefficient of 0.31 for transformational leadership categorizing it as key to encouraging innovation. The contribution of organizational culture was again evident with a coefficient of 0.25. Combined, these findings highlighted the significance of noticing that leadership style positively influenced performance and that culture also played an indispensable role in enhancing performance and innovation in different organizations.

DISCUSSION

The study examines the intricate connections between transformative leadership, organizational culture, employee output, and creativity. The findings support the notion that organizational effectiveness is enhanced by leadership style and culture in a time of rapid change and competition.

The research has important implications for the relevance of transformational leadership as a critical construct in organizational studies. Transformational leaders are those who can motivate and inspire their employees to reach a common goal [17]. The findings of the study add weight to the argument that transformational leadership is not a nice to have, but a necessary element of creating high employee performance and innovation. The development of employee behaviors and attitudes is significantly impacted by each of the four facets of transformational leadership [18].

The study also is consistent with existing literature suggesting the close connection between transformational leadership and employee performance [19]. Transformational leaders can increase job satisfaction and



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commitment by setting a clear vision and encouraging employees to go beyond their self-interests. When individual and organizational goals are aligned, they create an environment with employees well valued and motivated – and propels performance [20].

The emergence of organizational culture as a key factor influencing employee performance and innovation is found. [21]. The alignment of transformational leadership and organizational culture is crucial; leaders who desire to shape and support an important culture are planting seeds willing to produce innovation and performance [22].

The study supports Schein's contention that an organization with a strong organizational culture can increase employee engagement and performance. There is also the risk that a weak or misaligned culture leads to being engaged and disengaged and not engaging in innovative behaviors. This in turn underscores the relevance of studying cultural drivers of innovation and performance in the development of leadership strategy.

The current study views innovation as a key driver of competitive advantage and as being interrelated with transformational leadership and organizational culture. Transformational leaders inspire employees to think creatively experiment and take risks [23]. It was discovered that transformational leadership had a favorable relationship to innovation which lends support to existing work that suggests a direct relationship between leadership style and innovation potential [24].

The study shows that a supportive organizational culture, which values diversity and embraces change, has a huge impact on the innovation process [25]. Organizations that create an innovative culture tend to have an edge over rivals during the new product and service development cycle. The result is consistent with Gumusluoglu and Ilsev who found that organizations with transformational leaders are more likely to innovate. Understanding the nuances of how transformational leadership, organizational culture, employee performance, and innovation interact is needed because of their interdependencies. The findings fit with past empirical studies showing the positive effect of transformational leadership on employee behavior employee performance and employee innovation [26]. A strong correlation ($r = 0.70$) with employee performance and a moderate correlation ($r = 0.68$) with innovation leads us to conclude that leadership quality matters in driving both performance and the ability to innovate significantly.

This is consistent with Zhou and George that organizational culture enlarges or restricts the implications of the leadership style. Leadership and culture interplay is stressing that organizations need to align their leadership strategies with cultural values to achieve the best employee performance and innovation.

The study's findings provide useful guidance for organizational leaders who want to improve performance and innovation. Another important aspect for organizations to increase high performance and innovation culture — is to create transformational leadership qualities among managers. Programs for training leaders to better communicate a compelling vision; foster trust; and encourage collaboration can have a substantial effect on organizational outcomes [27].

The organizational culture is a powerful vehicle for values and therefore leaders need to proactively create a culture that supports ideas, innovation, and collaboration as opposed to the opposite. First, it is all about recognizing and rewarding innovative contributions and creating an environment in which employees feel safe to bring their ideas to the table and take calculated risks. The innovative capacity of organizations is increased by the creation of a culture that is supportive of diversity of thought and sees change as a good thing [28].

A few limitations of the study should be acknowledged. The cross-sectional design makes it impossible to establish causal relationships between the variables. Further research using longitudinal designs may furnish additional depth into the dynamic links among transformational leadership, organizational culture, and its relationship with long-term employee performance and innovation.

The sample was drawn from organizations that have recently experienced significant changes in leadership or culture, and may not be representative of all organizational contexts [29]. Future research should expand the scope of industries and organizational sizes represented in the findings.

Several avenues for future research are suggested by the complex relationships identified in the study. The second exploration would identify the inference of specific leadership behaviors on certain dimensions of organizational culture and performance [30]. The interaction of transformational leadership with specific cultural attributes could be investigated.

Additionally, future studies might explore how external environmental factors, such as market volatility and technological advancement, affect leadership, culture, and innovation. The interaction between these external factors and internal organizational processes can help us understand how organizations struggle to create innovation.

Finally, the role of employee engagement and job satisfaction could be explored as mediators in the relationship between transformational leadership, organizational culture, and performance, further lightening the how of these relationships.



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CONCLUSION

The study shows the importance of the interaction between transformational leadership, organizational culture, employee performance, and innovation. The findings reinforce the notion that transformational leadership is a promoter of organizational culture that is positive and subsequently, it relates positively to employee engagement and performance. Transformational leaders (through super inspiring and supportive behavior), establish an atmosphere where employees feel well-remunerated, mentally driven, and motivated to achieve leadership goals. Leaders' styles and organizational cultures must be aligned, as it will be a perfect ground for innovation and creative problem-solving. The study shows that an organizational culture that is strong in sharing values and norms has a strong impact on employee attitudes and behavior. Organizations highly engaged in promoting a culture of innovation and collaboration are more adapted to market changes and more effective in generating competitive advantage. It underscores the importance of leaders creating and spreading the feeling of a positive culture, one that embraces diversity and supports risk-taking. Combining the world of leadership strategy and the world of cultural values, it is clear why organizations must align their leadership strategies to cultural values to amplify employee performance and Innovation capacity. At a time of a more complex and competitive environment, the capacity to create a culture of high performance and innovation is critical for the sustainability of organizations' success. The theoretical and practical implications of these findings are not only important to the understanding of these constructs but also to the organizational leaders. Future research should be continued to explore the nuances of the relationships between transformational leadership, organizational culture, employee performance, and innovation, and how these elements can be leveraged by organizations to create greater effectiveness and growth in a changing environment.

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